



Anne Clarke AM
Chair of the Fire, Resilience and Emergency Planning Committee

Sadiq Khan
Mayor of London

(Sent by email)

3 February 2023

Dear Sadiq,

At its meeting on 1 February 2023, the Fire, Resilience and Emergency Planning Committee, considered the London Fire Commissioner's Reserves Strategy and Medium Term Financial Strategy 2023/24.

In accordance with Section 327I of the GLA Act 1999 (as amended), the Committee is required to review and make a report or recommendation to the Mayor on any draft document or revision prepared by the London Fire Commissioner under section 327G of the Act. This review must occur prior to the Mayor approving the draft document or revision for publication.

The Fire, Resilience and Emergency Planning Committee formally noted the Reserves Strategy and Medium Term Financial Strategy 2023/24 and agreed that this forms the recommendation to you, in accordance with the requirement set out at Section 327I of the Act.

The Committee also made comment as follows:

The Committee acknowledges that the documents contain all the relevant information and welcomes the fact that London Fire Brigade is stabilising its level of reserves over the next two years, before seeking to build them up again in 2025-26.

Please contact Diane Richards, Committee Officer, at diane.richards@london.gov.uk if you have any questions about this matter.

Yours,

A handwritten signature in black ink, appearing to read 'Anne Clarke', is positioned above the printed name.

Anne Clarke AM

Chair of the Fire, Resilience and Emergency Planning Committee



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Chair of the Fire, Resilience and Emergency Planning Committee

Sadiq Khan
Mayor of London

(Sent by email)

3 February 2023

Dear Sadiq,

At its meeting on 1 February 2023, the Fire, Resilience and Emergency Planning Committee, considered the London Fire Commissioner's Statement of Assurance 2021/22.

In accordance with Section 327I of the GLA Act 1999 (as amended), the Committee is required to review and make a report or recommendation to the Mayor on any draft document or revision prepared by the London Fire Commissioner under section 327G of the Act. This review must occur prior to the Mayor approving the draft document or revision for publication.

The Fire, Resilience and Emergency Planning Committee formally noted the Statement of Assurance 2021/22 and agreed that this forms the recommendation to you, in accordance with the requirement set out at Section 327I of the Act.

The Committee also made comment as follows:

- *The Committee acknowledges that the document contains all the relevant information and seeks ongoing assurance that the organisation is delivering on its Community Risk Management Plan, the recommendations from the Independent Culture Review of the London Fire Brigade, those from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services and the remaining recommendations from the Grenfell Tower Inquiry Phase One report.*

Please contact Diane Richards, Committee Officer, at diane.richards@london.gov.uk if you have any questions about this matter.

Yours,

A handwritten signature in black ink, appearing to read 'Anne Clarke', is positioned above the printed name.

Anne Clarke AM

Chair of the Fire, Resilience and Emergency Planning Committee



LFC –
0766

LONDON FIRE BRIGADE

Budget Submission 2023/24

Report by:

Assistant Director, Finance

Report Classification:

For Publication

I agree the recommended decision below.

Andy Roe

London Fire Commissioner

This decision was remotely
Date signed on 25 November 2022

Executive Summary

The Mayor has written to the London Fire Commissioner (LFC) to consult the LFC before preparing his draft Component Budget for the LFC for 2023/24. The Mayor is proposing to provide funding of £435.7m for the LFC in that year.

This report sets out the LFC proposed Budget Submission to the Mayor that will meet that financial requirement and achieves a balanced budget position for the LFC in 2023/24 at a time of exceptional inflationary pressures and resulting impacts on staff pay.

This is the full draft budget for 2023/24 and will form the LFC budget submission to the Mayor on 25 November 2022 in line with the Mayor's Budget Guidance issued on 29 July 2022.

Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner approves:

1. The Budget Submission for 2023/24 to the Mayor that includes:
 - a. Savings of £23.4m in 2023/24, as set out in paragraphs 36 to 43, table 2 and appendix 3.
 - b. A draw of £4.0m from the Budget Flexibility Reserve to deal with the impact of exceptional inflationary pressures in 2023/24 as set out in paragraph 21.
 - c. Departmental Investment proposals of £4.0m in 2023/24 as set out in paragraph 44, table 2 and Appendix 4.
2. A draft 20-year Capital Strategy together with a detailed four-year capital plan at Appendix 5.
3. A draft Medium Term Financial Strategy (MTFS) covering the period to 2025/26 at Appendix 2.
4. A draft Reserves Strategy at Appendix 6.
5. A draft covering letter at Appendix 9 for consultation with the Fire, Resilience and Emergency Planning (FREP) Committee.

Background

1. The Mayor's Budget Guidance for 2023/24 for the Greater London Authority (GLA) and the functional bodies was issued on 29 July 2022. The Guidance sets out the Mayor's key policy priorities to be reflected in future years' budgets, the proposed funding levels he intends to provide for each functional body, the financial context and the planned timetable for budget preparation for the GLA Group.
2. In his Budget Guidance the Mayor has used indicative funding levels from retained business rates, council tax precept income and Group wide reserves to determine the total funding he plans to provide the LFC from the resources under his control.
3. The Mayor then set out funding totals for each functional body, which are all based on a "central scenario" assuming a 2 per cent increase in business rates in line with inflation, a 1.99 per cent increase in council tax precept and an increase in the council tax base of 1 per cent each year.

4. Under the GLA Act 1999, the Mayor must consult the functional bodies before proposing a Component Budget for consultation. The Mayor has now written to the London Fire Commissioner (Appendix 1) to confirm the amounts as set out in his budget Guidance, which are for proposed funding levels for 2023/24 of £435.7m, 2024/25 of £452.9m, and 2025/26 of £470.2m.
5. An internal budget process has been undertaken looking at departmental investment and savings proposals and previous assumptions made in the MTFS. Key elements of this process included budget scrutiny meetings involving the Commissioner and directors, with a focus in turn on each department and its budget proposals. The budget process also included review of the draft budget submission by the Investment and Finance Board.
6. The MTFS (Appendix 2) shows the forecast estimates of income and expenditure for the next financial year and the following two financial years to 2025/26 and highlights budget surpluses or deficits for those years.
7. The proposals to meet any budget deficits are set out within this report and supported by the savings and investment proposals (Appendix 3 and 4 respectively). As set out in this budget submission, the LFC has plans in place to ensure that a balanced budget can be set for 2023/24 despite starting with a £11m deficit, inflation being the highest level in 40 years and higher than previously budgeted pay rises as a result of cost of living pressures on staff.
8. Taking into account the proposed savings and investment options, there currently remains a budget deficit of £0.7m in 2024/25. As part of improving the Brigade's financial controls and work to develop efficiencies a number of measures are being developed for implementation as part of the 2023/24 budget process, additional information on those is set out later in this report. This will help to ensure sustainable finances over the medium to longer term.
9. Until these plans have been agreed, the current MTFS assumption is that the £0.7m deficit in 2024/25 will be met by a draw down on the Budget Flexibility Reserve.
10. The development of the LFC's revenue budget and capital programme will continue during the Mayor's budget cycle, which concludes in February 2023. The LFC will agree a final revenue budget and capital programme for 2023/24 in March 2023.
11. This report forms the proposed full draft Budget Submission to the Mayor, including the additional tables attached at Appendix 10. The Mayor has set a deadline for the LFC of 25 November 2022 to provide the GLA group budget submission and, if approved, this draft budget will form the basis for the LFC submission.
12. The Mayor has requested that the LFC integrates its Capital Spending Plans and Revenue Budgets into one overall Budget Submission. In order to meet this requirement, the LFC's capital expenditure is set out below.
13. Under the Prudential Code of Practice, the LFC is required to formulate a longer term Capital strategy which sets out the LFC's capital expenditure plans over the longer term and this is included at Appendix 5.
14. Table 1 below sets out a provisional timetable for the remainder of the budget process.

Table 1: Timetable for the remainder of the Budget Process

25 November 2022	Functional bodies to provide full and summary budget submissions to the Mayor. This must be published on LFC's website.
November/December 2022	Provisional Local Government Funding Settlement
8 December 2022	Budget and Performance Committee meeting with LFC and MOPAC
Mid to late December 2022	Following the publication of the provisional Local Government, Fire and Police Settlements, the Mayor will issue his draft consolidated budget, including Capital Strategy and borrowing limits.
Week beginning 2 January	GLA to inform Functional Bodies (FBs) of any changes to control total allocations (only if major changes following provisional settlement publication)
11 January 2023	January Budget Update report presented to Commissioner's Board, providing updates from the November submission if required.
26 January 2023	London Assembly considers the Mayor's draft consolidated budget 2023/24.
Early February	Government expected to publish final local government and fire finance settlement (expected date based on final settlement for 2022/23).
23 February 2023	London Assembly considers the Mayor's final draft consolidated budget 2023/24.
28 February 2023	Statutory deadline by which the GLA precept must be approved and the Mayor's statutory Capital Spending Plan is published.
March 2023	The LFC approves the final Budget for 2023/24, within the overall funding limit set by the Mayor.

Mayor's Consultation Letter

15. The Mayor issued a consultation letter to the London Fire Commissioner on 22 November 2022. The purpose of the letter is to consult the Commissioner and clarify the requirements for the LFC's budget submission before preparing a draft component budget for 2023/24. A copy of that letter is at Appendix 1 and the main points are set out below.
16. The letter notes that the GLA intends to publish its Group Budget Consultation Document before the Christmas break. This is on the expectation that the Government announces the Provisional Local Government and Fire Finance Settlement in early to mid-December.
17. The Mayor has set out funding for the LFC of £435.7m in 2023/24, which is in line with revenue funding totals as set out in his Budget Guidance issued on 29 July 2022 and represents an increase (in cash terms) in funding of £13.9m from the funding levels provided in 2022/23. The guidance then sets out funding of £452.9m in 2024/25, and of £470.2m in 2025/26.

Government Spending Reviews

18. In reviewing the financial position set out in this report it should, of course, be noted that on the 7 September 2021 the Chancellor of the Exchequer announced that he will conduct a three year spending review to cover the period from 2022/23 to 2024/25, which concluded on 27 October 2021, alongside the Autumn Budget. A further spending review was expected to be carried out on 31 October 2022 but in light of the change in Prime Minister this was published as part of the Autumn Statement on 17 November 2022.

Medium Term Financial Plan

19. The final March 2022/23 Budget Report (LFC-0679) set out the agreed budget for the 2022/23 financial year and included two further years (2023/24 and 2024/25), as required by the Mayor in his Budget Guidance for that year. That report set out a balanced budget in 2022/23 based on the assumptions in that report and a forecast budget gap of £11m in 2023/24. The estimates have been kept under review in light of financial performance during 2022/23 and an updated position is set out at Appendix 2.
20. The impact of the increase in funding, together with the results of the review of the MTFS as part of the preparation for the 2023/24 budget process, is set out in Table 2 below. The table also contains a summary of the financial impact of other changes to the forecast position over the three year period, which are explained in more detail below.
21. The table shows that based on these assumptions there would be a balanced budget in 2023/24 after taking account of use of reserves for exceptional inflation of £4.0m, but a budget deficit of £0.7m in 2024/25, largely due to the funding requirements for a 5% annual pay award. There is then a forecast budget surplus of £5.0m in 2025/26 which will be used to replenish the Budget Flexibility Reserve, which reflects departmental savings of £5.4m and a forecasted funding increases from the Mayor.
22. However, the position from 2023/24 will of course be impacted by Local Government and Fire Service settlement which is expected in early to mid-December, as well as the LFC's own forward plans. These are considered later in this report.
23. In making the saving and investments proposals as set out in Table 2 below consideration has been given to the LFC's strategic objectives and Value for Money principles, including:
- The number of fire stations, appliances and firefighters are not reduced
 - Delivery of the Community Risk Management Plan
 - Appropriate investment continues to be made in transformation activity
 - Resources are available to meet the recommendations arising from both the Grenfell Tower and Manchester Arena Inquiries and also the improvement plan from the HMICRFS inspection
 - Adequate investment in core infrastructure is maintained
 - Appropriate resources set aside to deliver key strategies
 - Resources are allocated to key priorities
 - Opportunities for innovative and modern ways working will be adopted as far as possible

Table 2: Budget Position for the LFC

	2023/24	2024/25	2025/26
	£m	£m	£m
Budget Gap as set out in the MTFS for 2022/23 (and rolled forward into future years)	11.0	2.6	0.0
Update to Inflation and Medium Term Assumptions	3.2	3.9	4.3
Cost of a 5% pay award for operational staff	5.6	5.6	5.6
Cost of a 5% pay award for FRS staff	1.0	1.0	1.0
Removal of Prior year Savings and Investment Assumptions	0.6	2.7	2.7
Investments Now Proposed	4.0	3.8	3.7
Revenue Contributions to Capital	2.0	0.0	0.0
Budget Gap after Pressures Identified	27.4	19.6	17.3
Departmental Savings Proposed	-2.3	-4.5	-5.4
Operational Vacancy Margin	-4.9	0.0	0.0
Additional FRS Vacancy Margin	-1.0	-1.0	-1.0
Efficiency Review - Reforms to Operational Support Units	-1.5	-1.5	-1.5
Efficiency Review - Further Savings	0.0	-1.5	-3.0
Targeted Rolling Review of all business areas by the Investment & Finance Board	-0.3	-1.0	-2.0
Review of Insurer Income under the MFB Act	-2.1	-3.1	-3.1
Review of Capital Financing Costs	-4.0	-2.0	-2.0
Actuarial re-valuation of required contributions to LGPS for FRS Staff	-4.3	-4.3	-4.3
FRS Recruitment Controls	-1.0	0.0	0.0
Review of Earmarked Reserves	-2.0	0.0	0.0
Total Savings Identified	-23.4	-18.9	-22.3
Use of Budget Flexibility Reserves to Offset Inflation	-4.0	0.0	0.0
Contribution to Budget Flexibility Reserve	0.0	0.0	5.0
Budget Gap (+) / Surplus (-) After Savings Identified	0.0	0.7	0.0

24. The MTFS includes an assumption of a 5 per cent pay award for 2022/23 for all staff although discussions with the respective representative bodies are still ongoing and the actual pay award currently remains uncertain. The 5 per cent pay award for FRS staff for 2022/23 would replace the previous employer offer of a 3 per cent cost of living increase and a 3 per cent salary progression increase within staff pay scales. Following a review of both these options it is considered that the 5 per cent offer would have a more equitable impact on staff within different grades and between Operational and FRS staff, subject to further discussions with the unions.
25. At this stage, the staff pay award assumption for 2023/24 and subsequent years of the Medium Term Financial Plan has provisionally been set at the standard 2 per cent level in this draft Budget submission. This provisional amount will be reviewed in the run up to finalisation of the Budget submission in March 2023 and as part of the 2023/24 pay award setting process, taking

into account the latest projections for inflation and the impact on cost of living. The London Fire Commissioner will work alongside the National Fire Chiefs Council in making the strongest possible case to government for additional funding for pay and for reforming the pay system in the sector. Many staff have said to the Commissioner that they want longer term pay arrangements, rather than annual negotiations, including an agreed pay formula. The Commissioner has committed to pursuing this and discussions have already begun with our various stakeholders. We would like to look at skills pay, incremental pay and a pay formula to give longer term security. The Commissioner will apply the same energy to this agenda as he did to increase the pay offer to 5% for the 2022/23 pay settlement.

Establishment

26. The 2022/23 budget process proposed a return to full establishment in 2023/24 and the full reversal of an additional Average Vacancy Margin (AVM) of 296 posts below full establishment.
27. Since the approval of the Budget 2022/23, work has continued on the feasibility and impact of this level of change in the AVM, in particular on areas such as recruitment and training, as well as on operational delivery. A number of working groups reporting into the Establishment Board, have been considering key aspects of the change in AVM and presenting options for consideration. The conclusion from this work is that rather than fully removing the additional AVM, that a two-step approach should be adopted, and lead to a reduction to an AVM of 100 in 2023/24. Work will then continue to address recruitment, skills and training, and then allow removal of all the additional AVM, a return to full establishment, in 2024/25.
28. This phased reduction in the additional AVM has generated a one-off reduction in the budget requirement of £4.9m and is reflected in Table 2 above.

Pre-Arranged Overtime (PAO)

29. The LFC has experienced significant additional demand for PAO, worked by operational staff, in the current, 2022/23, financial year. This additional demand has led to operational staff having a forecast overspend at Q2 of £9.7m, which is partly mitigated by underspends in other budgets. As well as factors such as skills shortages, vacancies, leave and sickness levels, there have been exceptional events during 2022/23 that have contributed to this additional demand for PAO including the major incident declared in the summer due to the extreme heat resulting in a high number of incidents to respond to and also the maintenance of resilience at the highest levels throughout August, and also the impact of Operation London Bridge, the LFC operational response as part of HM The Queen's funeral.
30. To address the increased demand for PAO and overspending position a working group was formed to analyse the drivers for PAO and develop options to reduce this in a way that ensures operational performance and resilience, staff wellbeing and financial sustainability. This work has been led by an Assistant Commissioner, reporting into Directors and the LFC. On 21 November, these proposals were discussed with the Commissioner, who is firmly committed to addressing this issue at pace. Implementation of these proposals will begin from January 2023, with the strategy developed into a formal LFC decision paper, for consultation with the Deputy Mayor. Subject to approval of the plan, the implementation of the cost avoidance proposals will predominantly make an impact in the final quarter of 2022/23 and continue into next year and beyond.

Pensions Remedy

31. There are ongoing legal proceedings relating to the transitional provisions (protection arrangements) for the Firefighters' Pension Scheme (FPS) 2015. By way of summary, in 2018, the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' and Judges' Pension Schemes (Sargeant and McCloud cases). The legal proceedings were due to be held for a preliminary hearing on 13-28 October 2022 although this was vacated. Vacation of the hearing followed agreement in principle as to issues of non-financial loss, and to provide further time to negotiate the full settlement details between all parties (including FRAs) through their respective legal representatives. In the case of FRAs, approval will then be needed by the Steering Committee before final agreement is reached. The cost of compensation will be fully met by Government.
32. On 4 February 2021, the Government published its consultation response on how it intends to remove the discrimination identified by the courts in pension reforms through changes to primary legislation and FPS regulations. The discrimination will be removed in two parts. The first is prospectively for future benefits from 1 April 2022, and this has now been implemented. The second is retrospectively for benefits built up during the period of discrimination 1 April 2015 to 31 March 2022 (the remedy period), and this is to commence in October 2023, following pensions legislation being put in place and pensions systems amended to reflect these.
33. Following consultation on the proposed amendments to the pension scheme regulations to deliver the first set of changes to remove the transitional protections from the FPS 2015 (prospective action), the Public Service Pensions and Judicial Offices Act 2022, (the PSP&JO Act) received Royal assent on 10 March 2022. There will be a further consultation process with regard to the second part of the remedy, (the retrospective remedy) later this year.
34. The full impact of the pensions remedy on the LFC is not yet clear, and this will be fully considered in pension scheme valuations following implementation. This valuation will include any changes necessary to employer pension contribution rates, and this will be reflected in the LFC's medium term forecasts as further information becomes available.

Pensions Revaluation

35. The Local Government Pension Scheme (LGPS) has recently undergone re-valuation, whereby the actuary assesses the contributions required by members of the scheme in order to meet their future obligations to the scheme and its members. As part of this evaluation, it was assessed that LFB would be able to reduce its annual contributions to the scheme by £4.3m and still meet its obligations. This has therefore been factored as a re-occurring saving in the MTFS.

Savings Plans

36. A total of £23.4m in Budget reductions are proposed for 2023/24, including departmental and efficiency review saving proposals of £3.8m as set out in Appendix 3, operational and FRS staff vacancy margin savings of £4.9m and £1.0m respectively, a review of income from insurers of £2.1m, a review of capital financing costs of £4.0m, the impact of an actuarial review of LGPS employer pension contributions of £4.3m, additional FRS staff recruitment controls of £1.0m and a release of £2.0m from earmarked reserves following a review of ongoing requirements.
37. Despite these savings, there currently remains a budget deficit of £0.7m in 2024/25 and it will be important that further efficiency plans are developed to address this budget shortfall. Paragraphs

75 to 81 set out proposals to strengthen financial controls and deliver further efficiencies over the MTFS period.

38. Whilst these significant saving proposals are sufficient to close the budget gap in 2023/24 further work is ongoing in a range of areas to generate further savings. These include targeted reviews by the Investment and Finance Board, the ongoing work of the Efficiency Review and the regular Departmental Reviews as part of the ongoing budget process
39. Until firmer plans for future years have been developed, the current assumption is that the deficit in 2024/25 will be met from a draw down on the Budget Flexibility Reserve.
40. In addition to the savings areas set out above an Efficiencies Review has been delivered setting out a wider range of proposals. These include a mixture of cashable savings, reduction in unbudgeted financial risks, improved productivity and resource allocation (noting that there should be no reduction in firefighters, fire appliances or fire stations) and cost avoidance (especially in the context of significant inflationary pressures on contracts). The findings of the review are now being taken forward as part of the 2023/24 budget process; proposals have varying lead times for implementation depending on complexity, existing contractual commitments and strategic opportunities (e.g. aligning timing to planned reviews of policy areas and delivery of the CRMP).
41. The following key areas are currently the main scope for efficiencies saving being taken forward: a revised staffing model for the Operational Support Units (OSUs); vacancies within FRS staffing; a reduction in operational travel/journeys and associated costs; the reduction of false alarms; review of undress uniforms; provision of leased cars; review of overtime in Control; inventory management; income generation. Appendix 3 provides a detailed list of these areas of review, in addition to the savings proposals.
42. This report includes the impact of a target for an ongoing efficiency review process to find incremental savings of at least £1.5m annually over and above those already included in the budget plan.
43. It should also be noted that a review (see paragraph 29 to 30) of pre-arranged overtime was also carried out as part of the Efficiencies Review, which has overspent against the 2022/23 Budget. Whilst this work will not generate a budget saving it is key in reducing spend in this area and plans to remove any overspend against the budget in 2023/24, whilst maintaining operational performance and resilience.

Investment proposals

44. The budget process for the LFC also identified a number of proposals for investment to ensure the Brigade is able to meet current and future challenges, amounting to £4.0m in 2023/24. Detailed information can be seen in Appendix 3. Key areas of investment include Operational Resilience (£875k), ICT (£651k), Community Engagement (£265k), Communications Department Restructure (£281k), Learning & Professional Development for Operational staff (£468k) and Occupational Health contract (£412k). Additional information on the Community Engagement and Communications Department Investment is set out from paragraph 66.
45. The budget process has also carried out a review of growth agreed as part of the 2021/22 Budget on Transformation and People Services. The outcome of these reviews are set out below from paragraphs 46 and 58 respectively. These sections do not request additional funding and explain the progress in delivering the outcomes from previous investment.

Transformation

46. The Community Risk Management Plan (CRMP) sets out an ambitious and challenging strategy for change and the Transformation Directorate is integral to the successful achievement of those goals.
47. Feedback from HMICFRS as well as both our own internal audit and independent assurance advisor is that the Brigade should be adopting a more structured and co-ordinated approach to delivering, managing and prioritising change which is aligned to the LFC's overall ambition.
48. Since joining LFB in June 2020, the Director for Transformation has instigated a programme of work to build the foundations needed, both in terms of professional capabilities and process, to create an environment that will support sustainable transformation. Following previous budget approval for investment in transformation, specific proposals for the expenditure requirements to deliver the Transformation Directorate restructure were approved in July.
49. Now that the LFB has defined its vision in the new CRMP, the Directorate's role is to help the organisation develop the capabilities, capacity and frameworks necessary to deliver it in a considered and deliberate way and to sustain the deployment of those capabilities and processes through what will be a significant period of change across all aspects of LFB.
50. Change will be prioritised, sequenced and delivered in such a way that colleagues don't feel overwhelmed, feel that they have the space to learn and contribute and see that change is being delivered that helps them to do their job to the best of their ability with the right tools, whatever their role might be.
51. The organisation will make better investment decisions, better manage programmes and projects to deliver benefits and introduce a culture of continuous performance improvement.
52. The new structure is in the implementation stage, with the majority of new posts expected to be filled by the end of the financial year. This extended implementation period has significantly reduced the draw down in 2022/23 against the agreed budget growth of £2.5m (£1.5m net of reserves use). The funding therefore required from reserves has been reprofiled, and the funding no longer required in 2002/23 taken forward to 2023/24. Alongside the implementation of the new structure, key achievements for over this year include:
 - Strategic Planning have led on the development of the new Community Risk Management Plan, which is underpinned by detailed, phased delivery plans. The first of these has been introduced for 2022/23 and aims to support the Brigade's transition to the new CRMP which will begin from 2023.
 - The portfolio function in the directorate is supporting the establishment of programmes and projects, providing new guidance, advice and systems to enable effective delivery of change across the organisation.
 - The performance improvement team have led on the identification of performance measures that will evidence the effectiveness of delivery of the new CRMP and is focussing now on the development of business level measures that will provide management information at directorate and department levels.
 - The revised approach to risk management introduced last year has been embedded into existing governance arrangements and the focus is now on developing assurance, both

enterprise-wide and service delivery, so that the executive team can evidence the effectiveness of delivery.

- The investment has also supported ongoing provision of business continuity services for the organisation for both sudden and rising tide events, such as the ongoing demands of covid- 19 earlier in the year, the wildfires in July and the former Queen's funeral in September.
- The Directorate has also facilitated a second full inspection by His Majesty's Inspectorate of Constabulary and Fire Rescue Services and co-ordinated the production of a comprehensive action plan in response to the findings.

53. In terms of the recommendations arising from Phase 1 of the Grenfell Tower Inquiry (GTI) one of the 14 recommendations directed specifically at LFB from the GTI report remains outstanding and is on track to be complete by the end of March 2024 and of the further 15 recommendations directed across emergency services, the remaining two recommendations are scheduled to be implemented by December 2023 and March 2025 respectively.
54. Following HMICFRS's second full inspection of London Fire Brigade (from 23 November 2021 to 21 January 2022), the final report was published on 27 July 2022. The report contains 44 recommendations related to areas for improvement alongside two causes of concern.
55. The Brigade has developed action plans to address the two causes for concern as a matter of priority and an overarching action plan for all other areas of improvements. This action plan has been mapped against the LFC 2022/23 delivery plan and CRMP. The first scheduled progress update will be provided to HMICFRS following the end of Q3 2022/23 and will be quarterly thereafter.
56. In respect of the HMICFRS recommendations from 2019, of the 26 recommendations, 19 have been implemented as at the end of Q2 2022. Of the remaining seven recommendations, five are expected to be implemented by the end of 2022/23 with the remaining two recommendations to be implemented by March 2024 and March 2027 respectively.
57. The Improvement Progress Report published in October sets out further details of progress against these recommendations as well as progress made against the improvement ambitions set out within the Transformation Delivery Plan (TDP).

People

58. LFC has an ambitious agenda around people and culture which is vital to achieving the transformation it has committed to following the Grenfell Inquiry and HMICFRS inspections. This also includes implementing lessons-learned from recent employment tribunals and other events across the Brigade. The HR function is also integral to the development of the CRMP which includes focus on services being delivered by the right people with the right skills and capability.
59. The need for this change and associated investment is further supported by the 2022 HMICFRS Inspection report, which rates the LFC as 'Requires Improvement' across all areas under 'People' and grants a Cause for Concern in relation to culture. The growth also anticipates somewhat the results of the independently-led Culture Review due to report in November 2022 i.e. the need to improve the culture within the organisation, including specifically leadership, diversity and inclusion.

60. People Services, as the LFC's HR Function, is one of the main enablers to the delivery of this change. The function has historically not been set up in the best way to deliver this, with most staff dedicated to the end-to-end employee lifecycle, rather than strategic work to improve the culture of the organisation.
61. The investment from last year's budget submission is starting to reshape the function in line with good practice elsewhere to deliver this change. For example, the investment has enabled delivery such as:
- The continued roll-out of leadership development programmes at all levels within the organisation
 - Improvements to the support provided to neurodiverse staff
 - The development and implementation of a new Wellbeing Strategy for the organisation, focussing on the prevention of poor wellbeing to reduce sickness absence and the cost associated with it.
62. Most notably, the implementation of a new HR People Partner function from September 2022 is core to the delivery of the action plan to remove the Cause for Concern issued by HMICFRS in relation to culture, and in the organisation responding effectively to the external review of culture (see below). HR People Partners have started to support this through:
- Reviewing people data regularly with senior leaders to identify specific areas of strength and concern around culture in their departments, to design targeted strategies or plans to improve
 - Working closely with senior leaders to effectively implement the new discipline, performance, bullying, harassment and grievance policies and approaches being reviewed as part of the Cause for Concern action plan
63. The next step for the People Services Strategy is to complete the restructure of HR Operations, which will include a root and branch review of HR processes in line with the implementation of a new HR system from April 2023.
64. Over the course of the next 3-4 years the investment will start to deliver long-term cost savings in a number of areas, help to reduce the current impact of directorate and departmental risks, and help the implementation of actions in the LFC's HMICFRS action plan and the CRMP, including:
- Delivering efficiencies in People Services following the implementation of the new operating model and HR system
 - Cost avoidance through reduction in management time spent on managing grievance and bullying and harassment cases
 - Cost avoidance through reduction in employment tribunal costs
 - Cost avoidance and improvements in key performance indicators through reduction in sickness absence and more effective workforce planning
 - Potential reduction in the cost of overtime through more effective workforce planning.

Culture Review

65. In 2021, the LFC launched an organisation-wide independent review into our culture, appointing Nazir Afzal OBE as the Chair of the review. The review will report on 28 November 2022. Any

financial implications arising from the review will be reflected in the final Budget submission in March 2023.

Communications and Community Engagement Resourcing

66. The successful delivery of Your London Fire Brigade, the LFC's Community Risk Management Plan, is critical to the Brigade's future and ensuring it is trusted to serve and protect London. Crucial to that delivery is a high performing and strategic communications function that can deliver integrated communications campaigns which are fully aligned to Your London Fire Brigade, with the voice of the community at its heart.
67. To support this delivery further investment is therefore required in the Communications Directorate of £546k. The directorate currently has 19 posts to deliver the core communications functions, with other staff in the directorate covering the museum, fundraising, print room, design and events, and this level of resource is not considered adequate to deliver the requirements of transforming the Brigade.
68. The investment will strengthen key functions on stakeholder and community engagement, public affairs, internal communications, and communications planning. The additional investment will support the LFC's new Communications Director in delivering her role, and help ensure the successful delivery of Your London Fire Brigade as well as supporting culture change. The £546k of investment includes £265k for Community Engagement and £281k for the other functions set out above.

Industrial Action

69. The LFC, along with most organisations, is experiencing pay award expectations from staff well in excess of funding available, due to the cost of living challenges. The Fire and Rescue sector employers made a five per cent pay offer for pay increases from 1 July 2022. The Fire Brigades Union (FBU) conducted a consultative ballot which concluded in November on whether to accept or reject the five per cent pay offer for its members. The result of that ballot was to reject the pay offer. The FBU has now confirmed that a ballot for strike action will open on Monday, 5 December 2022 and close on Monday, 23 January 2023.
70. Any strike action will have financial implications for the LFB and require the use of its Operational Contingency Arrangements contract. This will result in set up costs and then additional expenditure for each period of strike action. This will then be offset by deductions from staff salaries for any period of strike action. Any resulting additional financial pressure would be met from the LFC's Budget Flexibility Reserve, which will reduce its capability to deal with other arising financial pressures in the medium term.

Grants

71. The Budget for 2023/24 includes anticipated grant income of £33.9m, including a range of grants. Additional detail on the grants is set out in Table 3 below.

Table 3: Key Grant Receipts Projected

Grant Name	Amount in 2023/24 £m	Expected length of Grant
Pension Grant (2015 Firefighter Pension Actuarial Review)	21.7	Ongoing (Agreed annually)
Property PFI	3.7	Until 2039/40
New Dimensions	3.4	Ongoing (Agreed annually)
NFCC Corporate Portfolio Office	2.1	Under Review
Merton Regional Control Centre	1.9	Until 2034/35
Other Grants	1.1	
Total	33.9	

72. As highlighted in the table, some grants will be agreed annually as part of the central government settlement process and one is under review. The current MTFS assumption is that the total of £33.9m will continue over the MTFS period but there is a risk that this may not be the case.

Sustainability and Net-Zero Carbon

73. The budget submission has been reviewed for sustainability and environmental implications. The LFC will continue to monitor performance through the ISO 14001-certified Environmental Management System that covers the functions of the LFB and published Sustainable Development Annual Reports. The LFC's budget includes allocations that will support most of the LFC's commitments under the London Environment Strategy. This includes implementing responsible procurement, reducing waste, improving air quality, increasing London's green cover, adapting to climate change, and reducing CO2 emissions in line with the mayor's ambition to accelerate carbon reductions to achieve net zero by 2030 as part of COVID-19 recovery plans. Appendix 8 of the LFC's detailed budget submission sets out the actions taken, and resources allocated by LFC to comply with the London Environment Strategy.
74. In addressing the Mayor's sustainability agenda as set out as part of this year's Mayors budget guidance a Carbon Reduction Strategy has been drafted and was presented to the Investment & Finance Board on 27 October 2022 and the Commissioner's Board on 3 November 2022.

Financial Control and Efficiencies

75. As part of improving the Brigade's financial controls and work to develop efficiencies a number of measures are being developed for implementation as part of the 2023/24 budget process. These measures will also support the Brigades work to ensure it meets the requirements of CIPFA's Financial Management Code and our response to the recent HMIFRS recommendations and have

been set out below. The LFB's Value for Money Principles will be updated to reflect these measures to strengthen financial controls and efficiencies.

Efficiencies

76. Ensuring that work on efficiencies is not a one-off exercise but embedded as a core part of our ongoing financial management – implementing the findings from the initial Efficiencies Review, as well as any new opportunities over the medium and long term (such as the surrender of the lease in Union St), regularly monitored by the Investment & Finance Board (IFB). This would include the IFB carrying out rolling deep dive review into thematic areas of expenditure – business as usual costs as well as incremental bids for funding – in order to identify opportunities for savings.

Budget Delegation

77. The introduction of annual budget delegation letters to Directors (and cascaded down to Heads of Service budget holders) to ensure greater accountability at directorate level for managing budgets, including improved forecasting, managing pressures within directorates by finding offsetting savings/efficiencies and re-prioritisation of resources. This would replace the current system which encourages bidding to the centre for additional resources. Directorates would be supported through the enhanced finance business partnering service as this is implemented (as per the approved finance review bid approved on the 31 August 2022) and embedding of the Brigade's value for money principles.

Recruitment Controls

78. The introduction of recruitment controls for FRS (non-operational) posts (led by the Directors of People and Corporate Services) to ensure greater scrutiny and challenge before recruitment is undertaken to vacant posts. This should consider all permanent and temporary recruitment, and include consideration of whether the responsibilities of the vacant post could be accommodated by reorganising the wider team's work. A similar system of controls was temporarily introduced to help manage financial pressures during the pandemic, and lessons learnt from this applied to the new approach.

New Business Case Process

79. The new business case process developed by the Portfolio Office should improve value for money by placing a stronger emphasis on articulating and quantifying returns (monetary and non-monetary) as well as costs of investment; the improvements in programme delivery (overseen by the Brigade Portfolio Board) should lead to improvements in planning and delivering projects to time and cost.

Collaboration

80. Stronger push on working with the GLA, FRS sector and any other relevant public bodies, to identify and realise collaboration opportunities.

Staff Recognition

81. Promote a culture of recognition for staff that deliver efficiencies / value for money, for example through People Awards.

Equality Assessment

82. The Mayor has required in his Guidance that the proposals in the LFC's Budget Submission should be assessed to further address equality, poverty, economic inequality and social integration in London. An equality analysis is set out at Appendix 7 to comply with this requirement.

Medium Term Financial Strategy and Reserve Strategy

83. The Fire and Rescue National Framework sets out the documents each Fire and Rescue Service (FRS) is required to produce, which include an integrated risk management plan, an annual statement of assurance (to be published later this year) and its financial plans including an efficiency plan, a Medium Term Financial Strategy and a Reserves Strategy.
84. To meet this requirement a Medium Term Financial Strategy and Reserves Strategy are attached to this report at Appendices 2 and 6 respectively. The Medium Term Financial Strategy has been updated to also meet the requirements of an Efficiency Plan covering 2023/24.
85. A draft letter to the Chair of the London Assembly's Fire, Resilience and Emergency Planning (FREP) Committee is also attached at Appendix 9 to consult FREP alongside providing the Budget Submission to the Mayor. The results of any scrutiny by the FREP Committee, alongside that from the Budget and Performance committee, will then also be considered as part of finalising the LFC budget for 2023/24.

The Financial Position as at the end of September 2022

86. As at the end of quarter two of 2022/23 the Brigade was forecasting an overall overspend position of £4.8m.

Reserves

87. To meet the requirement of the Local Government Act 2003 in respect of adequacy of reserves and demonstrate compliance with the guidance on local authority reserves and balances issued by CIPFA the GLA and the functional bodies must provide:
 - a statement of policy on reserves and contingencies;
 - details of all reserves and general balances;
 - an analysis and explanation of the expected movements on reserves between the start and end of each year from 1 April 2023 to 31 March 2026;
 - in the case of earmarked reserves held for purposes beyond 31 March 2023, an indication should be given as to when they are likely to be applied;
 - explanation of why reserves need to not only be adequate but why they are necessary.
88. The Reserves Policy is set out in the Medium Term Financial Strategy. A statement on the adequacy of reserves is set out in Appendix 6. The corporate financial risk assessment has been refreshed in support of this. That assessment sets out the potential unbudgeted payments the LFC may be required to make if risks are realised, and is used to inform the minimum general reserve requirement.

Financial Risks and Opportunities

89. There are a range of risks and opportunities to the long-term financial position which are as yet unquantified in the estimates in this report, and these are outlined in the Medium Term Financial Strategy at Appendix 2.

Fees, Charges, Cost Recovery and Sponsorship

90. The LFC receives income from a range of charges, which are calculated on a cost recovery basis. These charges will be reviewed as part of finalising the budget for 2023/24 and will be reported in the final budget report in March 2023.

Capital Programme 2023/24 to 2026/27

91. The Financial Position as at the end of September for Q2 has been used as a base starting point, however this has then been amended to reflect any known changes since the reporting date. This revised position has been used for 2022/23.
92. The overall capital programme is summarised in the table below:

Table 4 : Capital Programme Summary

Project	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	TOTAL £m
Capital Schemes						
Properties	10.3	18.4	14.3	35.0	15.7	93.7
Fleet Replacement Plan	8.1	6.4	2.9	4.1	2.8	24.3
ICT Projects	4.6	11.3	11.5	3.4	3.2	34.0
Communications Project	0.0	2.3	0.0	0.0	0.0	2.3
Ops Policy Equipment	0.2	8.1	0.0	0.0	0.0	8.3
Total Expenditure	23.2	46.5	28.7	42.5	21.7	162.6
Capital Receipts	0.0	0.0	12.3	0.0	0.0	12.3
Capital Grants	0.0	0.0	0.0	0.0	0.0	0.0
External Borrowing	23.2	46.5	16.4	42.5	21.7	150.3
Total Financing	23.2	46.5	28.7	42.5	21.7	162.6

93. The Capital Strategy for 2023/24 is included within Appendix 5 which also includes the financing of the capital programme for the next four years together with the approved prudential borrowing limits. The first five years of the Capital Strategy, to 2026/27, are included in the Mayor's Capital Spending Plan, and are funded by the capital financing costs reflected in the LFC revenue budget submission. The costs of borrowing are within both affordability and borrowing limits.
94. The Capital Receipt in 2024/25 is net of a repayment to the GLA that will become due on the sale of 8 Albert Embankment. LFB will therefore require external borrowing to fund this repayment.
95. The capital programme includes the costs of the purchase of a number of IT solutions and the market for these products continues to develop. For some IT products it is not until the tender stage that it becomes clear whether a cloud-based solution (or part cloud-based solution) will be recommended, which may then see less capital demand with costs instead being met from the revenue budget. The capital programme will continue to develop to reflect the emerging position.

Capital Strategy

96. The CIPFA Prudential Code 2017 sets out a new requirement for local authorities to produce a Capital Strategy, to form part of an authority's integrated revenue, capital and balance sheet planning. The Mayor's Budget Guidance requires that the Capital Strategy covers a 20-year period, and forms part of the LFC's Budget Submission. The 2023/24 Capital Strategy is detailed in Appendix 5.

Equalities Impact

97. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.
98. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
99. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.
100. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
101. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
102. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.
103. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

104. The requirement for each proposal which has a potential impact to undergo an Equality Impact Assessment was communicated to all Heads of Department as part of the budget guidance. This included specific instruction setting out the LFC's obligations under the Equality Act and Public Sector Equality Duty, with guidance to support them to complete Equality Impact Assessments (EIAs) on relevant proposals.
105. In addition, an EIA has been undertaken on the proposals which have a direct impact on staff who are in positions which are at risk of deletion. Although this staff group is small (fewer than ten), there is an adverse impact on race and gender, given the demographic makeup of the staff group affected. This impact, including mitigations agreed to minimise the impact, is outlined in the Equality Impact Assessment (agreed staffing proposals) which is attached as an Appendix seven to this report.
106. This is particularly relevant given the 2020 Mayor's budget guidance which explicitly stated, at 5.3 and 5.4:

(5.3) It will be a key objective for London's recovery to address the social and economic inequalities that have driven differences in the impact of COVID-19 across London's communities, as well as the inequalities created as a result of the crisis itself. In reviewing and repurposing their budgets to support London's recovery all members of the GLA Group must consider what steps they can take to address these inequalities.

(5.4) All members of the GLA Group must also assess their wider budget proposals to consider both their potential impact on different groups of Londoners (including, but not limited to, those protected by equalities legislation), and are encouraged to consider how they can broaden their activities to further address poverty, economic inequality and social integration in London.

107. The Inclusion Team has been consulted, and guidance on completing EIAs was sent to Heads of Service as part of the budget process. Work will continue with the Inclusion Team to ensure EIAs are conducted and reviewed particularly where savings proposals have either been agreed or require further work. The EIA is at Appendix 7.

Procurement and Sustainability

108. The LFC has signed up to be an Anchor Institution in London and as such will put plans in place to address the following Mayoral priorities:
- Procurement from small and diverse London businesses, to spread the benefits of the GLA Group's purchasing power across London's communities;
 - Recruiting, retaining, promoting and upskilling Londoners from underrepresented backgrounds, with a focus on good work;
 - Working with young people to ensure they have access to quality mentoring support; and Retrofit and energy efficiency on your estates, to speed up London's progress to Net Zero by 2030.
109. Section 6 of the Mayor's budget guidance set out expectations regarding the role of the GLA Group to play a key role in delivering a green recovery from COVID-19, and noted budget proposals would need to ensure sufficient resourcing to continue the efficient and effective delivery of the London Environment Strategy (LES), with the environment at the heart of all

recovery activities. Procurement from SMEs will also play a key role in the recovery post COVID-19. Further detail on funding allocated to support delivery of the LES is set out in the Sustainability Analysis at Appendix 8.

110. Savings proposals identified in Appendix 3 include a number of in-year savings as a result of reduced consumption due to COVID-19 such as stationary, paper, printing equipment, travel and accommodation. Although too early to determine the impact on future years, the introduction of new technology to support remote working and meetings is expected to deliver some longer lasting benefits in reduced consumption. The removal of the internal catering service may lead to an increase in disposable packaging. Performance in this area will be monitored by the Sustainable Development Team and supporting campaigns included in their behaviour change programme as appropriate.
111. Savings items related to the Carbon Reduction Strategy (LFC 0256) and carbon targets are expected to have limited impact on achieving the carbon reduction target of 60 per cent by 2025. The programme of stations switch off controls has been dropped on a value for money assessment, following indications that the benefits identified at the first trial station, quickly tailed off.
112. The reduced budget for the Zero Carbon Feasibility study will deliver a higher level review of options to inform future years work towards the longer term carbon targets, with no impact on the 2025 target. The reduction in the BMW i3 car fleet and the removal of the Scientific Support Units, is expected to have limited impact on overall carbon emissions, as mileage is unlikely to reduce, however increasing the mileage per vehicle, is likely to improve the whole life cost basis for the use of electric vehicles.
113. The post reductions identified as savings are predominately vacancies and therefore are unlikely to have any impact on reduced energy consumption and related card emissions
114. The capital programme includes funding for the Zero Emission Pumping Appliance project and carbon reduction measures on buildings, with the noted risk of additional building cost for infrastructure to support the vehicle.

Strategic Drivers

115. The requirements for the LFC to produce a balanced budget are set out in the body of this report.

Workforce Impact

116. LFB's recognised trade unions are being consulted on the savings and investment proposals for 2023/24, and any comments received will be responded to and reported to Commissioner's Board as appropriate. It is noted that there are very few occupied FRS posts which are being deleted, and the staff reductions are expected to be achieved voluntarily. It is also noted that there are a number of growth FRS posts which should be welcomed by the trade unions. The deletion of operational posts will not require any staffing reductions as operational staff who are currently occupying such posts will be posted to alternative positions at similar rank.

Finance comments

117. This is a financial report and therefore all the financial implications are set out in detail within the report.

Legal comments

118. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
119. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London. The Commissioner is also a 'best value' authority under the Local Government Act 1999 and must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
120. The statutory provisions relating to the setting of the Commissioner's budget are contained in the Greater London Authority Act 1999. Schedule 6 of the Act sets out the process for the development and approval of the GLA's consolidated budget and the various component budgets of the functional bodies such as the Commissioner. Paragraph 2 of Schedule 6 requires the Mayor to prepare a draft component budget for the Commissioner and for each of the other constituent bodies which make up the GLA's consolidated budget. The Mayor must consult the Commissioner before preparing the component budget and the London Assembly before producing a consolidated budget. In preparing the draft he must have regard to representations which he has received as a result of the consultation process.
121. The Mayor annually updates his budget guidance in order to take account of his mayoral priorities and legislative changes. The Commissioner must have regard to this guidance in preparing the LFC's representations during the budget consultation process.
122. Additionally, the Fire and Rescue National Framework for England ("Framework") issued by the Secretary of State under section 21 of the Fire and Rescue Services Act 2004 requires the Commissioner to produce a medium term financial plan, efficiency plan and a reserves strategy. The Framework permits these to be combined and included within the parent authorities' documentation as has been done in this report.
123. By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor"). Paragraph (d) of Part 2 of this direction requires the prior approval of the Deputy Mayor before, "The London Fire Commissioner makes an annual budget submission to the Mayor prior to the Mayor's Consultation Budget being issued."
124. This report sets out the Commissioner's proposed Budget Submission to the Mayor (incorporating the requirements of the Framework) thereby meeting the Commissioner's responsibilities under the above legislation and Framework.
125. The Medium Term Financial Strategy (MTFS), Efficiency Plan and Reserve Strategy are documents referenced as required in the Fire and Rescue Services National Framework. These documents form part of the Budget Submission. Under S327G of the Greater London Authority Act 1999 (GLA Act 1999) a document that is prepared and published by the LFC in accordance with Framework and which (a) sets out the Commissioner's priorities and objectives, for the period covered by the document, in connection with the discharge of the Commissioner's functions, or (b) contains a statement of the way in which the Commissioner has had regard, in the period covered by the

document, to the Framework and to any document within paragraph (a) prepared by the Commissioner for that period must, before publication, be sent in draft to the Mayor and the Assembly (in these circumstances the Fire Resilience and Emergency Planning Committee (FREP)). The document cannot be published by the LFC without FREP having an opportunity to review the draft document(s) and report to the Mayor, and the Mayor needs to approve the document(s) before it may be published by the LFC.

126. It is commonly accepted that the MTFs, Efficiency Strategy, Reserve Strategy and the Statement of Assurance (the subject of a separate report) are documents that fall within S327G and accordingly the above provisions apply.
127. The Mayoral Directions provide for additional processes namely that *The prior approval of the Mayor is required before any of the following decisions is taken: b. Approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999. "London Safety Plan" refers to any document which is prepared and published by the Commissioner in accordance with the Fire and Rescue National Framework and which contains the matters described in section 327G (1)(a) and or (b) of the GLA Act 1999,*
128. In addition the Mayoral Directions provide that prior consultation with the Deputy Mayor is required on anything that requires the consent of the Mayor.

List of Appendices

Appendix	Title	Protective Marking
1.	Consultation Letter	None
2.	Medium Term Financial Strategy	None
3.	Saving Proposals Summary	None
4.	Investment Proposals Summary	None
5.	Capital Strategy	None
6.	Reserves Strategy	None
7.	Equality Analysis / Equality Impact Assessment (EIA)	None
8.	Climate Budget and Sustainability Analysis	None
9.	Draft Letter to FREP Committee	None
10.	Budget Submission to the Mayor	None

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer

David O'Sullivan, Head of Strategic Finance has drafted this report and confirms the following:

Assistant Director/Head of Service

Adrian Bloomfield, Assistant Director for Finance has reviewed the documentation and is satisfied for it to be referred to Board for consideration.

Advice

The Legal team has commented on this proposal;

Saminara Rahman Legal Advisor, on behalf of General Counsel

MAYOR OF LONDON

Dr Fiona Twycross
Deputy Mayor, Fire and Resilience
Fiona.twycross@london.gov.uk

Date: 22 November 2022

Dear Fiona,

Budget Proposals 2023-24

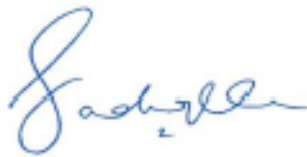
1. The purpose of this letter is to consult you before I prepare a draft component budget for the London Fire Commissioner (LFC) for 2023-24, in accordance with the provisions of paragraph 2 of schedule 6 of the Greater London Authority Act 1999 (the GLA Act 1999). It also allows me to describe in more detail the process for finalising my Budget and clarify requirements for your budget submission.
2. My intention is to issue the GLA Group Budget Consultation Document as soon as is practical before the Christmas break. Whilst it is hoped the provisional local government and fire finance settlements will have been published by the time the Group Budget Consultation document is issued, the government is unlikely to confirm the date of the provisional settlements until shortly before they are announced. Consequently, it may not be possible to reflect the impact of the settlement announcements in the initial Consultation Document. The settlement is expected to set out the baseline funding levels proposed by the government for the GLA Group in retained business rates, which will include the LFC's share in respect of fire and rescue services funding.
3. I have not yet received any information from the government that contradicts the council tax referendum assumptions set out in my 2023-24 Budget Guidance. Unfortunately, it is likely that further detail will not be available until the provisional settlement 2023-24 is published. Consequently, there remains significant uncertainty about many of the parameters prior to the actual settlement and what level of growth, if any, may be available to be applied in 2023-24.
4. As a consequence, the proposed funding allocations for retained business rates for the LFC remain consistent with the assumptions set out in my budget guidance in July. The council tax element allocation assumes a 1 per cent increase in the London-wide taxbase; a £20 increase at Band D to offset reduced fares income for TfL; and a 1.99% increase in the non-police element of the council tax precept.
5. Subject to considering any comments that LFC would wish to make, and the impact of the provisional settlement when announced, my present intention is to confirm a draft component budget for 2023-24 that will require the GLA to pay to the LFC under section 102 of the GLA Act 1999, as amended, an amount equivalent to £435.7 million.

City Hall, Kamal Chunchie Way, London E16 1ZE
mayer@london.gov.uk • london.gov.uk • 020 7983 4000

MAYOR OF LONDON

6. For planning purposes, I intend to set an indicative allocation for 2024-25 of £452.9 million and for 2025-26 of £470.2 million which reflects similar uprating assumptions as for 2023-24 outlined above. These amounts remain indicative, given future years' allocations of funding for the GLA Group have yet to be announced. The government has also, previously, stated its intention to engage further with the local government sector on funding reforms for future years; as yet, there is not sufficient clarity on what these reforms will mean for the overall level of resources available for the GLA Group.
7. On the basis of the funding assumptions set out above, I require that your proposals fully balance the budget for 2023-24. In order that my Budget Consultation Document can be prepared in a consistent and efficient fashion, I would be grateful if you could ensure that your submission fully complies with the requirements my officers have set out to you. May I also remind you that your budget submission should be placed on your website as soon as practical after its submission.
8. Please send your budget submission to Enver Enver, Assistant Director – Group Finance and Performance at the GLA (email: enver.enver@london.gov.uk and GLABudget@london.gov.uk) no later than 5pm on Friday 25 November 2022.

Yours sincerely,



Sadiq Khan
Mayor of London

Cc: David Bellamy, Chief of Staff
Andy Roe, Commissioner of the London Fire Brigade
Mostaque Ahmed, Chief Finance Officer and Director of Corporate Services, LFB
David Gallie, Executive Director, Resources, GLA
Enver Enver, Assistant Director – Group Finance and Performance, GLA

Appendix 2 – Medium Term Financial Strategy

Medium Term Financial Strategy

1 Introduction

This report sets out the Medium Term Financial Strategy (MTFS) for the London Fire Commissioner (LFC) covering the period 2023/24 and 2025/26.

The MTFS is a key part of the LFC's financial management framework and helps to ensure that resources are managed into the medium term, and supports better alignment of those resources to strategic priorities. It improves financial planning and strategic financial management and provides the financial context within which budgets are set.

The MTFS must set out the financial plans for multiple years, have regard to affordability and take into account the interdependencies of both revenue and capital income and expenditure.

Under the CIPFA Prudential Code for Capital Finance, the LFC is also required to produce an annual Capital Strategy which sets out the investment plans, considering the affordability of those plans.

2 Economic context

Over the last three years the UK economy has been hard hit by the impacts of the Covid-19 pandemic, as well as the impact of the UK leaving the European Union. This has then been further impacted by the Russian invasion of Ukraine and the cost of living crisis. This presents a challenging economic context for the current and future budget processes.

Inflation has risen considerably above the Government's two per cent target, to a 40 year high of over 10%. This is impacting on the LFC not only in the higher costs it has to meet for contractual expenditure, but also in staff pay expectations driven by the increasing cost of living. The costs of living crisis has led to industrial relations tensions across many sectors and pay increases above previously planned levels, to meet these staff expectations, risk further inflationary pressure in the LFC's contractual expenditure. The uncertainty caused by the current economic context also impacts on the LFC's funding expectations. The majority of the LFC's funding comes from the Mayor, from resources available to him from government grants, the council tax and business rates. The Mayor's Budget Guidance 2023/24 considers these risks to funding, and presents a number of scenarios on the impact on the resources that may be available.

The Bank of England, like other Central Banks, has been raising interest rates to counter inflation and the fall in Sterling relative to the US dollar. The changes in Government have added to uncertainty in the market, although the appointment of Rt Hon Rishi Sunak MP as the new Prime Minister seems to have steadied this somewhat. However, there would appear to be a lot resting on the financial statement to be made by the Chancellor of the Exchequer on 17 November, with tough decisions expected on tax and spending.

The rise in interest rates impacts on the LFC in particular through the borrowing to support the capital programme. The LFC has been able to make use of capital receipts to fund the capital programme for a number of years, however these are now largely exhausted and so borrowing will now be required. As interest rates increase, this new borrowing will be at rates that are higher than previously assumed, and will add further pressure to the medium term financial position as resources are set aside to repay the debt and meet the interest charges.

3 Background

On 29 July 2022 the Mayor issued his latest Budget Guidance setting out the GLA's estimates of the Group budgets for each functional body, covering the period to 31 March 2026 and has been issued to underpin the process of setting the 2023/24 annual budgets. This Guidance highlights the significant funding uncertainty which the Mayor currently faces, given the impact of Covid-19, Brexit and the lack of certainty within the Government's plans to address the impact on the economy of the cost of living crisis.

This Mayoral Budget Guidance includes estimates of business rates and council tax revenue and certain assumptions have been made in those estimates. The LFC is predominantly reliant on funding from the Mayor, and his decisions on distribution of business rates and council tax.

The Budget Guidance provides three scenarios of estimates of funding and requires functional bodies to use the "central scenario" in setting their budgets for 2023/24.

The Mayor takes decisions on the distribution of the GLA business rates and council tax income and it is therefore important that the LFC can demonstrate a strategic approach to its finances enabling the achievement of strategic objectives whilst at the same time delivering real efficiencies.

4 London Fire Commissioner strategic priorities

In April 2022, the Brigade produced a new Delivery Plan which set out the Brigade's priorities ahead of the next Community Risk Management Plan (CRMP) which is due to come into effect in 2023, subject to Mayoral approval. This superseded the Transformation Delivery Plan (TDP) from 2020, in which the Commissioner set out the purpose, vision and priorities for the Brigade. The CRMP will build on this and set out the Brigade's ambitions for the next six years.

The Delivery Plan incorporates the outstanding actions arising from the TDP along with those from the first full inspection by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) in 2019 and the recommendations from Phase One of the Grenfell Tower Inquiry.

As at the end of quarter two, 2022/23, the Brigade has completed 50 of the 59 actions from the TDP; 19 of the 26 actions arising from the first inspection and 26 of the 29 recommendations directed at the organisation specifically or at emergency services more broadly from the Grenfell Tower Inquiry.

On 27 July 2022, HMICFRS published the findings from its second inspection of the Brigade. The overall conclusion identified that the Brigade still 'requires improvement', whilst the Inspector noted "I do not underestimate the significant work which is required to make the improvements identified". He went on to state in his summary: "Overall, the brigade leadership have demonstrated a clear intent to addressing the problems identified during our previous inspection; however, we are yet to see any clear indication that this has translated into the improvements required". A new action plan has been developed to address the findings from the second inspection and has been submitted to HMICFRS, following approval by the London Fire Commissioner and the Deputy Mayor for Fire and Resilience.

Appendix 2 – Medium Term Financial Strategy

Progress against the Delivery Plan is monitored at the LFC Portfolio Board, chaired by the Director for Transformation, and reported to stakeholders. Key changes so far include the items set out below:

- Since the 2019(?) inspection there have been significant changes in the governance and top management team structure, including the appointment of a new Commissioner, creation of the Transformation and People Services directorates and directors to lead these newly established structures.
- There has been an ongoing review of the LFC's governance arrangements. Significant changes to the Board structures have been introduced including the establishment of a new Finance & Investment Board and the Scheme of Delegation revised to improve the division of respective roles and responsibilities.
- We have developed a Business Assurance Framework (BAF) utilising the 'three lines of defence' model. This directly links assurance activity to the management of risk focusing on organisational objectives and priorities. The design of the BAF is supported by a refresh and relaunch of our risk management approach and the ongoing development of performance management metrics.
- We have established an independent Audit Committee who review and triangulate all relevant information to provide assurance of the LFC's risk controls. We have appointed an independent Operational Assurance Advisor, who provides assurance on the effectiveness of operational service delivery and supporting areas, such as training, policy and operational learning.
- We are implementing a portfolio approach to enable us to prioritise change and improvement activities against business as usual, focusing on an outcome and benefits-based approach, through the adherence to programme and change management principles.

The CRMP sets out a range of commitments that could result in additional resource requirements within the Brigade. As with previous plans, the CRMP is not fully funded in advance; funding settlements for future years are uncertain and costs cannot be identified until detailed business cases have been developed. Any additional resource requirements identified as part of these commitments will be considered as part of subsequent reporting in line with LFB's governance requirements. Any financial pressures identified will then need to be considered as part of LFB's budget process for future years. These additional resources will include the financial impact of the work to achieve carbon net-zero by 2030. The GLA has also required that LFB clearly sets out the financial impact of achieving that in its budget submission.

Funding figures as set out by the Mayor represent increases in funding in each year, with an additional £13.9m provided in 2023/24, a further £17.2m in 2024/25 and a further £17.3m in 2025/26.

Appendix 2 – Medium Term Financial Strategy

In order to achieve the requirement for a balanced budget in 2023/24 the LFC has carried out a budget setting exercise to identify the savings required as set out in its Budget Submission to the Mayor.

5 The Strategy

Given the wider economic context and the significant transformation journey which the LFC is on, the Medium Term Financial Strategy is based on the following key principles:

- The number of fire stations, appliances and firefighters are not reduced
- Delivery of the Community Risk Management Plan
- Appropriate investment continues to be made in transformation activity
- Resources are available to meet the recommendations arising from both the Grenfell Tower and Manchester Arena Inquiries and also the improvement plan from the HMICRFS inspection
- Adequate investment in core infrastructure is maintained
- Appropriate resources set aside to deliver key strategies
- Resources are allocated to key priorities
- Opportunities for innovative and modern ways working will be adopted as far as possible.
- Earmarked reserves will be maintained for specific purposes which are consistent with achieving its key priorities. The use and level of earmarked reserves will be reviewed at least annually.
- The LFC will ensure that it operates within its approved budget.
- General Fund balance will be maintained at a sustainable level.

6 Assumptions

The Mayor has proposed that the GLA and its functional bodies should assume for planning purposes that their allocation of discretionary income from the GLA for 2023/24 and future years is based on a 'central scenario'. As part of that central scenario:

- Business rates funding is assumed to increase by CPI inflation (estimated at 2%)
- Council tax Band D precept is assumed to increase by 1.99%.
- The Council tax base is assumed to increase by 1% a year.

The main assumptions in the MTFs are:

- 5% per annum pay award is applied to all staff groups in 2022/23.
- Each post has pay progression until the top of the grade/operational competence is reached.
- Energy and utility cost increases of £1.3m within 2023/24 contained within MTFs updates to reflect the current volatility in the market.
- Inflation is applied to other areas based on contractual requirements, linked to CPI, RPI and Average Weekly Earnings (AWE) as appropriate
- Any financial impacts of the pension remedy have not yet been included.

Appendix 2 – Medium Term Financial Strategy

7 Medium Term Financial Strategy 2023-2026

The Medium Term Financial Strategy sets out the proposed revenue budget for the next financial year (2023/24) and financial forecasts for a further two financial years. The table below sets out a summary of the financial position in each of those years.

	2023/24 £m	2024/25 £m	2025/26 £m
Operational Staff	292.7	298.9	307.6
Other Staff	66.1	67.4	69.2
Staff Related	28.9	30.6	31.4
Firefighter Pension Scheme	22.0	20.2	19.3
Premises	50.3	51.4	52.2
Transport	17.9	18.0	18.4
Supplies and Services	32.7	32.1	30.4
Third Party	1.4	1.5	1.5
Financing	11.7	17.2	18.6
Income	-48.1	-49.3	-49.5
Surplus (+) / Savings (-) still to be achieved	0.0	-1.2	0.0
Net Revenue Expenditure Total	475.6	486.8	499.1
<u>Funding</u>			
Reserves (excl. BFR)	-2.0	0.0	5.0
Budget Flexibility Reserve	-4.0	0.0	0.0
Total – Reserves	-6.0	0.0	5.0
Specific Grants	-33.9	-33.9	-33.9
Budget – Mayoral Funding	435.7	452.9	470.2

As can be seen from the table, the brigade will have a net use of reserves of £1.5m across the MTFs. It is anticipated that the development of the new target operating model will form the basis for service redesign and to help deliver this to the brigade the Budget Flexibility Reserve will be used to smooth the delivery of these future savings plans.

8 Efficiency Plan

The Fire and Rescue Service National Framework for England provides for certain documents to be produced and this includes an Efficiency Plan.

The LFC published its first efficiency plan under the London Fire and Emergency Planning Authority (LFEPA) in 2016 covering four years to 2020.

In order to meet the ongoing requirement, the proposals set out in the LFC Budget Submission to the Mayor should be considered as the Efficiency Plan for the LFC covering the financial year 2023/24.

Appendix 2 – Medium Term Financial Strategy

The LFC has a Value for Money (VFM) Principles Framework in place that will be used to underpin the strategic priorities, and inform future efficiency plans and budget setting.

These VFM principles have been adopted by the LFC's Investment & Finance Board. The latest framework includes:

- An outcomes-based approach to service delivery models to be adopted in line with the CRMP (Community Risk Management Plan) and the Target Operating Model.
- A Priority budgeting approach will be adopted in future budget setting processes to ensure resources are aligned with key priorities and strategic objectives.
- Organisational structures will be reviewed to ensure they are fit-for-purpose in meeting statutory obligations but lean and efficient.
- Business processes and related systems will be reviewed to ensure that they are aligned with modern, best practice and seek to maximise the use of digital solutions.
- Maximisation of procurement benefits to drive out value-for-money in commercial contracts.
- Opportunities for collaboration with the GLA, the fire and rescue sector and other public sector bodies will be proactively sought.
- Early and proactive engagement with the unions will be undertaken on any potential pay awards.

This is not an exhaustive list but gives an indication of the LFC's approach to delivering value-for-money and efficiency savings. These VFM principles will be updated to reflect the further proposals to strengthen financial controls and efficiencies set out in this Budget submission.

9 Reserves

As part of our statutory obligations, the LFC Chief Finance Officer (currently Director of Corporate Services) must consider the level of reserves needed to meet estimated future expenditure when calculating the budget requirement.

As part of the budget setting process, the CFO must provide a statement on the adequacy of reserves that is subject to an external audit review to assess value for money and a going concern opinion. This will be form part of the final February budget submission.

- The LFC's policy on reserves is contained within the MTFS principles highlighted above and are as follows:
- Due to the large number of risks regarding cost inflation the requirement to maintain its general reserve at a minimum of 3.5% of net revenue has been reviewed by the CFO (Director of Corporate Services). It has been deemed appropriate to keep it at this rate, given the pressures already included within the MTFS planning assumptions and the reserves positions held within Budget Flexibility Reserves.
- The LFC will aim to balance its revenue budget over the period of the MTFS without reliance on the use of the general reserve.

Appendix 2 – Medium Term Financial Strategy

- The LFC will maintain earmarked reserves for specific purposes which are consistent with achieving its key priorities.
- A specific Budget Flexibility Reserve will be earmarked and maintained to smooth the delivery of efficiencies.
- The use and level of earmarked reserves will be reviewed annually by the CFO who will give an opinion on their adequacy.

10 Financial Risks

Firefighter and Local Government Pension Schemes

The pensions schemes provided by the LFC present significant financial challenges.

The pensions remedy that impacts all public sector pensions has a particularly significant impact of the Firefighter Pension Scheme, with the remedy to address the unlawful transitional protection impacting significant numbers of LFC staff. Managing the remedy and its implementation is expected to have significant financial impact for the LFC, with the impact on future employer pension contribution rates expected to be much clearer following the next scheme valuation.

Pay and Inflation

The MTFS includes an assumption of a 5 per cent pay award for 2022/23 for all staff. The pay award assumption in all subsequent years remains at the standard 2 per cent level. This assumption will be reviewed as part of the 2023/24 pay award considerations as part of the normal process to take into account inflation, affordability and other factors.

The Fire Brigades Union (FBU) has now confirmed that a ballot for strike action will open on Monday, 5 December 2022 and close on Monday, 23 January 2023. Any strike action will have financial implications for the LFB and require the use of its Operational Contingency Arrangements contract.

Property and equipment costs

The current economic climate has led to significant economic uncertainty. The impact of this is currently unclear, and so preparing longer term forecasts for increases in general inflation remains difficult. This is a particular risk in the Property Department.

The volatility surrounding utility costs has resulted in further cost pressures being included within this year's MTFS update. Inflationary cost pressures will be funded through the one off use of the Budget flexibility Reserve.

There is also a risk with the costs of property rents, particularly in central London, that could impact on future lease agreements/reviews. On the income budget, it has also become more challenging finding tenants and therefore a potential risk for the brigade.

There is a developing impact of the pandemic and EU exit on the supply chain and this may result further pressure on the supply of certain items including building supplies, vehicle components and IT equipment. This may result in further cost pressure.

Capital Expenditure and Financing

Appendix 2 – Medium Term Financial Strategy

The capital budget can be subject to change during the year and any re-phasing or deferral due can also impact on funding requirements which in turn may have a debt charge (cost of borrowing) revenue impact.

The capital programme is currently proposed to be funded by a mixture of capital receipts and borrowing and the associated debt costs have been calculated using the current forecast Public Works Loans Board (PWLB) rates. Actual borrowing rates and resulting costs may be different.

A risk exists in relation to meeting the emission reduction targets for 2030 (Ultra Low Emission Fleet (ULEF) programme) for the replacement vehicles and associated equipment in that the technology and infrastructure, if available at all, may be more costly than existing vehicle technology, leading to additional capital financing costs. Existing vehicles may need to be replaced earlier than their expected replacement date, bringing forward capital expenditure.

Funding from the Mayor and Central Government

This report includes the Mayor's indicative funding allocations for LFC for planning purposes covering the next three financial years. However there is significant uncertainty about the level of funding for future years due to a number of risks on the funding available to the Mayor, through retained business rates and the council tax, as well Government decisions on funding, including the spending/fair funding reviews. The MTFs has been formulated using the central scenario totals set out in the Mayor's Budget Guidance 2023/24 but there is a risk that actual funding could be lower.

Key operational systems

The Home Office will replace the existing Airwave contracts as part of the delivery of the Emergency Services Network (ESN). Existing contracts are subsidised, and the Home Office has provided assurance this subsidy will remain for the term of the Airwave Contract.

There could be significant financial pressures to LFC under any new contract provision for ESN as the Home Office may be unwilling to continue to subsidise a future system. LFC budget plans include a saving for disbanding the ESN project team and whilst Emergency Services Mobile Communications Programme (ESMCP) have not yet issued a revised project timeline to deliver ESN, from what is known it will be 2024 at the earliest before the LFC can transition to the new system. Once a credible date is available from the Home Office for the LFCs transition, the budget plans will be updated accordingly. The LFC currently holds an earmarked reserve against any anticipated costs of this work.

Other risks

Significant demand continues to be placed on the Information and Communications Technology Department to meet new requirements and aid in the development of smarter systems for the LFC. This is at a time where resources are limited and as a result there is a risk that development of information technology solutions may be constrained.

Price increases are being considered by Thames Water which could affect the Water Team budget in Procurement. It is still subject to further discussions with the supplier and the cost impact is currently being refined.

Telecommunications income in respect of radio masts may be reduced in the future due to a reduction in the number of operators in the industry, as well potential change to legislation impacting on the ability to raise income.

Appendix 2 – Medium Term Financial Strategy

The saving proposals include material savings for income generated through the (Metropolitan Fire Brigade) MFB Act. This budget has recovered increased budgets approved in recent years, however uncertainty remains on the extent to which increase in this income may continue.

Legal costs

Whilst the LFC has insurance to cover legal costs in relation to legal claims, there is always the risk that there are legal costs which are not covered by the existing policies and/or insured amounts.

11 Conclusion

The review of the MTFS has been undertaken against a backdrop of significant funding uncertainty and during a period of national and global economic instability.

The LFC has been through a period of significant external scrutiny which has resulted in a significant transformation journey. It is important, therefore, that the Medium Term Financial Strategy can support not only business-as-usual activity but also investment in its transformation activity.

The MTFS and plans as presented demonstrate that the LFC is financial sustainable although will need to continue to focus on efficiency in its service delivery.

Appendix 3 – Savings Proposals Summary

The table below presents a summary of the savings proposals by department.

	2023/24	2024/25	2025/26
	£000s	£000s	£000s
Commissioner & Directors	0	0	0
Corporate Services	1,356	2,603	3,219
Communications	44	44	44
People Services	499	807	1,107
Operational Delivery	404	1,003	1,003
Transformation	0	0	0
Total	2,303	4,457	5,373

Appendix 3 – Savings Proposals Summary

The detailed savings for each directorate can be seen below, and are followed by the Efficiency Review areas that are being progressed.

Reference	Department	Saving Title	Saving Description	Saving 2023/24	Saving 2024/25	Saving 2025/26
Current	Property	Office Supplies	Saving in Office Equipment, Printing and Catering Supplies based on current usage levels.	17	17	17
Fin3P	Finance	Efficiencies	There are two projects underway to replace the LFC's HR and Payroll System and also the Finance System. It is anticipated that the implementation of the new systems will likely deliver efficiencies which will be identified in a review of the staffing resources and work processes.	0	40	80
Fin 1C	Finance	MFB Act Income	Increased income from the MFB Act following higher than expected increase in the building costs indices which is a major factor in determining gross sums insured and therefore contributions. In addition the increase in new building in and around central London may lead to increases in terms of insured business. Previous years outturns provided positive indications on the buoyancy in sums insured, therefore it is proposed to increase the 3.5% year on year increases already included in the Medium Term Forecast. There are risks going forward following Brexit, Covid19 and the current economic situation with uncertainty leading to possible change in building projects and costs including that people may leave the London property market or choose not to insure which could lead to a potential reduction in MFB income. Increasing premium costs may have an impact on insurance business with people choosing not to insure, or taking more risk to reduce the cost of insurance premiums.	500	1031	1562
ICT - S15C	ICT	Staffing	HR Replacement Project Manager.	70	0	0
ICT - S06P	ICT	Data Platform	Elimination of the budget to support the development of the Data Platform established as part of the overall Business Intelligence solution project.	180	180	180
ICT - S10P	ICT	Incident Command Operating System	Incident command operating system annual support contract costs. This saving follows a successful tendering exercise, which resulted in increased costs at the start of the contract then ongoing savings in subsequent years.	125	135	135
ICT - S11P	ICT	Staffing	Deletion of temporary posts within Business Intelligence ;FRS E x 1, FRS D x 4, FRS C x 1	299	299	299
ICT - S15P	ICT	Staffing	This is the reversal of a one year extension to this post so is only available if the extension is granted as part of the growth items from ICT.	70	70	70

Appendix 3 – Savings Proposals Summary

Reference	Department	Saving Title	Saving Description	Saving 2023/24	Saving 2024/25	Saving 2025/26
ICT - S16P	ICT	Finance System Replacement	This is entered as a marker for the changes expected to arise from the project along with the full examination of the options for collaboration with partners.	0	113	113
5P	Procurement and Commercial	Main Contractors	Write to our main contractors and ask for savings proposals. In lieu of current proposals. This could result in a change to the operating model of performance regime. We would ask the contractors to provide ideas where minor changes to the operating model could lead to additional savings. The savings proposed are 2.5% of the annual service charge. These targets could be flexed but it was felt this represent an achievable target without fundamentally changing the service provision.	0	292	292
11P	Procurement and Commercial	Insurance Claim Settlements	There is an excess of more than £150k in the reserve for claims settlements which will not be needed. This can be offered up as a one off saving for 2022/23. (Note, given that the £150k saving is a one off lump sum, not a saving every year going forwards, it has been entered in 2022/23 and then entered as a minus in the following year to prevent it from being processed as a continuing saving in the base budget)	-150	-150	-150
Proc1C	Procurement and Commercial	Personal Protective Equipment (PPE) Contract	2.5% saving from the Bristol Uniforms PPE contract. Contract Managers to write to the relevant contractor to establish efficiencies on under-used services which if removed can reduced the service charge by at least 2.5%	61	61	61
Proc2C	Procurement and Commercial	Scientific Services Contract	2.5% saving from the BV Scientific Services contract. Contract Managers to write to the relevant contractor to establish efficiencies on under used services which if removed can reduced the service charge by at least 2.5%	34	34	34
Proc5C	Procurement and Commercial	Undress Uniforms	Saving from allocating undress uniforms to Senior Officers only.	150	150	150
Proc3C	Procurement and Commercial	Lease Car Scheme	Replace the Lease car scheme with the Essential Car users Scheme	0	92	127
Proc4C	Procurement and Commercial	Water Team	Extend the Water Team Function to offer a hydrant inspection service to private landlords (new income source).	0	10	20

Appendix 3 – Savings Proposals Summary

Reference	Department	Saving Title	Saving Description	Saving 2023/24	Saving 2024/25	Saving 2025/26
Proc6C	Procurement and Commercial	Accident Cost Recovery Income	Third Party Accident Cost Recovery (income)	0	40	40
Current	General Counsel	Grenfell Legal Team	Proposal to reduce the Grenfell Legal Team from April 2024.	0	189	189
TOTAL	Corporate			1,356	2,603	3,219
Current	Communications	Internal Communications	Remove Internal Communications Officer - FRS C	44	44	44
TOTAL	Communications			44	44	44
PS2P	People Services	Staffing	Unused hours 1xFRS B and 1xFRS C; remaining hours to be deducted 2023/24	54	54	54
PS3P	People Services	Recruitment Advertising	Saving on Budget for recruitment advertising	8	16	16
Current	People Services	Staffing	Reduction of 0.8 x FRS C Post.	18	18	18
Current	People Services	Cross Departmental Savings following People Restructure	This saving includes an additional £400k in 2026/27 for a total reduction of £1m. This updates the previous saving proposal of £300k in 2023/24 and £700k in 2024/25 included in the 2022/23 budget report.	0	300	600
LaPD1&2C	Learning and Professional Development	Miscellaneous	This reflects current expenditure levels.	2	2	2
LaPD3C	Learning and Professional Development	The Organisational Learning and Professional	The Organisational Learning and Professional Development Strategy was approved at Commissioner's Board in March 2022. The strategy referenced an existing growth fund of circa £1.3m, and explained that the transformation of the department and its activities - via implementation of the strategy - would be funded using this pot. Officers have now determined the	350	350	350

Appendix 3 – Savings Proposals Summary

Reference	Department	Saving Title	Saving Description	Saving 2023/24	Saving 2024/25	Saving 2025/26
		Development Strategy	funding required to implement the strategy. This result in: a one-off £800k in-year saving in 2022/23 a permanent £350k saving with effect from 2023/24			
H&S 1P & H&S 1C	Health and Safety	Staffing	The Health and Safety department have introduced a new Safety Event Reporting Database (SERD). Following the full integration of the system, it is anticipated that further automation could be introduced and staff reductions made. This will be reviewed as the system is embedded.	67	67	67
TOTAL	People Services			499	807	1,107
OPA 2:1C, OPA 3:1C, OPA 3:2C, OPA 1C to 6C	Operational Policy	RPE Team	Planned removal of Respiratory Protection Equipment Team following completion of project. Previous savings proposal for 2023/34. Due to slippage of the project the anticipated saving can no longer be realised in 2023/24. It is now expected to be achieved in 2024/25.	0	355	355
LRG3P	London Resilience	London Situational Awareness System	Removal of the London Situational Awareness System, partnership based automated information collation tool. The potential for a change in delivery of the service to a Multi-Agency Information Cell as a result of the Civil Contingencies Act review and implementation of the National Resilience Strategy, placing a greater focus on the better use of data across agencies.	17	17	17
LRG4P	London Resilience	Recruitment Advertising	Removal of recruitment advertising budget with a move to online digital.	4	4	4
LRG5P	London Resilience	London Local Authority Coordination Centre	Phased removal of funding for FRS London Local Authority Coordination Centre (LLACC) volunteers over 2 years to create two year savings targets.	22	45	45
FS1	Fire Safety	Review of budgets across the dept	Reduction in core budgets in transport/travel following a post-Covid review.	166	176	176
FS2P	Fire Safety	Policy Teams Review	Reduce number of posts and core budgets once review complete.	23	23	23
FS11P	Fire Safety	Staffing	Delete the Apprentice posts (once returned to establishment).	0	121	121

Appendix 3 – Savings Proposals Summary

Reference	Department	Saving Title	Saving Description	Saving 2023/24	Saving 2024/25	Saving 2025/26
FS15P	Fire Safety	Reduce Team Leader cadet down from 16 to 14 – delete 2 SC	Delivery - this is dependent on growth bid for Centre of Learning & Excellence being agreed.	172	172	172
FS16P	Fire Safety	Convert up to 3 SC TL posts to FRS E	Delivery - this is dependent on Officer Review.	0	90	90
TOTAL	Operational Delivery			404	1,003	1,003

Efficiency Review – Saving Areas

The review, which was commissioned in response to the forecast budget deficit of £11m in 2023/24, was led by Assistant Director for Health and Safety. It included representatives from different departments and incorporated ideas for savings sent in from across the Brigade. The review team's brief was to identify opportunities for savings without reducing firefighters, appliances or stations. Savings have also been identified through the annual budgeting process.

A report presenting the outcome of the Efficiencies Review was presented to the Investment and Finance board on the 22 July 2022. The report provided a summary of ideas for efficiencies for the short, medium and longer term, including savings proposals, submitted to the Efficiencies Review team through staff and stakeholders.

Current areas of focus linked to the Efficiency Review

Review of Pre-Arranged Overtime (PAO) and standby Moves (reducing unbudgeted pressures)

The Brigade uses a significant amount of PAO and standby moves which comes at significant unbudgeted cost; the Efficiency Review team reported that the cost of PAO is approximately £9 million p.a. and standby moves approximately £3 million p.a. (there were approximately 80,000 standbys in 2021/22). This is the single overspending risk in the LFB's budget. Outside the financial costs, the use of PAO and standby moves cause additional problems for the Brigade that impact efficiency and wellbeing. The Efficiency Review identified a number of causes and areas to explore (including financial controls and predictive modelling, skills, training and workforce planning).

Action is being taken to address the underlying issues through an "Additional Staffing Costs" workstream led by an Assistant Commissioner, including representation from Operations, Finance and People Services, with regular reporting to the Commissioner. An action plan (including estimated reductions in spend) has been developed and the next step is for a formal LFC decision paper, for consultation with the Deputy Mayor.

Changes to Operational Support Units (OSUs)

The OSU function provides a range of resources to incident commanders, as well as ad hoc logistical support. Additional drinking water supplies are the main resources required by an OSU mobilisation. Detailed proposals are being worked up to reduce the number of vehicles and the locations from

Appendix 3 – Savings Proposals Summary

which they are deployed, which would allow the number of drivers required to support OSUs to be reduced from 48 to 24. Adopting an entirely FRS staffing model for the OSUs would allow the deployment of firefighters back to fire station roles. A combination of these measures could save around £1.5 million p.a. (on the basis that the firefighters, rather than their posts, are transferred into stations/operations). We would also expect this to provide operational benefits given the shortage of driving skills in operations (and also reducing some Pre-Arranged Overtime).

Review of FRS vacancies

All Directors have been contacted regarding FRS vacancies to see whether posts that have not been backfilled by an agency can be deleted. The initial feedback from this exercise was that the posts are associated with activities that are still required and there are various reasons as to why posts have remained vacant (and in the area of Fire Safety, the posts are funded from Home Office Protection Grant). Based on discussions with the Commissioner, the Directors of People and Corporate Services propose recruitment controls going forward for FRS vacancies as a means of overall FRS headcount control and greater challenge on making better use of existing team resources.

Cost avoidance

Property/Technical Support Services have taken steps to limit cost increases in areas facing substantial inflationary pressures, notably energy (by reducing usage, generating renewable energy and fixing contract prices to end of this financial year). Looking ahead, there is an opportunity to join a Power Purchasing Agreement led by TfL as and when this is ready.

Review of COVID cleaning

Property are implementing changes regarding infection control cleaning. This will free up an element of earmarked reserve funding and introduce a reduced ongoing budget pressure (£383k p.a. compared to £2m during peak of COVID).

Mobilisations / Activity

Responsible officers have been contacted regarding the review of mobilization to certain incidents, including Automatic Fire Alarms (AFAs). In the LFB response to the recent HMICFRS report, we committed to "Deliver new AFA strategy and policy for attendance that will significantly reduce the unnecessary LFB attendance at some classes of AFA in line with national best practice". A paper setting out proposed reforms is going through governance processes. If approved, it would lead to substantial reductions in unnecessary mobilisations each year, freeing up firefighter's time for more productive activities (as well as cutting travel costs and putting downward pressure on PAO and standby moves).

Undress uniform

Date

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A paper on revised proposals for undress uniform has been approved through LFB governance, this is expected to result in annual savings of £150k p.a. from 2023/24.

Leased cars

Explore alternative provision for officer cars; the current car lease scheme may be more expensive than providing cars through an Essential Car Users scheme. If phased in over time, savings from 2024/25 of £92k p.a. increasing to £127k p.a. from 2025/26.

Scientific Services contract – reviewing requirements

This will also include a review of the purchase of lightweight portable pumps.

Inventory management

Current systems lead to difficulties in tracking and tracing assets that require maintenance. Changes could make maintenance process more efficient, repatriation of equipment post incident will require less down time, there would be reductions in the number of reserves required to be held. Property & TSS are developing an invest to save business case using the new template developed by Portfolio team, savings tbc.

Income generation

Budget proposals (for 2024/25 onwards) include hydrant inspections for private landlords and third party accident cost recovery. Consideration is also being given to income generation from training activities that aren't outsourced.

Union Street lease expiry /future HQ

Property team are exploring options for LFB post the expiry of the Union St lease in early 2027. There is potential for significant reductions in the current £4m annual lease costs from 2027, for example if we were to develop and utilise one of our existing freehold properties (which would require some upfront capital investment).

Control staff overtime

Alongside the proposed Control Improvement Plan (which requires investment), there is an opportunity to review and reduce the use of staff overtime (which in 2021/22 was £6760k compared to the budgeted £334k).

Appendix 3 – Savings Proposals Summary

Home Fire Safety Visit (HFSV) strategy proposals

There is an opportunity to improve risk-based effectiveness and efficiency through proposals which are currently going through governance, for example by enhancing online and telephone HFSVs, and a move away from providing in-person HFSVs for low-risk individuals.

Longer term (linked to CRMP)

Longer term, staff have also asked us to explore different shift patterns, to see if there are efficiencies and improvements to be made. There is also the opportunity to revisit incident command / senior officers. These will require further planning, and some will require consultation with staff and unions before they can be implemented.

Appendix 4 – Investment Proposals Summary

The table below presents a summary of the investment proposals by directorate.

	2023/24 £000s	2024/25 £000s	2025/26 £000s
Commissioner & Directors	255	255	255
Corporate Services	1,326	1,311	1,311
Communications	546	546	546
People Services	842	653	583
Operational Delivery	1,057	1,057	1,057
Transformation	0	0	0
Total	4,026	3,822	3,752

The detailed investments for each directorate can be seen below;

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
LFC – 0738 (section 5.1)C	Commissioners Secretariat	Reintroduction of a second Operational Director post	Re-introduction of one additional Deputy Commissioner role at an additional cost to the LFC of £240,000 including employer on-costs and sets out the responsibilities that will sit under the posts. This will ensure the LFC is equipped with the necessary capacity and capability within the Executive Team to deliver the scale of transformation required including the commitments set out in the Brigade's Community Risk Management Plan.	240	240	240
LPB	Commissioners Secretariat	Local Pensions Board	Establish an Independent Chair for the Local Pensions Board.	15	15	15
TOTAL	Commissioners Secretariat			255	255	255
Current	Finance	Training	Temporary funding for staff training.	15	0	0
Current	General Counsel	Supplies	To increase Legal Professional Fees Budget to meet inflationary costs of external legal advice.	25	25	25
Current	General Counsel	Supplies	The proposal is to create a budget for the external management of the LFC Whistleblowing arrangements.	6	6	6
ICT001C	ICT	Supplies	The proposal is to extend the coverage of the Cyber defence system to cover the M365 environment.	40	40	40
Previous	ICT	Data Platform	The aim of the project is to provide the capability to transform reporting from being a system-centric, department siloed, individual requirement driven,	281	281	281

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
			transactional level effort into an enterprise-wide , event focused approach, with the data organised for improved analysis and decision making. This allows a high degree of reuse, is scalable, extendable, repeatable and future proofed. Supports CRMP aim of using data-driven insights to create an evidence base for action, and collective understanding of value and outcomes.			
Previous	ICT	Protection against a denial of service attack	Protection against a denial of service attack - Azure Services	30	30	30
Previous	ICT	Business Intelligence Solution	<p>This will establish capacity within Information Management to deliver a "BI (Business Intelligence) Competency Unit" that would work alongside individual teams across the Brigade to understand their data needs, create bespoke reports for regular tasks and activities, and build a simplified view of their data (via the data platform) from which local ad-hoc analysis can take place by upskilling the subject matter experts within that team (in each user department) in BI.</p> <p>The growth bid is to make permanent the following which were funded on a temporary basis: 1 x FRSE BI Relationship Manger 2 x FRSD Data Analysts</p>	157	157	157

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
Previous	ICT	Improving the use of location related data	<p>This bid is to extend the IM Business Intelligence Team so that location data analysis can become a staple focus of the team working towards aligning the various external datasets that provide (disjointed) information on building geography, height, use, addressing and extent; and matching the Brigade's location-based records, across multiple systems, to that information.</p> <p>This requires the addition of 2xFRSD Data Analysts 1xFRSC Research Analyst</p>	143	143	143
Proc3C	Procurement and Commercial	Provision of PPE at Real Fire Training Venues	The provision of PPE at training locations will reduce the manual handling and transport difficulties currently experienced by LFB personnel attending these venues. It will also assist the LFB in their commitment to supporting the health and safety of their personnel and their wellbeing. The current arrangements do not allow for the safe transportation of this equipment and as a result, the requisite PPE is not always available, and the course cannot be completed.	247	247	247
Current	Property	Enhanced cleaning proposals	Permanent variation to soft Facilities Management contract to include for enhanced cleaning to protect against viruses. This will involve the inclusion of six monthly applications of an approved cleaning product to all high touch services to provide long term protection from viruses.	329	329	329
Current	Property	Enhanced cleaning	Permanent variation to PFI contract to include for enhanced cleaning to protect against viruses. This will involve the inclusion of six monthly applications of an	53	53	53

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
		proposals - PFI stations	approved cleaning product to all high touch services to provide long term protection from viruses.			
TOTAL	Corporate Services			1,326	1,311	1,311
	Communications	Department Restructure	<p>The successful delivery of Your London Fire Brigade – our Community Risk Management Plan – is risk critical to the Brigade's future and ensuring it is trusted to serve and protect London.</p> <p>Crucial to that delivery is a high performing and strategic communications function that can deliver integrated communications campaigns which are fully aligned to Your London Fire Brigade, with the voice of the community at its heart.</p> <p>Until recently communications have not been a standalone Directorate and it is only in the last year the role of Director of Communications was created and permanent Director has just been appointed.</p> <p>At present the Communications Directorate is not set up in the most effective way or making the best use of its resources. The department also carries a risk that is not have sufficient resource to meet the Brigade's communication demands</p> <p>Work is not currently aligned with Your London Fire Brigade and the role of communications in delivering the plan is not properly understood or planned. There is no strategic function, so channels are managed but not the issues, which creates risks for the Brigade.</p>	281	281	281

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
	Communications	Community Engagement	Establishment of a Community Engagement Team and a programme of engagement activities directly with identified vulnerable, seldom heard or hard to reach communities to increase understanding of our services and how we can work with them. The continued roll out and development of the Community Forums. A series of focus groups and polling to understand community views on a range of issues including , building safety and regulation, fire safety, incident response and recovery. Establishing a programme of dedicated support to communities in the aftermath of an incident.	265	265	265
TOTAL	Communications			546	546	546
LaPD-PDR	Learning and Professional Development	Removal of PDR	Remove electronic Performance Development Reviews and focus entirely on the apprenticeship programme for achieving competence as a firefighter. This will enable a range of benefits including allowing for a more effective and efficient development. This cost primarily relates to Station and Group Commanders.	468	179	172
Current	People Services	Occupational Health	Enables LFC to meet terms of existing OHU contract and meets the costs of the new contract	412	412	412
Current	People Services	Staffing	Removal of temporary staffing investment in prior years to help implement new HR system	-38	-38	-101
Current	People Services	Leadership Programme	To increase the funds available for leadership programmes for middle and executive leaders. We have funding for middle leadership programme secured for	0	100	100

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
			three years (pending approval), but are reliant on general development funds for executive leadership programmes. Subject to business case.			
TOTAL	People Services			842	653	583
Previous	Fire Safety	Building Design & Consultation Hub	Permanently establish Building Design & Consultation Hub	126	126	126
Previous	Fire Safety	Centre of Learning & Excellence	Permanently establish Centre of Learning & Excellence	56	56	56
Current	Operational Resilience	Ballistic Protection	The increase is due to increased costs of ballistic protection. This will be reported back to FRB due to it being an unforeseen cost. We are waiting on the ballistic protection national framework which is being revised and will be available to order against in January 2023. This is a one-off growth as it is the initial roll out of MTA as detailed in the previous FRB report.	146	146	146
Current	Operational Resilience	Control Staff Shift System	This will change the shift system following the previous review and change in 2010 that saw the introduction of a 6 watch system which does not support the training requirement need for staff or deliver resilience in the control room after 20:00.	350	350	350

Appendix 4 – Investment Proposals Summary

Ref	Department	Investment Title	Investment Description	Investment 2023/24	Investment 2024/25	Investment 2025/26
Current	Operational Resilience	Operational Contingency Arrangements Contract	Uplift in the new Operational Contingency Arrangements Contract arising from scope changes	379	379	379
TOTAL	Operational Delivery			1,057	1,057	1,057

LFC Capital Strategy 2023/24 and beyond

Description

1. Capital is defined as all expenditure not directly included in the annual revenue budget (General Fund) and generally results in a new or enhanced asset or investment held on London Fire Commissioner's (LFC) balance sheet.
2. All capital expenditure must comply with the Capital Strategy. The Capital Strategy brings together detailed policies, procedures and plans relating to existing land and building related assets and treasury management transactions and applies to the General Fund
3. The Capital Strategy forms an essential part of the LFC's integrated revenue, capital, and balance sheet planning. It aligns to the Medium-Term Financial Plan (MTFP), and the Annual Revenue Budget.
4. The Capital Strategy also provides a framework by which capital expenditure decisions are made as required by the CIPFA Prudential Code for Capital Finance in Local Authorities and LFC to provide good governance.
5. It should also be noted that whilst this is a capital strategy it also applies to all expenditure of a revenue nature relating to land and buildings, such as asset maintenance and planned asset development programmes where significant revenue expenditure is incurred in the revenue budgets.

Introduction

6. The Capital Strategy has been developed in accordance with the CIPFA Prudential Code (2018 edition) to ensure that all amounts borrowed by London Fire Commissioner's (LFC) are affordable. The Capital Strategy outlines the LFC's approach to capital investment decisions and priorities, ensuring that it is in line with corporate priorities. These priorities are set out in the London Safety Plan (LSP), and Transformation Delivery Plan. The LFC is developing a Community Risk Management Plan (CRMP) and Target Operating Model (TOM) to be in place from 2023/24 as these will be key to informing the Capital Strategy going forward. The Capital Strategy supports the Brigade and it is intended to give a high-level overview of how the capital expenditure and capital financing contribute to delivery of services and its purpose as an organisation trusted to serve and protect London, and delivery of the Mayor's priorities.
7. The LFC Capital Strategy and capital programme covers a more detailed outlook is set over a five-year timeframe. The Strategy does however include a longer-term vision, a forward look at those projects that are likely to run beyond the five-year strategy and programme period or be initiated subsequently. This covers a timeframe for the 15 years from 2027/28 to 2041/42. The format of the Capital Strategy reflects the latest Prudential

Appendix 5 – Capital Strategy

and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

8. The Capital Strategy sets out a framework for the management of capital finance and along with the LFC Treasury Management Strategy covers the following areas:
 - a. Capital Expenditure and Investment Plans;
 - b. Prudential Indicators;
 - c. External Debt; and
 - d. Treasury Management.
9. The Capital Strategy addresses the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code, which sets out a requirement for local authorities to produce a Capital Strategy to form part of its integrated revenue, capital and balance sheet planning. The Capital Strategy is updated annually to react to the changing LFC priorities, social and demographic changes and the financial climate.
10. The Capital Strategy has been prepared as part of the budget setting process and is to be submitted to the Mayor as part of the budget submission, approved by the LFC. The final Capital Strategy is approved by the LFC in March 2023. This is an annual requirement, and the Capital Strategy will be published in draft as part of the budget submission to the Mayor in November, and as a final Capital Strategy following approval by the LFC in March 2023.

Benefits

11. The Capital Strategy demonstrates that the LFC takes capital expenditure and investment decisions in line with service objectives, and properly takes account of stewardship, value for money, prudence, sustainability, risk and affordability.
12. The key benefits of the Capital Strategy are to deliver a capital programme that;
 - a. ensures the LFC's capital assets are used to support the delivery of services according to the priorities within the London Safety Plan and the Transformation Delivery Plan;
 - b. links to the LFC's Asset Management Plan and other LFC Strategies/Plans, such as the sustainability strategy;
 - c. is affordable, financially prudent and sustainable;
 - d. ensures the most cost effective use is made of the existing assets and new capital expenditure; and
 - e. supports delivery of the Mayoral policies and objectives.

Approach

13. The Transformation Delivery Plan sets out the LFC's vision that "We will be a dynamic, forward-looking organisation of fully engaged people at the centre of the communities we serve, adapting to the changing needs of London".

Appendix 5 – Capital Strategy

14. The Strategy has been derived largely from the Asset Management Plan, the ICT Strategy, the Fleet Replacement Plan, the Sustainability Strategy and the Treasury Management Strategy. It has been developed to reflect the LFC's priorities, and will be reviewed for future years to deliver against the CRMP and TOM to be in place from 2023/24. It will also support addressing the recommendations from the Grenfell Tower Inquiry and the HM Inspectorate of Constabulary and Fire & Rescue Services.
15. The Asset Management Plan seeks to align the asset portfolio to best support service delivery by the Brigade. It reflects the requirements of the Transformation Delivery Plan, the London Safety Plan, the review undertaken by Anthony Mayer into the Brigade's resources, the terror preparedness review undertaken by Lord Harris, the LFC's inclusion strategy and the Mayor's Homes for Londoners agenda. A condition survey has been undertaken for all LFC properties, and the current condition and functional suitability of the property has been assessed against the LFC's requirements for a modern fire service.
16. The ICT Strategy seeks to ensure that the technologies available to the Brigade, via a range of ICT solutions, are fit for purpose, affordable and sustainable, that they are responsive to business need and valued by staff and stakeholders, and are delivered in a cost effective and efficient way, including collaboratively where appropriate.
17. The Fleet Replacement Plan will meet the Brigade's fleet requirements over the coming years and address the fleet commitments made under the Mayor's London Environment Strategy (LES). This requires LFC to achieve the following targets:
 - a. all cars in support fleets to be zero emission capable by 2025;
 - b. all new cars and vans (less than 3.5 tonnes), including response vehicles, being zero emission capable from 2025;
 - c. all heavy vehicles (greater than 3.5 tonnes) to be fossil fuel- free from 2030; and
 - d. zero emission fleet by 2050.
18. The Sustainability Strategy sets out ten objectives to achieve the Brigade's vision of being the leaders on sustainable development within the UK Fire and Rescue Service. The three main focus areas of this strategy are environment and climate change; economic value; and equality and inclusion.
19. The Treasury Management Strategy sets out the treasury management arrangements in place to manage the LFC's borrowing and cash balances and deliver best practice. It covers the management of LFC's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. This is delivered as part of the GLA Group Investment Syndicate (GIS).

Appendix 5 – Capital Strategy

Influences

20. The main influences on the Capital Strategy are set out below.

- The age of the estate - about a third of fire stations are over 60 years old and nearly a third are listed, locally listed and/or are in a conservation area.
- The layout and design of the majority of fire stations creates challenges in meeting the needs of a modern service.
- Changing operational requirements – developing response to changes in the type of incidents, including terrorism related, and fire safety particularly in the post Grenfell period.
- Population growth and locating resources to address developing needs
- New fleet requirements due to the changing needs of the service and the new ultra-low emission zone.
- Current shortage of availability for zero emission capable HGVs and new technology regarding electric/hybrid vehicles.
- The shortage of affordable new sites for new or re-located fire stations, together with the aim to ensure that future developments take account of both the Mayor's Homes for Londoners agenda and local planning policies.
- Fire stations operating 24/7 making major refurbishments/extensions difficult to undertake as operational cover has to be maintained. This is coupled with a lack of suitable/affordable sites for fire stations to operate from on a temporary basis whilst the works are undertaken.
- Ensuring that opportunities to benefit from developments in technology are maximised, including the ability to provide positive changes in the delivery of services such as cloud computing.
- The reduction in the level of funding from capital receipts and grants and the ongoing affordability of funding capital expenditure through borrowing.

Mayoral Policies

21. The Capital Strategy strives to address Mayoral policies as follows.

Ensuring London is:

- a) A city that meets the challenges of economic and population growth in ways that ensure a sustainable, good and improving quality of life and sufficient high quality homes and neighbourhoods for all Londoners and help tackle the huge issue of deprivation and inequality among Londoners, including inequality in health outcomes.

The Capital Strategy will support this policy as follows.

- To ensure that our fire stations are well placed to meet the needs of Londoners, attending incidents effectively and to the attendance standards set.

Appendix 5 – Capital Strategy

- Looking to open up fire stations so that they become community assets/hubs. Ensure that the design of new fire stations will enable them to be community hubs.
 - Identifying potential opportunities that the estates can offer to provide accommodation to further our prevention priorities with local authorities e.g. the health agenda and crime prevention (cadet training)
 - To contribute to the Mayor's Homes for Londoner's agenda so that where LFC land can be released for development, the requirements for affordable housing are considered.
- b) A city that becomes a world leader in improving the environment locally and globally, taking the lead in tackling climate change, reducing pollution, developing a low carbon economy, consuming fewer resources and using them more effectively.

The Capital Strategy will support this policy as follows:

- Upgrading our fleet to meet the Ultra-Low Emission Zone requirements and to assess and adopt new technologies as and when they become available.
- Aligning our estates strategy with other emergency services and using every opportunity to share buildings through co-location and integrating estate services.
- To improve the energy efficiency of our estates and to continue to take steps to reduce our carbon footprint through sustainable development.
- To continue to unlock the potential latent value in our estate, through engaging private sector developer partnerships on appropriate sites.

20 year Capital Ambition

22. The 20-year capital requirements are considered below, including investment and capital funding. This is based on the LFC's current capital programme plus the on-going future capital requirements and maintain operational effectiveness at current levels. A key review of the Capital Strategy and 20-year capital requirement will be undertaken once the CRMP and TOM are in place from 2023/24.
23. The LFC capital spending plans for the five years to 2026/27 are approved as part of the budget process and are funded with capital financing costs reflected in the revenue budget. The is set out in the table 1 below.

Table 1: Capital budgets and financing 2022/23 to 2026/27

Project	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	TOTAL £m
Capital Schemes						
Properties	10.3	18.4	14.3	35.0	15.7	93.7
Fleet Replacement Plan	8.1	6.4	2.9	4.1	2.8	24.3
ICT Projects	4.6	11.3	11.5	3.4	3.2	34.0
Communications Project	0.0	2.3	0.0	0.0	0.0	2.3
Ops Policy Equipment	0.2	8.1	0.0	0.0	0.0	8.3
Total Expenditure	23.2	46.5	28.7	42.5	21.7	162.6
Capital Receipts	0.0	0.0	12.3	0.0	0.0	12.3
Capital Grants	0.0	0.0	0.0	0.0	0.0	0.0
External Borrowing	23.2	46.5	16.4	42.5	21.7	150.3
Total Financing	23.2	46.5	28.7	42.5	21.7	162.6

24. **Revenue Funding of the Capital Programme for the first 5 years**

In the medium term the total capital plan is £162.6m of which £12.3m of the plan is funded by the use of Capital Receipts (8AE less capital receipts re-payable) and the remaining balance is expected to be funded by £150.3 of external funding. The borrowing costs (MRP & Interest Charges) will be £11.7m for 23/24 (£11.7m in 22/23) and increasing in the following years to £17.3m in 24/25 and £18.8m in 25/26 and this is reflected in the revenue budget. As set out in the treasury management report LFC internally borrow a significant amount of funding which reduces the charge to revenue. However, there is a requirement in accordance to the Prudential code for LFB to set aside sufficient funds to fund the Capital Programme should the need arise.

25. Within the Interest charges, this is calculated on the basis of the current cost of PWLB loan interest which stands at 4.31% (5 year re-payment on maturity loan, also assuming

Appendix 5 – Capital Strategy

the certainty discount rate applies). From 2027/28 onwards the interest rate assumptions are of a borrowing rate of 2.5%.

26. A further 15 years, from 2027/28 to 2041/2042, to complete the 20 year capital ambition has been prepared on the basis of maintaining the asset base at its current level, with updates/replacements as necessary. The further element has some funding identified, however there is a funding gap to be addressed. The element of the capital spending plans is set out in the table 2 below and is inclusive of 3% per annum inflationary cost pressures.

Table 2: Capital Ambition 2027/28 to 2041/42 and Ambition Gap

Project	Years 2027/2032	Years 2032/2037	Years 2037/2042
	£m	£m	£m
Capital Schemes			
Properties	65.7	76.3	86.8
Fleet Replacement Plan	77.1	65.0	9.2
ICT Projects	17.7	59.0	21.1
Communications Project	0.0	0.0	0.0
Operational Policy Equipment	19.1	0.0	6.7
Total Capital Expenditure	179.6	200.3	123.8
Capital Financing			
Capital Receipts	0.0	0.0	0.0
Capital Grants	0.0	0.0	0.0
3rd Party Contribution	0.0	0.0	0.0
External Borrowing	179.6	200.3	123.8
Total Capital Financing	179.6	200.3	123.8

27. The programme includes the capital investment requirements to ensure that the LFC's fleet meets the new ultra-low emissions zone requirements (ULEZ) and replacement of vehicles as they come to the end of their useful life. Ongoing capital expenditure on the LFC's estate is included to maintain the condition and functionality of fire stations. There are also estimates for spend on ICT replacement and upgrade. The programme does not include the additional costs in respect of the works to the LFC estate to enable the LFC fleet to be zero emission compliance by 2030 as it is not possible to predict the impact the level of additional infrastructure required at this time. The capital requirement for the LFC estate has been based on analysis that has been undertaken which assesses the condition and functional suitability for all existing fire stations.

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28. The Ultra Low Emission Fleet (ULEF) Programme sets out the steps to be taken to plan, develop, test, procure and deploy new vehicle technologies within the LFC fleet to achieve the targets set out above. It focuses on the process for heavy frontline vehicles, given the current lack of low/zero emission capable HGVs and the technological challenges in developing them.
29. Government advocates a 'cloud first' approach when considering options for new ICT systems and infrastructure improvements. With this the funding model shifts from capital to revenue based expenditure, which presents challenges to LFC, due to the increasing pressure on revenue funding and budgets. At present the ICT Strategy does not plan a radical change to the ICT infrastructure in the short term as this would consume significant resources and generate risk in the transitional phase. Instead, a 'cloud' based approach to new systems will be adopted as and when current systems are being replaced which would allow the Brigade to explore new ways for ICT delivery, whilst minimising risk and disruption.

Available Capital Funding

30. There is a variety of ways in which capital expenditure can be financed, but the main sources are often from a combination of revenue resources/reserves, capital grants, capital receipts and borrowing. A brief explanation for each of these options is described below.
31.
 - a. **Prudential Borrowing** - The LFC ensures that the level of borrowing is affordable, prudent and cost effective. Borrowing is subject to the requirements of the Prudential Code and is managed through the Treasury Management Strategy. Borrowing has a long-term impact on the revenue budget, through the interest payable on the loan and the annual charge for the repayment of the sum borrowed (MRP). Loans are sourced in discussion with the GLA and from the Public Works Loan Board (PWLb).
 - b. **External Capital Grants** - Grants are awarded to the LFC from Central Government and other third parties. Most grants are now policy specific and in some cases are awarded through a bidding process. The LFC bids for grant funding as and when opportunities arise
 - c. **Capital Receipts** - The LFC is able to generate capital receipts through the sale of surplus assets. This is a limited resource as the majority of the LFC's assets are currently in operational use as part of front line service delivery and response. The programme includes the sale of the former Clerkenwell fire station, and the former Headquarters at Albert Embankment but the timing and value of the receipts is yet to be finalised. There is the risk that some of the planned capital disposals will not complete. The timing and value of the capital receipts may also be further delayed or reduced due to planning requirements and changes in market conditions.

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The LFC aim, wherever possible, is that all large developments are self-funding through the release of land/buildings for sale and the opportunity of sale and leaseback arrangements.

- d. **Revenue Funding** - LFC can use revenue resources to fund capital projects on a direct basis, however, current funding projections point to a revenue budget gap which means that the capacity for this is very limited. Invest to save projects that result in additional revenue savings in future years are the best option for funding by this method.

- 32. The LFC's level of borrowing is forecast to increase as the availability of capital receipts come to an end, and expenditure increases, such as on fleet with the LFC now owning its fire appliances, etc., resulting in additional revenue costs through MRP and the interest charged on outstanding loans. It is expected that the Capital Strategy will be entirely reliant on borrowing over the medium term, depending on the timing of the remaining capital receipts, with the additional capital financing costs adding to the pressure on the revenue budget
- 33. The table below summarises capital expenditure and debt charges (loan interest and annual MRP change) compared to the estimated debt charges budget from 2025/26 onwards. The future debt charge budgets have been based on the 2025/26 budget and increased by RPI estimated at 3% per annum. Maturing loans and the associated MRP charges reductions have been taken into account, to show the budget requirement and resulting budget pressure each year in the calculation of the required level of debt charges

Table 3: Capital Expenditure Financed from borrowing and Forecast Revenue costs for Interest and MRP Charges 2027/28 to 2041/42

Future Years	Capital Expenditure £m	Financed from external borrowing £m	Debt Charges* £m	Budget £m	Budget Pressure £m
2027/28	16.3	16.3	23.4	12.4	11.0
2028/29	31.5	31.5	23.9	12.8	11.1
2029/30	41.5	41.5	24.6	13.1	11.5
2030/31	42.8	42.8	26.4	13.5	12.9
2031/32	47.4	47.4	31.3	14.0	17.3
2032/33	25.2	25.2	35.0	14.4	20.6
2033/34	63.6	63.6	36.0	14.8	17.2
2034/35	45.8	45.8	39.8	15.2	24.6
2035/36	37.0	37.0	43.5	15.7	27.8
2036/37	28.5	28.5	42.9	16.2	26.7
2037/38	23.5	23.5	45.0	16.7	28.3
2038/39	29.5	29.5	45.5	17.2	28.3
2039/40	23.6	23.6	40.1	17.7	22.5
2040/41	23.6	23.6	43.2	18.2	25.0
2041/42	23.6	23.6	36.3	18.7	17.6

(Minimum Revenue Provision and interest has been calculated at 2.5% and MRP has been estimated on a 15 year asset life for the purposes of the above calculations)

34. Based on current estimates, the level of debt charges is expected to steadily increase over the period, resulting in a substantial increase in debt charges peaking at £45.5m by 2038/39 before starting to fall. Under current assumptions this would result in the need to increase the capital charges budget by an average of £20m, which would need to be funded by matching savings.
35. The projected budget pressure, of an average of £20m, is based on current capital spend projections which is based on inflation at 3.0% per annum and the current capital plan assumptions of total expenditure and the expectation of no capital receipts after the sale of 8AE in 2024/25. This figure will change with the following risk items.
 - The level and timing of capital receipts.
 - The potential of future interest rate rises.
 - The availability of resources to deliver the capital programme.

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36. The level of capital spend is largely driven by the need to maintain and replace the fleet, fire stations and ICT that support the current level of service delivery and front-line response. It is therefore difficult to reduce spend without changes to front-line service delivery.

Options to bridge funding gap

37. The LFC will need to consider options on how to bridge the funding gap and ensure that future years capital expenditure is affordable, as part of the development of the next London Safety Plan (CRMP) from 2023/24. Possible options to consider are provided below.

- Provide a revenue contribution to fund the capital programme.
- Pursue possible alternative funding/service delivery options.
- Reduce the level of the capital programme.
- Secure additional resources – GLA/Government.

External Debt

38. All borrowings are from the Public Works Loan Board (PWLB) and LFC's current and forecast outstanding debt, excluding the borrowing requirements of the capital strategy and current capital programme is as follows

Table 4: External Debt

As 31 March	2023	2024	2025	2026	2027	2032	2037	2042
	£m	£m	£m	£m	£m	£m	£m	£m
PWLB Loans	48.7	46.7	43.2	38.2	23.5	23.5	23.5	14.5

39. Interest charges will be based on forecast PWLB interest rates. Obviously, the effects of the pandemic could change these rates significantly as well as the cost to replace of the LFC fleet.

40. Table 5 below sets out the prudential limits for 2022/23 to 2026/27

Table 5: Prudential Limits

Approved Borrowing Levels £m	2022/23	2023/24	2024/25	2025/26	2026/27
Operational Boundary	240.0	240.0	240.0	240.0	240.0
Authorised Boundary	245.0	245.0	245.0	245.0	245.0

Other Long Term Liabilities

Date

Appendix 5 – Capital Strategy

41. LFC has other long term liabilities which include PFI contracts for fire stations (until 2040/41) and a finance lease for the Merton Control centre (Until 2034/25) . The current and forecast outstanding long term liabilities are as follows.

Table 6: Other Long Term Liabilities

As 31 March	2023	2024	2025	2026	2027	2032	2037	2042
	£m	£m	£m	£m	£m	£m	£m	£m
PFI	41.5	39.9	38.3	36.7	35.1	26.4	13.60	0.0
Finance Lease	18.4	18.4	18.4	18.3	17.3	9.4	0.0	0.0
Total	59.9	58.3	56.7	55.0	52.4	35.8	13.6	0.0

(The repayment of the existing other long term liabilities is calculated through financial models – such as the PFI model which is audited each year)

42. There are no plans for any future finance leases/PFI arrangements at the current time. The contract register is regularly reviewed to ensure that no finance leases have been entered into without the Finance Department's knowledge. This is also further managed by the Assistant Director - Finance reviewing all reports to LFC to include financial implications.
43. The above table does not take into account the effects of implementing the new accounting standard IFRS16, where all leases/contracts that conveys the right to use an asset will be brought onto the balance sheet and long term liabilities will be created for the future rentals under these leases. The new accounting standard has been delayed but is still likely to come into effect from 1st April 2024. The Capital Strategy will be updated once the impact of the new accounting requirements has been assessed.

Risk

44. The Capital Programme is subject to the following risks.
- A lack of affordable sites for new developments.
 - Increased cost in delivering the capital programme due to inflation pressures/Brexit/limited number of suppliers that can provide specialist equipment/vehicles.
 - The potential requirement to fund the replacement of National New Dimensions Assets which currently has not been factored in the capital requirements.
 - Additional building costs required to support the deliver Zero Emission Pumping Appliances (ZEPA)
 - Difficulty in obtaining planning consent for new developments and refurbishments.
 - Third party collaboration and contractor capacity to deliver, as all capital projects will require varying collaboration with external parties over the project life.

Appendix 5 – Capital Strategy

- The risk that the planned capital disposals will not realise the projected capital receipts income or may not come to fruition thus resulting in additional borrowing costs.
- Additional revenue budget pressures resulting from increased revenue impact of borrowing.
- Interest rate increases for borrowing.
- Changes in government funding, policy and legislation.
- Availability and speed of developments in technology.
- Recruitment and retention of key skilled staff and significant staff resource to deliver the capital schemes.

45. The risks are being managed by as follows.

- Maximising, where possible, the redevelopment of existing sites through developers to reduce capital borrowing and to realise any potential capital receipts released through latent estate value.
- Investing in invest to save projects where the outcome of these projects will result in revenue savings to LFC.
- Ensuring the capital governance framework, including regular monitoring and review of the capital programme, is in place.
- Ensuring that all planning applications consider all relevant local/Mayoral planning and listed building requirements. Pre-discuss all planning applications prior to submission with the local planning officers to mitigate against planning refusals and completing public consultation in good time for those development projects that affect the public.
- Re-allocating key resources to development projects as required to meet the capital programme.
- Promoting collaboration with other emergency services and the GLA Group.
- Limit the risk of contract failure by effectively managing contracts and learning from past lessons in project delivery.
- The ability to flex the capital programme and re-phase capital expenditure so as not to result in additional external borrowing and the resulting increase in debt charges.

Appraisal - Governance and Monitoring

46. An important part of the governance arrangements is the frequent monitoring of the agreed capital programme. The capital programme is reviewed regularly with budget holders and reported on a quarterly to senior management. The capital monitoring is reported alongside revenue monitoring in the quarterly financial position report, which is reported to the Directorate Board and Commissioner's Board. Quarterly monitoring reports are also presented to the Fire and Resilience Board and are published. The published reports are used to support scrutiny by the London Assembly's Fire, Resilience and Emergency Planning (FREP) and Budget and Performance Committees (BPC).

Appendix 5 – Capital Strategy

47. New, or changes to existing capital projects are dealt with as part of the capital monitoring process and budget holders are required to submit a request outlining the key scheme information, costs both capital and revenue and associated risks.
48. Where a new scheme or a budget change is required which is greater than £150k, a separate report is prepared, and additional governance arrangements are in place. The reports are considered by the Corporate Services Directorate Board and Commissioner's Board, and the Deputy Mayor through the Fire and Resilience Board, as required, before final approval by the London Fire Commissioner.
49. The Capital Programme is approved by the London Fire Commissioner before submission to the Mayor as part of the annual budget submission.
50. When proposing capital projects for inclusion into the programme, the responsible department will undertake an assessment/evaluation as to how the project:
 - ensures LFC's capital assets are used to support the delivery of services according to the priorities within the London Safety Plan and Corporate Vision;
 - links to LFC's Asset Management Plan and other LFC Strategies/Plans;
 - is affordable, financially prudent and sustainable;
 - ensures the most cost effective use is made of the existing assets and new capital expenditure; and
 - supports the Mayor of London in meeting the approved objectives and strategic plans.
51. The LFC has overall responsibility for the Capital Strategy, with support from senior management with the strategic development and monitoring of the capital programme through Commissioner's Board and Directorate Boards. The Capital Strategy will also be subject to consultation with the Deputy Mayor, and submission to the Mayor as part of the budget submission. Wherever appropriate to do so, and more specifically for the larger projects, project boards are established, which consist of a wide range of professional expertise. These boards meet regularly to assess and monitor the progress of the projects to ensure the delivery of the defined capital investment.

Chief Finance Officer Sign Off

52. The Chief Finance Officer is to report explicitly on the deliverability, affordability and risk associated with the Capital Strategy. A report presenting the Strategy will be presented to the Commissioner's Board, and the Fire and Resilience Board, alongside reports for approval of the Budget and Treasury Management Strategy.

Appendix 6 – Reserves Strategy

LFC Reserves Strategy

SECTION 1: Introduction and Background

1. Section 43 of the Local Government Finance Act 1992 requires that, when setting the budget for the forthcoming year, authorities should have regard to the level of reserves needed to provide sufficient resources to finance estimated future expenditure, plus any appropriate allowances that should be made for contingencies.
2. Best practice on the use and management of reserves and balances is provided by CIPFA and the Local Authority Accounting Panel (LAAP) guidance, specifically LAAP Bulletin 99 - 'Local Authority Reserves and Balances'. This was issued in July 2014, but since then many references have been made to the scale of public sector reserves by various parties, as well as specific work by the Home Office and the National Fire Chiefs Council.
3. In May 2018 the Government published the New Fire and Rescue Services Framework which introduced a requirement for Combined Fire and Rescue Authorities to publish a Reserve Strategy on their website and outlined the detail which should be included. The Reserves Strategy can form part of the Medium Term Financial Strategy or be a stand-alone document.

Strategic Context

4. There are a number of reasons why a local government authority might hold reserves, these include to:
 - (a) Mitigate potential future risks such as increased demand and costs;
 - (b) Help absorb the costs of future liabilities;
 - (c) Temporarily plug a funding gap should resources be reduced suddenly;
 - (d) Enable an authority to resource one-off policy developments and initiatives without causing an unduly disruptive impact on Council Tax;
 - (e) Spread the cost of large scale projects which span a number of years.
5. Reserves only provide one off funding so an authority should avoid using reserves to meet regular and ongoing financial commitments, other than as part of a sustainable medium-term budget plan.

Long-Term Sustainability

6. Reserves are an essential tool to ensure long term budget stability particularly at a time when the LFC is facing significant risk over funding and savings requirements in future years. In recent years LFC has built up reserves to help meet short term budget gaps, in particular the Budget Flexibility Reserve.
7. Reserve balances have been identified as a key indicator of financial health and the LFC continues to have an appropriate level of reserves to deal with identified risks. As a minimum, there are sufficient balances to support the budget requirements and provide an adequate contingency for budget risks.
8. There are two different types of reserve, and these are:
 - *Earmarked Reserves* – these reserves are held to fund a specific purpose and can only be used to fund spending associated with that specific purpose. Should it transpire that not all

Appendix 6 – Reserves Strategy

of the agreed funds are required then decisions would be sought on how any remaining balance is to be utilised.

- *General Reserve* – use of this Reserve is non-specific and is held to fund any unforeseen spending that had not been included in the base budget, on an exceptional basis.
9. It should be noted that if a risk materialises that requires significant draw from reserves, the LFC would need to seek to prudently rebuild reserves back to an adequate level in future years. It is also important to bear in mind that reserves are not the only way in which the financial risks are managed.
 10. Insurance cover is in place for a wide range of eventualities. In terms of this cover there is an insurance excess, with the major ones being for the LFC meeting up to the first £850k on claims for combined liability and £250k on motor fleet, with an aggregate (maximum liability) of £5.0m and £10.0m in one year respectively. These levels are reviewed when insurance policies are re-tendered, and potentially renewal, in discussion with key stakeholders.
 11. In addition to insurance provisions are also raised in the Statement of Accounts each year for potential costs where there is knowledge of a claim. These provisions are held to provide funding for a significant liability or loss that is known with some certainty will occur in the future, but the timing and amount is less certain.
 12. The LFC, via the GLA, also has potential access to the Bellwin scheme in particular circumstances for emergency financial assistance. The scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants.
 13. The Bellwin scheme requires an expenditure threshold to be exceeded in order to trigger claims, and the threshold is set each year. For the latest Bellwin claim (Grenfell Tower) this was set at £0.75m for fire within the GLA Group. In addition, only a proportion of costs can be recovered, in particular these have to be marginal (additional) costs, and only costs in excess of the threshold will be reimbursed.
 14. There may also be circumstances that arise where central government provides additional funding, such as during the Covid-19 pandemic. The LFC received Covid funding totalling £1.8m from the GLA and £5.5m from the Home Office.

SECTION 2: Risk Assessment to Determine the Adequacy of the General Reserve

15. An authority should seek to maintain a General Reserve that is adequate but not excessive to manage its financial risks. As a single-purpose authority, the LFC has no opportunity to use cross-service subsidies to meet unanticipated expenditure and so, proportionally, its General Reserve may be slightly higher than for a multi-purpose authority.
16. The LFC has a robust approach to managing risk, which was reviewed and a revised approach introduced in 2021 to ensure effective arrangements are in place.

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17. Under its Reserve Policy the LFC has set its level for the General Reserve at 3.5% of net revenue budget.
18. LFC undertakes a risk assessment of the adequacy of the LFC's General Reserve to consider the extent to which the LFC is exposed to uninsured and unbudgeted losses. The risk assessment for the coming financial year, 2023/24, has been prepared as part of the budget setting process.

SECTION 3: Annual Review of Earmarked Reserves

19. The LFC has a number of earmarked reserves which have been established for specific purposes where there have been timing differences at budget setting or year end, or emerging risks or cost pressures. The relevance of, and balance in, each of these is reviewed annually and the LFC is informed of the latest plans for the balances held in such reserves over the medium term via the Reserves Strategy.
20. When the LFC approves the Reserves Strategy for publication it will be made available on its website, including the draft Reserves Strategy prepared as part of the Budget Submission to the Mayor and which is subject to consultation with the London Assembly's Fire, Resilience and Emergency Planning (FREP) Committee before approval in the final budget in March.
21. An estimate has been made of the financial impact if the current corporate strategic risks (which are deemed to be red, of which there are currently 12) were to crystallise and these are set out in the table below.

Risk ID	Strategic Risks	Type of demand	Potential Amount £m
CS1	Budget cut	Drawing to save initiative	5.0
CS2	Inflation	Already considered as part of MTFS updates.	0.0
TD4 / CM8	Failure to deliver TDP	Drawing to deliver action	1.0
OD1	Built environment challenges	Drawing to purchase emergency provision	2.0
OP7	Incident command failure	Drawing to purchase emergency provision	2.0
People 1	Trainees at risk	Drawing to implement new support mechanism	2.0
People 2	Lack of training assurance	Drawing to purchase new system/evaluation methodology	2.0
People 3	Culture	Drawing to save initiative	1.0
PS13 / PS16	Workforce planning	Drawing for an emergency recruitment round	2.0
ORC14	Industrial Action	Net nil financial impact (Pay awards in MTFS assumptions)	0.0
	Total		17.0

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22. The focus of this review of the adequacy of reserves is on the short term only as reserves can only be used once and are not a permanent source of funding. The table shows that the total short term exposure, if all risks were to materialise in a single year, is £17m. However, this needs to be considered against the probability of more than one significant risk materialising in any one year.
23. The CIPFA guidance emphasises that a well-managed authority will ensure that reserves are not only adequate but also necessary. It would not be appropriate to set funds aside to cover risks that are deemed extremely unlikely to occur. CIPFA also advises that a balance needs to be found between maintaining adequate levels of reserves and investing in risk reduction measures. For example, it may be possible to reduce the level of balances held where appropriate action to mitigate or remove risks has been successfully taken.
24. So while the total risk exposure is above the LFC's currently assessed minimum level of reserves, this needs to be considered against the probability of all these risk events occurring.

Conclusion

25. There are a range of factors that need to be taken into account in determining an appropriate level of reserves and as the CIPFA guidance states a considerable degree of professional judgement is required.
26. For LFC the combination of a maximum insurance liability, the current availability in provisions to cover known or expected events, the availability of earmarked reserves, and a generally prudent approach to cost estimation and budgeting indicates that a minimum general reserve level of 3.5% (£16.8m) can currently be deemed to be adequate given the corporate governance and control arrangements in place across the organisation.

Appendix 6 – Reserves Strategy

Annex A Projected Reserve Balances over Medium Term Financial Plan Period (2023-2026)

	Anticipated Balance at 01/04/23	Use of Reserves in 2023/24	Use of Reserves in 2024/25	Use of Reserves in 2025/26	Anticipated Balance at 31/03/26
	£m	£m	£m	£m	£m
Capital Expenditure Reserve	7.0	-7.0	0.0	0.0	0.0
Grenfell Infrastructure Reserve	0.6	-0.6	0.0	0.0	0.0
Compensation	1.0	0.0	0.0	0.0	1.0
Pensions Earmarked Reserve	0.7	0.0	0.0	0.0	0.7
Emergency Medical Response	0.3	0.0	0.0	0.0	0.3
Emergency Services Mobile Communication Programme	0.9	0.0	0.0	0.0	0.9
Fire Safety and Youth Engagement	4.6	-2.1	-2.1	0.0	0.4
Transformation Delivery Plan	2.6	-1.0	-1.0	-0.6	0.0
Community Risk Management Plan	1.9	-1.0	-0.5	-0.4	0.0
In Year Savings Reserve	2.0	-2.0	0.0	0.0	0.0
Hydrants	0.1	-0.1	0.0	0.0	0.0
ICT Development Reserve	1.1	-0.2	0.0	0.0	0.9
LFC Control Centre	0.7	0.0	0.0	0.0	0.7
LFC Museum Project	0.2	-0.1	0.0	0.0	0.1
London Resilience	0.8	-0.8	0.0	0.0	0.0
Organisational Reviews	0.1	0.0	0.0	0.0	0.1
Sustainability	0.2	0.0	0.0	0.0	0.2
Vehicle & Equipment Reserve	2.2	-1.3	0.0	0.0	0.9
Leadership Reserve	0.3	0.0	0.0	0.0	0.3
Budget Flexibility	17.1	-4.0	-0.7	5.0	17.4
General	16.2	0.0	0.0	0.0	16.2
Total	60.6	-20.2	-4.3	4.0	40.1

General Reserve

27. The general reserve provides a contingency to manage the impact of unexpected events or emergencies. The level of the general reserve is considered annually, with details of the consideration of the reserve's adequacy at a minimum of 3.5% considered above.

Budget Flexibility Reserve

28. The Budget Flexibility Reserve was originally set up as part of the 2017/18 budget process, to provide balances to support budget uncertainty in future years. The reserve has been used to manage uncertainty in previous budgets, although actual drawing from the reserve has been limited as additional funding has been secured. The reserve provides balances to support

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uncertainty in the current funding, as set out in the Mayor's Budget Guidance 2023/24, as well as supporting the LFC as it continues its transformation, including the Community Risk Management Plan and Target Operating Model from 2023/24. The anticipated balance as at the end of the 2022/23 financial year includes a transfer to the general reserve to maintain it at the minimum level, following the forecast overspend in that year.

Transformation and CRMP Reserve

29. Throughout the delivery of the CRMP, there is the potential for unbudgeted risks to occur as the specifics of each project are better understood. Therefore the indicative profiled use of these reserves (Annex A) throughout the MTFS are expected, resulting in a nil balance on both of these reserves by the end of the 2025/26 budget period.

Other Earmarked Reserves

30. In addition to the general reserve the LFC has a number of earmarked reserves. These contain funds that the LFC has agreed should be set aside for specific purposes. The earmarked reserves are considered further in the following paragraphs. The balances held on reserves are reviewed to ensure they continue to meet these purposes, and any balances not required transferred to the general reserve.
31. The Capital Expenditure Reserve was created based on the funding received from the GLA in relation to the reduced capital receipt from the sale of the LFC site in Southwark, which is to be paid back to the GLA on the disposal of the LFC site at Albert Embankment.
32. The Emergency Services Mobile Communications Programme (ESMCP) is a cross-government, multi-agency programme that will deliver a new communication system to the emergency services and other public safety users throughout Great Britain. This system will be called the Emergency Services Network (ESN) and it will provide integrated critical voice and broadband data services. Central Government has committed to provide grants to cover the reasonable cost of transition from the current Airwave service to ESN. However, the full financial implications of implementation of the network are not yet known. The reserve is maintained as part of managing the grant funding and transition to ESN.
33. The Fire Safety and Youth Engagement reserve was established in 2016/17 (FEP 2661) and has been funded from the net contribution to overheads from the LFC's trading company, LFC Enterprises, which is no longer actively trading. This was later supplemented from contributions received to fund youth engagement activities. The reserve is to be used to support future youth engagement activities.
34. The LFC Museum Project reserve was created as part of the Financial Position as at the end of September 2018 report (LFC-0084). This reserve will fund a Museum project manager for a period of three years to support that work.
35. Under the current London Safety Plan (LSP) a number of trials and pilots were to be carried out in future financial years. LFC currently holds an earmarked reserve to aid in the implementation of any new operational delivery models over the life of the plan. The remaining balance on this reserve will be reviewed as part of the approval of the Community Risk Management Plan from 2022/23.

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Appendix 6 – Reserves Strategy

36. The additional resilience requirements reserve was approved in July 2017 (FEP2763). The reserve was set up to temporarily fund the initial revenue costs identified following the Grenfell Tower fire and the terrorist incidents at Westminster, London Bridge and Finsbury Park. Potential use of the remaining balance on this reserve is to be reviewed once projects to use the additional funding of £1.3m provided as part of implementing the Grenfell Tower Inquiry recommendations are complete.
37. The emergency medical response reserve was established in the Financial Position as at the end of September 2017 report (FEP2792). This reserve is to fund an inoculation programme for staff if co-responding is rolled out across the LFC.
38. The ICT development reserve holds funds to accommodate changes to HR, Finance and Fire Safety systems, which are subject to fluctuations in cost and demand. It is currently expected that this reserve will be fully used over the next four financial years.
39. The London Resilience reserve was established to manage the costs of the implementation of new London Resilience workstreams. This function continues to develop, including in relation to responsibilities and funding. The continuing requirement for this reserve is to be reviewed as part of the 2021/22 outturn.
40. The Organisational Reviews reserve was created as part of the 2018/19 outturn report and includes for ongoing work on the review of the property services function and the building safety programme.
41. The recruitment/outreach reserve was created in the January 2017 Budget Update report (FEP2685) to fund the proposed establishment of the firefighter recruitment and outreach team. Further use of this reserve is to be considered as plans develop to restart operational recruitment.
42. The sustainability reserve was set up to deliver the LFC's programme of investment in enhanced energy efficiency and renewable technologies.
43. The vehicle and equipment reserve includes funding for the ultra-low emission fleet programme, and Ultra Low Emission Zone compliance. It is expected that this reserve will be fully used by the end of 2022/23.
44. The compensation reserve was set up to manage financial risk on these costs in the annual revenue budget. This reserve is used to fund compensation claims in excess of budgeted amounts. Its level has been kept under review for adequacy, alongside reviewing the annual compensation budget.
45. The hydrants reserve (FEP1698) was set up during the 2011/12 budget process. This is to deal with payments for water companies managing the backlog of repairs that has built up over a number of years. It is difficult to predict the water companies' ability to manage repairs, and progress can be hampered by other events affecting water companies such as bad weather, which diverts resources. As the backlog of repairs is dealt with, this reserve should be wound down. Any residual amounts may help support further efficiency improvements within the hydrants team

Appendix 6 – Reserves Strategy

46. The Covid reserve was set up from the balance on Home Office grant to meet the costs of the Covid-19 pandemic response. This reserve will help address any further additional costs in managing the ongoing pandemic.



Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

1. What is the name of the policy, project, decision or activity?

London Fire Brigade Budget Submission 2022/23

Overall Equality Impact of this policy, project, decision or activity (*see instructions at end of EIA to complete*):

High		Medium	✓	Low	
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2. Contact details

Name of EIA author	Tiffany Oarton
Department and Team	Belonging, Inclusion and Wellbeing Team
Date of EIA	22 Oct 2022



3. Aim and Purpose	
What is the aim and purpose of the policy, project, decision or activity?	The budget proposal 2022/23 aims to support the delivery of the London Fire Commissioner's priorities to serve and protect London through providing the appropriate financial and human resources.
Who is affected by this work (all staff, specific department, wider communities?)	<i>All staff across the Brigade are impacted by the budget proposal as are the communities we serve.</i>
4. Equality considerations: the EIA must be based on evidence and information.	
What consultation has taken place to support you to predict the equality impacts of this work?	Consultation will be ongoing with RBs, ESGs and Belonging, Inclusion and Wellbeing team. Plus individual discussions with staff members who are affected by post-deletions will be had.

5. Assessing Equality Impacts		
Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.		
Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact
<p><i>The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising LFB functions and taking decisions.</i></p> <p><i>It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.</i></p> <p><i>The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.</i></p>		



The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:

- *Eliminate discrimination, harassment and victimisation and other prohibited conduct.*
- *Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.*
- *Foster good relations between people who share a relevant protected characteristic and persons who do not share it.*

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;*
- *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*



- *encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

(a) tackle prejudice, and

(b) promote understanding.



In October 2022, all Heads of Service received Budget Guidance from the Finance Department, outlining the requirements for budget setting. This document included specific guidance on when and how to undertake an Equality Impact Assessment on proposals. The guidance noted in particular:

"LFB has a legal duty under the Equality Act 2010 to show 'due regard' to the Public Sector Equality Duty every time we take a decision, begin a project or policy, or begin a proposal which will affect our workforce, service users or wider communities. You must show this regard before and at the time a decision, including a growth or saving proposal, is under consideration. To 'have due regard' means that in making decisions and in our other day-to-day activities LFB must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations.

"There are some principles for decision makers which we recommend you consider when preparing your budget submissions. You should:

- consider this budget guidance you being made aware of your duty to have due regard*
- you must show due regard before and at the time a decision is taken and when it is under consideration;*



LONDON FIRE BRIGADE

- *you cannot satisfy the duty by justifying a decision after it has been taken;*
- *this is not a box ticking exercise, you have to exercise the duty with rigour and with an open mind in such a way that it influences the final decision;*
- *the duty is non-delegable. This means it remains the responsibility of LFB, even if we contract out some of our work to third parties. It's our responsibility to make sure LFB maintains proper supervision over that third party to ensure it carries out its 'due regard' duty;*
- *the duty is a continuing one – it doesn't go away at the point you make a decision;*
- *Equality Impact Assessments (EIAs) are our best way of demonstrating due regard and if there is a legal dispute, the EIA should demonstrate that we actually considered relevant questions that relate to that decision;*
- *the duty is upon the decision maker personally - what matters is what you take into account and what you know; and,*
- *LFB has to assess the risks and extent of any adverse impact of any decisions and the ways those risks may be eliminated before decisions are made. That does not, however, mean we can't move forward when there are adverse impacts."*



The guidance made clear that an EIA should be undertaken if a saving or growth proposal:

Affects employees or service users directly; or

Will result in a major change in the way we deliver a function; or

Relates to functions that are important to a particular group; or

Could affect different groups in different ways; or

Relates to an area with known inequalities.



In addition, Heads of Service were reminded of the Mayor's Budget Guidance provided the following guidance in relation to equality impacts, at 7.5, 7.6 and 7.8:

7.5 In preparing their budgets to support London's recovery all members of the GLA Group must demonstrate how their plans will:

- address inequalities identified in these strategies and/or support the actions in the Building A Fairer City plan*
- impact on different groups of Londoners; this includes those sharing characteristics protected by the Equality Act 2010 and low-income Londoners*
- strengthen activities to further address structural inequalities and social integration in London – particularly poverty and economic inequality.*

7.6 Annex F sets out specific areas where work on equalities can be demonstrated through budget setting.



7.8 Actions taken, and progress made against EDI objectives will continue to be reported in the Mayor's Annual Equality Report. This allows us to meet the public sector equality duty under section 149 of the Equality Act 2010 and the Mayor's obligations under section 33 of the GLA Act 1999, as amended.

The Belonging, Inclusion and Wellbeing Team have been consulted on a number of equality impact assessments and equality implications for individual proposals, mainly those which have potential to impact on staff in a significant way or which have potential impacts on different groups, including:

Proposal to reduce the Grenfell team from 2024;

Savings made in the Learning and Development budget owing to the introduction of a new strategy;

Planned removal of RPE Team. Previous savings proposal for 2023/34. Due to slippage of the project the anticipated saving can no longer be realised in 2023/24. it is now expected to be achieved in 2024/25;



LONDON FIRE BRIGADE

Recruitment controls in relation to FRS staff; and,

Reduction of 33 vacancies in operational staff, by the end of the year through recruitment of 240 trainees and 146 transferees from other brigades;

These impact assessments are living documents and will continually be updated to reflect the dynamic nature of staff's needs. Where adverse impacts have been identified, engagement and consultation will continue with trade unions, equality support groups and the Inclusion Team to determine actions to mitigate these.

Staffing Equality Impacts: Post Deletions and impact caused by reductions impacting on staff

The budget proposes a number of posts be deleted causing savings in the next financial year. Of this list the majority are for posts held by operational members of staff, who have been redeployed elsewhere, or, are being made by deleting a vacant post, or a post where a person was leaving (natural wastage). To date, there were three posts which are proposed to be deleted causing either a



LONDON FIRE BRIGADE

redundancy situation or a person to return to a more junior substantive post. Our current planning assumes that only one person will be made redundant and the others will be found alternative suitable employment.

The posts are:

Posts to be deleted in ICT Deletion of posts -FRS E x 1 D x 4 C x 1 Post ends 31/3/2023

Post to be deleted in general counsel – The Grenfell team, where there will be offers of redeployment and suitable training and development will be offered to support movement of staff

Post to be deleted in Operational Policy - Planned removal of RPE Team. Previous savings proposal for 2023/34. Due to slippage of the project the anticipated saving can no longer be realised in 2023/24. it is now expected to be achieved in 2024/25.

Individual equality impact assessments will outline the equality breakdown of the postholders of the deleted posts.



Consultation with the Industrial Relations Team and Employee Relations Team will identify key mitigations, as outlined above to reduce any potential adverse impact on employees. The Brigade will actively seek to identify vacant posts that they can be directly redeployed, or assimilated, into.

Additionally, savings made by the review of pre-arranged overtime will create significant savings. However, considering the cost of living crisis, this is likely to impact staff, not least staff who are in the lowest ranks of the organisation, which is our most diverse operational staff group.

Example: Age	Adverse	Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.
Age (younger, older or particular age group)	NEUTRAL	This proposals impact staff who are under 55, and it is unlikely there will be any implications as a result of proposals on older people. The 2021-22 budget proposals supported staff who wished to retire as opposed to redeploy, which is an approach that will be adopted for those older staff impacted by savings
Disability (physical, sensory, mental health, learning disability, long term illness, hidden)	NEUTRAL	TBC



Gender reassignment (someone proposing to/undergoing/undergone a transition from one gender to another)	NEUTRAL	This proposal does not impact anyone who has undergone gender reassignment. Neutral impact.
Marriage / Civil Partnership (married as well as same-sex couples)	NEUTRAL	This proposal does not require information about people's marriage or civil partnership status.
Pregnancy and Maternity	NEUTRAL	<i>Staff on maternity leave should be included in all opportunities for new roles so they are not disadvantaged. This should be an action that falls to the line manager of staff who are on maternity leave.</i>
Race (including nationality, colour, national and/or ethnic origins)	NEUTRAL	This proposal affects staff at junior and middle management level. The proposal does not require any information about ethnicity, nationality, or race. The proposal does not affect any staff from ethnically diverse groups.



Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))	NEUTRAL	<i>The budget submission has a neutral impact on this protected characteristic</i>
Sex (men and women)	ADVERSE	The Grenfell team is entirely made up of female staff and so this proposal has an adverse affect on women. The LFB will seek to mitigate any adverse impact by offering opportunities to gain experience and develop skills by working on other projects in GCD and throughout the Brigade. We will seek to provide training opportunities for these staff so that they are best placed to secure roles elsewhere when the Grenfell related work comes to an end in 2024.
Sexual Orientation (straight, bi, gay and lesbian people)	NEUTRAL	<i>The budget submission has a neutral impact on this protected characteristic.</i>

6. Impacts outside the Equality Act 2010



What other groups might be affected by this policy, project, decision or activity?	
Consider the impact on: carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.	
The cost of living crisis and proposed revision of pay increase may present a real pay cut to staff, which disproportionately will impact staff on lower incomes. There are also different pay offers between staff groups; FRS being offered a lower percentage increase.	

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)	
How does this work help LFB to:	
Eliminate discrimination?	This proposal offers a growth proposal in communications, which supports anti-discrimination work, and directly positively impacts London communities in growth to the community engagement team.
Advance equality of opportunity between different groups?	



	<p>This proposal increases opportunities for positive action through growth in the community engagement team.</p> <p>Also, through the introduction of a programme of engagement activities directly with identified vulnerable, seldom heard or hard to reach communities to increase understanding of our services and how we can work with them. The continued roll out and development of the Community Forums. A series of focus groups and polling to understand community views on a range of issues including, building safety and regulation, fire safety, incident response and recovery. Establishing a programme of dedicated support to communities in the aftermath of an incident.</p>
Foster good relations between different groups?	<p>Engagement and consultation with equality support groups and regulatory bodies is required throughout the process</p>

8. Mitigating and justifying impacts



Where an adverse impact has been identified, what steps are being taken to mitigate it? If you're unable to mitigate it, is it justified ?		
Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action
Sex	We will seek to identify and offer as many opportunities as possible for this team to develop and learn new skills during the remainder of this financial year and in 2023/24 to put them in the best position to secure other posts/ employment from April 2024.	General Counsel
Staff on maternity leave	Advertise the vacancies available coming up to all staff who are on maternity leave so they do not suffer disadvantage	Line Manager of staff
Race	<i>To undertake a positive action campaign (either internally or externally) for the appointment of these posts. This could include: using an external partner who specialises in recruiting diverse candidates to senior roles, or running awareness sessions internally for staff to explain the new roles before they are advertised.</i>	Outreach Manager

Now complete the RAG rating at the top of page 1:

Appendix 7 – Equality Analysis / Equality Impact Assessment (EIA)

High: as a result of this EIA further work is done to



there is evidence of significant adverse impact. This activity should be stopped until mitigate the impact.

Medium: as a result of this be removed or reduced by

EIA there is potential adverse impact against one or more groups. The risk of impact may implementing the actions identified in box 8 above.

Low: as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

Document Control



LONDON FIRE BRIGADE

Signed (lead for EIA / action plan)			Date	
Sign off by Inclusion Team			Date	
Stored by				
Links				
External publication	Are you happy for this EIA to be published externally?	Yes <input type="checkbox"/>	No <input type="checkbox"/> If No state why:	

Appendix 8 – Climate Budget and Sustainability Analysis

1. Climate Budget Narrative

Overview

Following extensive public consultation LFC published the Community Risk Management Plan (CRMP) in 2022 which confirms the LFC commitment to reducing impact on the environment and stated the target of aiming to reach net zero carbon by 2030. LFC defines net zero as 'When the amount of carbon dioxide emissions associated with operational energy on an annual basis is zero or negative'. This includes Scope 1 and Scope 2 emissions in accordance with methodologies laid out in the Greenhouse Gas Protocol

Scope 1 – All Direct Emissions from the activities of LFC or under our control, including

- Natural Gas - Building consumption
- Other Heating fuels - Biomass pellets
- Petrol and Diesel fuel consumption from company owned non-electric vehicles (Including all road transport, appliances, and boats)
- On-site Diesel Generator fuel
- On-site fugitive emissions from air conditioning systems

Scope 2 – Indirect Emissions from electricity purchased and used by LFC or under our control from:

- Building consumption
- On-site EV charging from LFC owned charge points
- Off-site EV charging from 3rd party owned public charge points

Scope 3 emissions from sources not owned or controlled by LFC are not within scope of this carbon budget reporting however under the requirements of the GLA group Responsible Procurement Implementation Plan (RPIP) LFC are working with suppliers to reduce supply-chain carbon emissions.

LFB Baseline Emissions (2020/21)

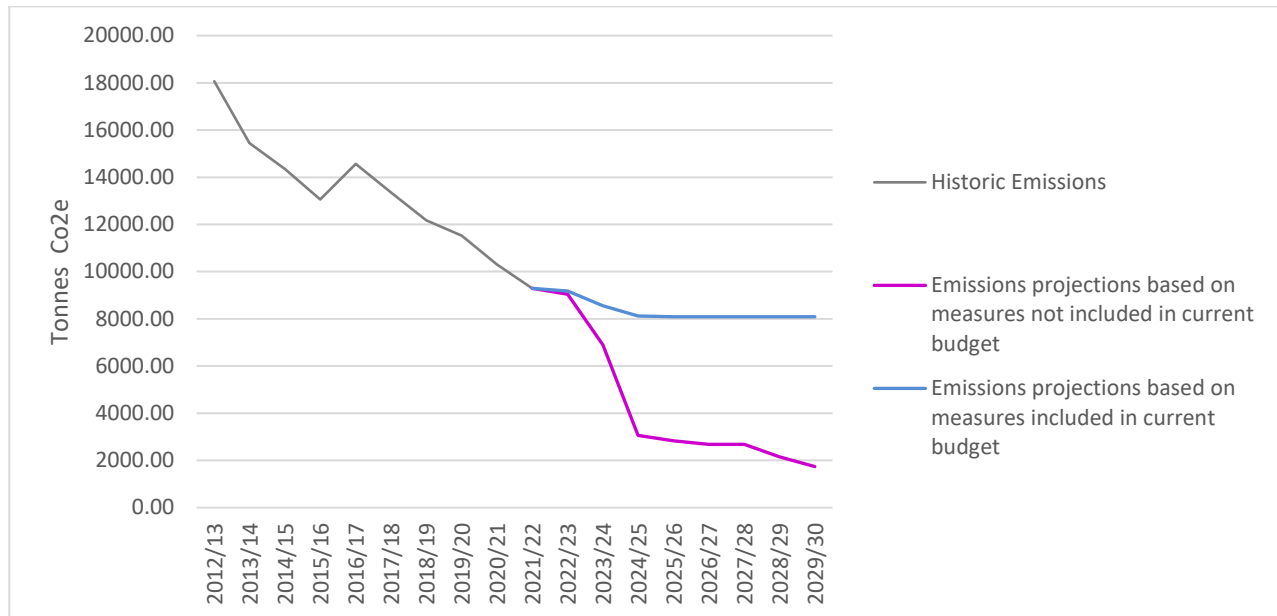
Source	Quantity	Units	CO2e Tonnes
Natural Gas	26,181,024	kWh	4,814
Building Electricity Consumption	13,479,874	kWh	3,143
Bulk Blown Pellets for Croydon Biomass	7.46	Tonnes	0.54
Diesel Generator Fuel (Estimate)	14,520	Litres	40
Fleet EV Charging	24,242	kWh	6
External EV Charging - Non LFC Vehicle Charging using LFC charging infrastructure outside LFB control	- 85,791	kWh	- 20
Fugitive Emissions	11	Kg/R410A	23
Fuel	1,216,667	Litres	3,042
Total			9,291

The graph below outlines:

- Historic emissions for the given scope (grey line below)

Appendix 8 – Climate Budget and Sustainability Analysis

- A projection of future emissions to 2030 for the given scope, when including actions in the current budget, included Table A (blue line below)
- A projection of future emissions to 2030 for the given scope, when including actions for which a budget has not yet been confirmed or identified, included in Table B (pink line below)



LFC Carbon reduction progress

The LFC Sustainable Development annual Report (LFC-0735x) has further details outlining the LFC carbon emission reductions and progress to date. Highlights include-

Fleet

- Emissions from fleet vehicles were down by 46% from 1990 baseline levels as at the end of 2020/21, all vehicles based within the central ULEZ zone are compliant. Of all the vehicles LFC are responsible for, over 90% are currently ULEZ compliant; this includes all front-line pumping appliances.
- 13 per cent of all fleet are zero emission capable, this is an increase from the previous year. The target for all fleet to be zero emission capable is 2030, and 2025 for light vehicles.
- There have been further reductions for grey fleet mileage of 3.4 per cent as the practice of remote working and virtual meetings is expected to continue, this improvement is likely to be lasting.
- Nearly all LFC buildings have electric vehicle (EV) charge points, accessible for Brigade vehicles and personal staff usage. A further three fire stations have publicly accessible rapid charging.

Buildings

- A focus on improving maintenance of on-site renewable energy systems has increased on-site generation from 8 to 15 per cent. Output of PV systems increased by 23%. Solar PV is on 71 buildings, Solar thermal on 14. On-site renewable energy generation meeting 7.25% of overall needs. LED lighting has been installed at 32 stations with plans for a further 15 this year
- LFC have achieved its target of an average Display Energy Certificate (DEC) rating of a C across all sites, with an average of 75.5 percent of sites with a rating of C or above.
- Walthamstow Fire Station has 48.3kWp Solar PV installation and had an ASHP. This station is the first to have this type of heating system installed and therefore the first LFC station to de-carbonise the heating.

Appendix 8 – Climate Budget and Sustainability Analysis

- The electricity supply contract that commenced in July 2020, provides 100% Renewable Energy Guarantees of Origin (REGO) backed renewable electricity, our supplier guarantees that the electric we use under our contract is 100% renewable.

Air Travel

- The downward trend of air travel use over the last 5 years continues. Domestic travel continues to reduce, which is the most likely area that would readily be replaced by virtual meetings.
- It continues to be challenging to offset emissions from air travel, since the end of the Government Carbon Offsetting Fund scheme, this was previously managed through the LFCs utility provider. This has not been possible in recent years as the service is not made available for supply volumes as low as that of the LFC.

Behaviour change/ Enabling Actions

- Training, certified by the Carbon Literacy Project, delivered to senior leaders. New leaders joining LFC will have the opportunity to complete the course after joining.
- A further carbon impact training is in development to be made available to all staff.
- LFC manages and maintains an Environmental Management System (EMS) certified to ISO14001 to provide a consistent process for addressing environmental concerns through the evaluation of practices, procedures and processes.

Summary of measures included in the 2023-24 climate budget

Buildings

The Carbon Net Zero Across the London Fire Commissioners Estate (LFC-0641) details several key actions to enable LFC to achieve Carbon reduction of the current property emissions net zero target by 2030, this measure results in an average annual CO₂e savings to 2030 of 107 tonnes CO₂e.

- Replace gas cooking equipment and gas appliance bay heaters with electric models across 40 sites.
- These sites have been selected where no electrical capacity upgrade work is required, and assets require replacement due to their remaining useful life.

To decarbonise the estate there will be a need to switch to an electrically powered heating solution. The proposed model is the implementation of a hybrid system of a conventional electric condensing boiler with an Air-source heat pumps (ASHP). The hybrid system of heating the station areas and hot water, would mean that the existing infrastructure could be utilised to provide heating and hot water to the station occupants. This would minimise disruption as the plant replacement works would be centred largely around the plant room and outside areas. This measure results in an average annual CO₂e savings to 2030 of 41 tonnes CO₂e.

- 3 sites have been identified for new ASHP to replace gas boilers, this has been costed into the Estate Capital Investment Programme (ECIP).
- Instal 4 Solar PV arrays

The Premises Asset Replacement Works for Projects (LFC-0533Y and LFC-0354) detail the key assets replacement works at various London Fire Commissioner (LFC) premises to avoid asset dilapidation. These measures result in an average annual CO₂e savings to 2030 of 809 tonnes CO₂e. These papers outlines the following building retrofit measures:

Appendix 8 – Climate Budget and Sustainability Analysis

- Window replacement
- Appliance bay doors
- Roof replacement

Fleet

The Replacement of LFB Fleet Cars/Officer Pool Cars (LFC-0562y) details the replacement of the Brigades current fleet of BMW i3s which were introduced to the fleet in 2016 and had an agreed life of five years. These vehicles are now at the end of their life and require replacement. The LFB are replacing these with 50 zero emission officer pool cars and 2 driver training cars. These measures result in an average annual CO₂e savings to 2030 of 246 tonnes CO₂e.

Enabling Actions

Carbon Impact training will be implemented across the LFB, focusing on climate science, how climate change is impacting the Brigade - both now and in future - and the actions that can be taken as a Brigade to minimise the impact on the environment.

Future- project pipeline- process of identifying funding options.

To achieve Carbon Net Zero LFB have produced a Carbon Net Zero Strategy (FP1568) this Strategy has adopted 6 principles, demonstrating how LFB will move from the baseline level of emissions for scope 1 and scope 2 to a position of net zero;

- Principle 1: Opening the infrastructure
- Principle 2: Premises decarbonisation
- Principle 3: 100% renewable energy
- Principle 4: Carbon Offsetting and alternative fuels
- Principle 5: Moving to a Zero Emission Fleet
- Principle 6: Smart energy usage

Principle 1: Opening the infrastructure

Delivering carbon net zero across LFB will need a very significant increase in electrical power that will require the District Network operator (DNO) installing a dedicated 500kVA substation for 102 fire stations. The increase of available power at each LFC Station would have the added advantage that charging Hubs could be offered to partner organisations for vehicle charging. Circa 30kVA has been allowed for this. This could reduce pressure on public charge points and enhance the resilience of the GLA charging network for emergency services.

Principle 2: Premises decarbonisation

To decarbonise the estate there will be a need to switch to an electrically powered heating solution. The proposed model is the implementation of a hybrid system of a conventional electric condensing boiler with an ASHP across all remaining LFC sites.

Principle 3: 100% renewable energy

Over 70% of properties within LFB's portfolio currently have some sort of Solar Photovoltaic System (SPV) on-site. LFB currently has a generating capacity of 1.1MWp (Megawatt peak) and this capacity is to be increased by replacing some of the older systems and increasing the M2 area of the systems.

The LFB Carbon reduction strategy forecasts a significant decrease in emissions (3,143 tonnes of CO₂) from the baseline throughout 2025. This is the result of the planned switch by the GLA and

Appendix 8 – Climate Budget and Sustainability Analysis

LFB to a 100% renewable electricity Power Purchase Agreement (PPA) in 2025, meaning all electricity consumption can be declared zero emission. The PPA is a project that TfL have already started to implement and LFB have been requested to join during 2025, at which point all the Functional Bodies (FBs) will be expected to join. This will provide a suitable consumer base and provide a mass loading for electrical requirement which will serve to provide a stable agreement for the future.

Principle 4: Carbon Offsetting and alternative fuels

Despite the ambitious activities proposed, there will remain residual emissions that will need to be offset to meet net zero by 2030. It is estimated that there will be around 1,000 tonnes each year CO₂e of residual emissions that will need to be offset. The residual emissions will be made up of transportation that does not have an adequate electric alternative (including river boats), and from fuel needed in generators, to be used as resilience. However, the sector remains in its infancy and as a result, costs and quality of offsets are extremely variable at this stage. Moreover, in terms of emissions, offsetting does not reduce LFB's reported core Scope 1 or 2 emissions and does not reduce tailpipe emissions from vehicles. Circa 4,286 tonnes are anticipated to need to be offset.

Biofuels

The use of alternative fuels would be deployed in the form of a "drop in" biofuels that have the potential to replace existing diesel use. The LFB's current infrastructure, existing vehicle specification and maintenance risks dictate that the only drop in biofuel that can be considered is Hydrotreated Vegetable Oil (HVO). Running existing vehicles on HVO is a "steppingstone" carbon reduction solution for LFB whilst it continues to operate existing diesel vehicles. It is an accepted operational fuel for the manufacturers of most modern diesels, including those currently owned by LFB. For fuelling these vehicles HVO and diesel can be mixed in any percentage composition in the fuelling station storage tanks and the vehicle fuel tanks themselves.

Principle 5: Moving to a Zero Emission Fleet

Planning, delivering, and resourcing a Zero Emission Fleet by 2030 presents some major challenges for LFB. These issues are particularly challenging for the heavy specialist appliances that have a longer life (10-15 years). Shortening replacement plans to achieve the London net zero 2030 target and having battery electric vehicles (BEVs) as the only practical option presents huge challenges

In 2030, 232 operational vehicles (including 113 heavy specialist appliances) will be Zero Emission, representing 63% of the LFB owned fleet (366 vehicles in total). In consideration that 37% of the fleet will still be diesel in 2030, the use of biofuels represents a potential steppingstone to meet Net Zero Carbon targets – this is addressed further under Principle 4.

After 2030 efforts will continue to electrify the remainder of the fleet, responsible for a remaining 1,464 Tonnes (CO₂te). Government legislation on diesel vehicle obsolescence and decarbonisation means that replacing diesel vehicles and achieving net zero are issues that are inextricably linked.

LFB has led the Fire and Rescue sector in the UK with the development of the Zero Emission Pumping Appliance (ZEPA) Project. The learning from the ZEPA Project and the associated analysis gives a clear and highly valuable point of reference to inform and support the broader work required to achieve a zero-emission fleet.

Appendix 8 – Climate Budget and Sustainability Analysis

The £7m project cost for ZEPA 2 spending has been agreed via the original paper (LFC 0034). The decision is based on the Corporate Management Board report and LES consultation (CMB098/17) and agreed in principal to work to establish a corporate project aimed at delivering a prototype low emission heavy vehicle to support delivery of the Mayors carbon reduction commitments.

Heavy frontline vehicles have a complex and extensive power requirement which in turn presents additional technical challenges and action is required to ensure suitable vehicles are available in time for the next wave of fleet replacements, scheduled for 2029. Therefore LFC have an agreement under the Ultra Low Emission Fleet programme with the ZEPA project. The 1st trial vehicle and following evaluation moves forward to ZEPA 2 which is 10 vehicles for evaluation as an operational trial. ZEPA 1 is now being delivered to Hammersmith fire station and will commence a 2 year trial, followed by ZEPA 2 which is 10 zero emission vehicles.

Principle 6: Smart energy usage

Carbon Impact training will be implemented across the LFB, focusing on climate science, how climate change is impacting the Brigade - both now and in future - and the actions that can be taken as a Brigade to minimise the impact on the environment. The BMS (Building management System) will be optimised to bring a new energy saving strategy into place across the fire stations. This will ensure that the plant operates efficiently, and breakdowns and alarms are dealt with swiftly. The energy portal, which can be accessed on any LFB workstation, will show the present energy data use for every fire station. This will encourage energy saving by providing live data about each fire station's energy usage, comparing this to year on year will give an indication of improvement. The LFB will continue to be involved in the National Energy Saving Competition, encouraging stations to implement best practice and reduce their energy consumption.

Appendix 8 – Climate Budget and Sustainability Analysis

ID	Climate Action Area	Climate Action	Description	Funding source	Year funding starts	Year funding ends	Lifetime cumulative CO2e savings, tonnes	Year emissions savings start	Average annual CO2e savings to 2030, tonnes
A.1	Buildings	Building retrofit Cookers	Replace 40 gas powered cookers with Electric	Mayor	2022/2023	2023/2024	1,284	2023	107
A.2	Buildings	Building retrofit - ASHP	Replace 3 gas boiler with ASHP	LFC0256	2023/2024	2027/2028	360	2024	30
A.3	Buildings	Building retrofit -SPV	Instal 4 Solar PV arrays	Mayor	2023/2024	2023/2024	132	2023	11
A.4	Buildings	Building retrofit windows	Window replacement	LFC0354	2023/2024	2023/2024	1500	2023	360
A.5	Buildings	Buildings retrofit	Appliance bay doors	LFC0533Y + LFC03	2023/2024	2024/2025	22	2023	14.7
A.6	Buildings	Buildings retrofit	Appliance bay doors	LFC 0354	2024/2025	2025/2026	45.5	2024	18.2
A.7	Buildings	Building retrofit windows	Window replacement	FWR	2024/2025	2025/2026	325	2025	27
A.8	Buildings	Building retrofit roofing	Roof replacement	AWP	2023/2024	2024/2025	1170	2024	390
A.9	Transport	Current Asset Replacement Programme	Replacement of hybrid pool cars to 50 electric vehicles	Mayor	2022/2023	2023/2024	1,185	2023	237
A.10	Transport	Current Asset Replacement Programme	Replacement of 2 driver training cars	Mayor	2023/2024	2024/2025	45	2023	9
A.11	Behaviour Chang	Carbon impact training	Carbon impact training for all LFB staff- following on fra Internal staff resc	N/A	N/A	N/A	N/A	2023	enabling measure

ID	Co-benefits	Responsibility (dept)	KPI 2023/24	Traffic light progress (for quarterly reporting)	Further information	Total Expenditure 23-24 £'000	Total Expenditure 24-25 £'000	Total Expenditure 25-26 £'000	Capital/Revenue/ Mixed	Total cash savings 23-24 £'000	Total cash savings 24-25 £'000	Total cash savings 25-26 £'000	Comments
A.1		LFB property	Carbon reduction	TBC	LFC-0641	160	n/a	n/a	Capital	n/a	n/a	n/a	carbon reduction
A.2		LFB property	Carbon reduction	TBC		1,000	n/a	n/a	Capital	n/a	n/a	n/a	carbon reduction
A.3		LFB property	Carbon reduction	TBC		300	n/a	n/a	Capital	n/a	n/a	n/a	Energy bill savings
A.4		LFB Property	Carbon reduction	TBC		4415	n/a		Capital	???	247	247	
A.5		LFB property	Carbon reduction	TBC		1200			Capital	???	0.28		
A.6		LFB property	Carbon Reduction	TBC	LFC0354Y		2600	n/a	Capital	???	0.5		
A.7		LFB property	Carbon reduction	TBC		1177	n/a		Capital	???			
A.8		LFB property	Carbon reduction	TBC		916	916	n/a	Capital	???			Energy saving and carbon savin
A.9		LFB FLEET	Carbon reduction	TBC	LFC-0562	1500	n/a	n/a	Capital	n/a	n/a	n/a	Carbon reduction
A.10		LFB FLEET	Carbon reduction	TBC		70	n/a	n/a	Capital	n/a	n/a	n/a	Carbon reduction
A.11	facilitate emissions reductions in LFB Sustainable Develop	Carbon reduction	TBC	TBC		N/A	N/A	N/A	Capital	N/A	N/A	N/A	Carbon impact training is an ei facilitate emissions reductions

Appendix 9 – Draft Letter to FREP Committee

Anne Clarke AM
Chair, Fire, Resilience and Emergency Planning Committee
City Hall
The Queen's Walk
London
SE1 2AA

The London Fire Commissioner is the
fire and rescue authority for London

Date

Dear Chair,

LFC Reserves Strategy and Medium Term Financial Strategy

The purpose of this letter is to provide the Fire, Resilience and Emergency Planning (FREP) Committee with a copy of the Reserves Strategy and Medium Term Financial Strategy for the London Fire Commissioner (LFC) for review and consideration. This is to ensure that the LFC complies with relevant governance reporting requirements.

The Home Office published, in May 2018, its updated fire and rescue national framework, which set out the Government's priorities and objectives for fire and rescue authorities (FRAs). The framework sets out the documents each FRA is required to produce including an integrated risk management plan, an annual statement of assurance and its financial plans including an Efficiency Plan, a Medium Term Financial Strategy and a Reserves Strategy.

As part of the 2023/24 budget process a Reserves Strategy and Medium Term Financial Strategy (incorporating efficiency plan requirement) have been prepared to support decision making and the ultimate approval of the 2023/24 Budget for the LFC.

Draft versions of these documents are included in the Budget Submission to the Mayor, provided to meet the 25 November 2022 deadline. A copy of that submission is attached to this letter.

I would be grateful if the FREP Committee could review and consider these two documents and provide any comments so that these can be considered as part of finalising the LFC Budget for 2023/24.

Yours sincerely

Andy Roe
London Fire Commissioner

Appendix 10 – Budget Submission to the Mayor

The LFC's proposed revenue budget is set out in the following table on a directorate basis.

Directorate Analysis	Budget Submission (November 2022)				
	Revised Budget	Forecast Outturn	Budget	Plan	Plan
	2022-23	2022-23	2023-24	2024-25	2025-26
Commissioner	1.9	2.3	1.9	1.9	1.9
Operational Delivery	305.6	324.6	313.7	319.0	327.0
Corporate Services	103.9	100.5	104.3	104.1	105.7
People	35.9	36.5	38.1	38.4	39.3
Transformation	4.2	4.4	4.0	4.2	4.3
Communications	2.6	2.9	2.5	2.5	2.6
Net service expenditure	454.1	471.2	464.5	470.1	480.9
Capital financing costs	9.6	9.6	11.7	17.3	18.8
External interest receipts	-0.6	-0.6	-0.6	-0.6	-0.6
Net revenue expenditure	463.1	480.2	475.6	486.8	499.1
Transfer to/(from) reserves	-2.0	-13.8	-6.0	0.0	5.0
Financing requirement	461.1	466.4	469.6	486.8	504.1
Specific grants	39.3	39.8	33.9	33.9	33.9
Government grant for income Losses	0.0	0.0	0.0	0.0	0.0
General Services Grant 22-23	2.6	2.6	0.0	0.0	0.0
Retained business rates	242.7	247.5	240.7	252.5	257.6
Council tax collection fund deficit	-1.6	-1.6	-1.6	0.0	0.0
Council tax requirement	178.1	178.1	196.6	200.4	212.6

Changes in the council tax requirement

Compares Revised Budget 2022-23 with 2023-24 Budget

2022-23 council tax requirement	180.7
<i>Changes due to:</i>	
Net change in service expenditure and income	12.5
Use of reserves	-4.0
Government grants	5.4
Retained business rates funding	2.0
Council tax collection fund deficit	0.0
Government grant for income Losses	0.0
2023-24 council tax requirement	196.6

Movement in reserves during financial year

	Outturn	Forecast Outturn	Budget	Plan	Plan
	2021-22	2022-23	2023-24	2024-25	2025-26
Opening balances		92.1	60.6	40.4	36.1
<i>Transfers to / from (-)</i>					
Earmarked reserves	71.7	-27.3	-20.2	-4.3	4.0
General reserves	20.4	-4.2	0.0	0.0	0.0
Total reserves	92.1	60.6	40.4	36.1	40.1

Total reserves at end of financial year	Budget Submission (November 2022)				
	Outturn	Forecast	Budget	Plan	Plan
		Outturn			
		2021-22		2024-25	2025-26
Earmarked reserves	71.7	44.4	24.2	19.9	23.9
General reserves	20.4	16.2	16.2	16.2	16.2
Total reserves	92.1	60.6	40.4	36.1	40.1

Subjective Analysis	Budget Submission (November 2022)				
	Revised Budget	Forecast Outturn	Budget	Plan	Plan
	2022-23	2022-23	2023- 24	2024- 25	2025- 26
Operational staff	284.5	302.3	292.7	299.6	307.6
Other staff	69.2	69.3	66.1	67.4	69.2
Employee related	27.1	27.4	28.9	30.6	31.4
Pensions	21.8	21.4	22.0	20.2	19.3
Premises	46.3	44.7	50.3	51.4	52.2
Transport	17.3	17.5	17.9	18.0	18.4
Supplies and services	31.7	33.0	32.7	31.0	30.4
Third party payments	1.4	1.7	1.4	1.5	1.5
Capital financing costs	9.6	9.6	11.7	17.2	18.6
Savings to be identified	0.0	0.0	0.0	-0.7	0.0
Total expenditure	509.0	526.9	523.6	536.1	548.6
Total income	-45.9	-46.7	-48.1	-49.3	-49.5
Net expenditure	463.1	480.2	475.6	486.8	499.1
Transfer to/(from) reserves	-2.0	-13.8	-6.0	0.0	5.0
Financing requirement	461.1	466.4	469.6	486.8	504.1
Specific grants	39.3	39.8	33.9	33.9	33.9
Government grant for income Losses	0.0	0.0	0.0	0.0	0.0
General Services Grant 22-23	2.6	2.6	0.0	0.0	0.0
Retained Business Rates	242.7	247.5	240.7	252.5	257.6
Council tax collection fund deficit	-1.6	-1.6	-1.6	0.0	0.0
Council tax requirement	178.1	178.1	196.6	200.4	212.6

Authorised limit for external debt

	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	2025-26
	Approve d (March 2022)	Requeste d Approval (Nov 2022)	Approve d (March 2022)	Requeste d Approval (Nov 2022)	Approve d (March 2022)	Requeste d Approval (Nov 2022)	Requeste d Approval (Nov 2022)
	£m	£m	£m	£m	£m	£m	£m
Borrowing	175.0	175.0	175.0	175.0	175.0	175.0	175.0
Long term liabilities	70.0	70.0	70.0	70.0	70.0	70.0	70.0
Total	245.0	245.0	245.0	245.0	245.0	245.0	245.0

Operational limit for external debt

	2022-23	2022-23	2023-24	2023-24	2024-25	2024-25	2025-26
	Approve d (March 2022)	Requeste d Approval (Nov 2022)	Approve d (March 2022)	Requeste d Approval (Nov 2022)	Approve d (March 2022)	Requeste d Approval (Nov 2022)	Requeste d Approval (Nov 2022)
	£m	£m	£m	£m	£m	£m	£m
Borrowing	170.0	170.0	170.0	170.0	170.0	170.0	170.0
Long term liabilities	70.0	70.0	70.0	70.0	70.0	70.0	70.0
Total	240.0	240.0	240.0	240.0	240.0	240.0	240.0

Report title

Statement of Assurance Draft 2021 - 2022

Report to

Performance Risk and Assurance Board
Commissioner's Board
Audit Committee
Fire and Resilience Board
Fire, Resilience and Emergency Planning Committee
London Fire Commissioner

Date

14 September 2022
5 October 2022
20 October 2022
22 November 2022
1 February 2023

Report by:

Deputy Assistant Commissioner, Transformation

Report classification:

For decision

For Publication

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DECISION-MAKER

Executive Summary

The London Fire Commissioner (LFC) is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue National Framework for England. This report presents the LFC's statement for 2021/22.

Recommended decision – For the Deputy Mayor

That the Deputy Mayor has considered the attached report prior to the London Fire Commissioner approving this statement as the LFC's Statement of Assurance for 2021/22.

Recommended decision – the London Fire Commissioner

Approves the attached statement of assurance (and accompanying information) and agrees that the proposed final Statement of Assurance be sent to the Deputy Mayor for consultation prior to seeking the Mayor's approval to provide it to the Assembly for consideration.

1. Introduction and background

- 1.1 The LFC is required to prepare an annual Statement of Assurance (SoA) in accordance with the Fire and Rescue National Framework for England. The LFC is required to provide annual assurance on financial, governance and operational matters.
- 1.2 The Statement of Assurance for 2021/22 is attached as Appendix 1 to this report. This also includes an annex which sets out how the Statement meets the requirements of the National Framework, with details about where the evidence can be found.
- 1.3 The focus of the Statement submitted for approval is the financial year 1 April 2021 to 31 March 2022.

2. Performance data

- 2.1 Performance data has traditionally accompanied the Brigade's Statement of Assurance. This is provided at Appendix 2 which provides a performance commentary looking back over the last five years. This includes two annexes providing borough data and ward data.
- 2.2 The borough and ward data in the annexes is also published in a CSV format on the London Datastore, alongside the regular incident and appliance data from January 2009 onwards.

3. Compliance with the National Framework

- 3.1 Section 25 of the Fire and Rescue Services Act 2004 requires the Secretary of State to report to Parliament every two years on:
 - a. the extent to which fire and rescue authorities are acting in accordance with the National Framework (made under section 21 of the Fire and Rescue Services Act 2004); and
 - b. any steps taken by the Secretary for the purpose of securing that fire and rescue authorities act in accordance with the Framework.
- 3.2 The Home Office published the last section 25 report to Parliament in July 2020. The report (available [here](#)) concluded:

"...the Secretary of State is satisfied that every fire and rescue authority in England has acted in accordance with the requirements of the National Framework, and no formal steps have been taken by the Secretary of State since the last assurance statement in 2018 to secure compliance."
- 3.3 This Statement of Assurance provides assurance on operational, governance and financial matters as required by the National Framework. In addition, it provides commentary on inspection, intervention, and accountability matters.

4. Report handling

- 4.1 At the time of production of this draft Statement, the external auditor's opinion on the Statement of Accounts is not yet available. The Statement of Assurance and link to the opinion will be updated when it is published.

5. Objectives and expected outcomes

- 5.1 This report presents the Brigade's draft Statement of Assurance for 2021/22. Following the governance process, it is expected that this will be approved as the Brigade's official statement for the 21/22 financial year, subject to review and comment by the scheduled Boards and Committees who have a dedicated scrutiny role in the production of the Statement.

6. Equality comments

- 6.1 The LFC and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 6.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 6.3 The protected characteristics are Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage, and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour, or nationality), Religion or belief (including lack of belief), Sex, Sexual orientation.
- 6.4 The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e., everything we do), to have due regard to the need to:
- a. Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - b. Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - c. Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 6.5 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
 - b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
 - c. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 6.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

- 6.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- a. tackle prejudice, and
 - b. promote understanding.
- 6.8 An Equality Impact Assessment (EIA) has not been undertaken for this specific report as it is a reflection of existing assurance elements that the LFC has in place to meet the requirements of the National Framework. However, it does reference content (such as the London Safety Plan) which has been subjected to an EIA.

7. Other considerations

Workforce comments

- 7.1 The Statement includes matters which have been the subject of consultation with the Representative Bodies but no specific consultation has been undertaken on this report.

Sustainability comments

- 7.2 Sustainability forms part of the assurance gathering processes which support the production of the statement.
- 7.3 The London Fire Brigade has in place an Environmental Management System certified to ISO 14,001 that covers the management functions of the organisation and a sample of 10 fire stations. This assures the processes in place to monitor compliance with all relevant environmental legislation and continual improvement against environmental impacts.
- 7.4 Governance processes require sustainable development impact assessments of all new or amended policies and corporate projects.
- 7.5 Governance processes are in place to monitor our procurement activity for compliance with the Public Services (Social Value) Act 2012 and that of our supply chain for their statutory responsibilities such as modern slavery.

Procurement comments

- 7.6 There are no procurement implications as a result of this report.

Communications comments

- 7.7 The Statement of Assurance requires input from across the Brigade to compile. In addition to the Statement contributors, a draft of this report has been circulated to all departments via Heads of Service for information, comment, and review. Pending agreement by the Mayor, and following consultation with the Deputy Mayor, and Fire, Resilience and Emergency Planning Committee, it is intended that this report should be published and be publicly available as the LFC's Statement of Assurance for 2021/22.

8. Finance comments

- 8.1 The Chief Finance Officer has reviewed this report and has no comments.

9. Legal comments

Commissioner and Mayor/Mayoral Direction

- 9.1 In accordance with Part 6A of the Greater London Authority Act 1999 the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 9.2 Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
- 9.3 By direction dated 21 March 2018 (the "Direction"), the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").
- 9.4 The Direction sets out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience ("Deputy Mayor"), specifically the Mayor has set out the following requirements in regard to scrutiny of the Statement of Assurance:
- 9.5 The prior approval of the Mayor is required before any of the following decisions is taken:
- a. Approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999...
- 9.6 The Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decision on any of the following is taken:
- a. Anything that requires the consent of the Mayor under Part 1 of this Direction; ...
- In this Direction: ...
- b. "London Safety Plan" refers to any document which is prepared and published by the Commissioner in accordance with the Fire and Rescue National Framework and which contains the matters described in section 327G(1)(a) and/ or (b) of the GLA Act 1999.

Fire and Rescue National Framework

- 9.6 When carrying out its functions, the Commissioner, as the fire and rescue authority for Greater London, is required to 'have regard to the Fire and Rescue National Framework (the "Framework") prepared by the Secretary of State (Fire and Rescue Services Act 2004, section 21).
- 9.7 To have regard does not mean to follow slavishly, if the Commissioner wishes to depart from the framework, it may, but it must show a good reason to do so. The Courts have consistently suggested that Government guidance issued under statute, as is the case here, should be given 'great weight' and should be considered 'with great care, and from which it should depart only if it has cogent reasons for doing so'. The reasoning behind any decision to depart from the framework should also be 'spelled out clearly, logically and convincingly'.

9.8 The Framework states that 'Every authority must publish an annual statement of assurance of compliance with the Framework '.

9.9 The attached statement functions as the Commissioner's Statement of Assurance under the Framework.

Greater London Authority Act 1999

9.10 Section 327G of the Greater London Authority Act 1999 (the "1999 Act") states that:

1). This section applies to a document which is prepared and published by the London Fire Commissioner in accordance with the Fire and Rescue National Framework and which—

(a) sets out the Commissioner's priorities and objectives, for the period covered by the document, in connection with the discharge of the Commissioner's functions, or

(b) contains a statement of the way in which the Commissioner has had regard, in the period covered by the document, to the Framework and to any document within paragraph (a) prepared by the Commissioner for that period.

2) The Commissioner must, before publishing the document or any revision to it, send a copy of the document or revision in draft to the Mayor and the Assembly.

3) The Commissioner may not publish the document or any revision to it unless—

(a) the Assembly has had an opportunity to review the draft document or revision, and make a report on it to the Mayor, under section 327I (1), and

(b) the Mayor has approved the draft document or revision.

Summary

9.11 The practical effect of the Framework, 1999 Act and Direction are to require that the following process must be followed in order to publish the final Statement of Assurance:

- Commissioner prepares Statement of Assurance (Framework)
- Deputy Mayor is 'consulted as far as practicable' on the Statement of Assurance before sending to the Assembly (Direction para 3.1)
- Mayor's approval is required before sending the Statement of Assurance to the Assembly (Direction para 1.1),
- Assembly provided an opportunity to scrutinise the Statement of Assurance and prepare a report for the Mayor (1999 Act, s327G(3)(a)),
- Mayor must approve the Statement of Assurance prior to publication to the public (s327G(3)(b)),
- Commissioner publishes the approved Statement of Assurance to the public.

- 9.12 The recommendation in this report will constitute the Commissioner's final proposed text of the Statement of Assurance for the purposes of sending it to the Assembly under section 327G(2) of the 1999 Act.
- 9.13 The practical effect of this decision will therefore be to activate the provisions of the Direction requiring the Commissioner to seek the Mayor's approval, having consulted the Deputy Mayor, to undertake that step.
- 9.14 Upon receipt of the Mayor's approval, which may be withheld, the Statement of Assurance may be provided to the Assembly to allow them opportunity to report on it to the Mayor as set out in s327G(3)(a) of the 1999 Act. Following consideration of any report produced by the Assembly the Mayor may then, at his discretion, approve the Statement of Assurance.

List of Appendices

Appendix	Title	Protective Marking
1.	Statement of Assurance 2021/22	Not protectively marked
2.	Performance data for five years to 2021/22	Not protectively marked

London Fire Commissioner

STATEMENT OF ASSURANCE 2021/22

Foreword by the Commissioner

1. There has been a consistent theme to my foreword for the Statement of Assurance since I became Commissioner, and that theme is challenge. Every year presents new challenges but having transitioned from a world dealing with an emerging pandemic to one now living with COVID-19, the challenges have not got any easier: the war in the Ukraine, the rising cost of living, and climate change, to name but a few. The London Fire Brigade has had its own challenges against that backdrop, not least meeting the expectations of the public in providing a service they can rely on.
2. There has been progress during these difficult times. I am a Londoner, and I love the strength of London's communities in meeting these challenges head on. I am also proud of my fellow firefighters and their courage often in the face of unimaginable dangers in the city, whether that's dealing with a complex high-rise fire, or managing 4,000 flooding incidents in one day as we did in July 2021. Climate change is an increasing and evolving threat to our communities in London which has manifested itself through wildfires in the summer of 2022. These fires resulted in many homes being destroyed and an unprecedented pressure on our firefighters and support staff, who yet again responded tirelessly to these events.
3. Listening to the needs of our diverse communities is very much at the forefront of shaping our services, especially as we move from our current 'London Safety Plan' to the development of our Community Risk Management Plan for 2023 to 2029 called 'Your London Fire Brigade'.
4. Much has changed in the London Fire Brigade since the tragic Grenfell Tower Fire in June 2017, and we owe it to the bereaved and survivors, all Londoners, and our staff to do much more. While I am pleased that the Brigade has responded to all recommendations and good progress has been made, we need to keep working to secure a Brigade that is continually improving, delivering a service fit for London now and in the future to meet our mission statement, "*trusted to serve and protect*."

Andy Roe, London Fire Commissioner

Introduction

5. The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to provide an annual Statement of Assurance, providing assurance to communities and government on financial, governance and operational matters.
6. The purpose of this Statement is to satisfy the requirement to produce an annual statement under the National Framework. The Statement also provides assurance against the Framework, and to the communities of London and government, with respect to the areas highlighted above for the 2021/22 financial year.
7. The focus of this Statement is the year 1 April 2021 to 31 March 2022.

Operational Assurance

8. The National Framework outlines the requirements for fire and rescue authorities to provide assurance on operational matters.
9. Fire and rescue authorities operate within a clearly defined statutory and policy framework. The key documents defining operational responsibilities for LFC are the:
 - Fire and Rescue Services Act 2004.
 - Civil Contingencies Act 2004.
 - Regulatory Reform (Fire Safety) Order 2005.
 - Fire and Rescue Services (Emergencies) (England) Order 2007.
 - Localism Act 2011.
 - Policing and Crime Act 2017; and
 - Fire and Rescue National Framework for England 2018.

Integrated Risk Management Plan (London Safety Plan)

10. The Fire and Rescue National Framework sets out the requirement that each fire and rescue authority must produce an Integrated Risk Management Plan (IRMP) that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.
11. The requirement for an IRMP in London is delivered through the LFC's London Safety Plan ([here](#)) and sets out the LFC's plans for improvement in services to address the risks facing Londoners, together with the management arrangements required to implement them.
12. Each London Safety Plan (LSP) is supported by a risk-based approach to planning emergency cover for London. The approach taken for the current Plan (i.e., the Plan in place for the period covered by this statement) was incorporated into the London Safety Plan under the 'Risk in London' section.
13. Several considerations make up the Brigade's approach when deciding how to provide its service. This includes: -
 - the principle of equal entitlement.
 - an understanding of risk in London based on the likelihood of an incident occurring and its consequences.

- the full range of incident types that the Brigade attends.
- incident trends.
- assessment of local risk.
- targeting people at risk; and
- London's demography.

14. The LSP in place for the period covered by this statement was approved by the former London Fire and Emergency Planning Authority on 30 March 2017 (*and adopted as the extant plan for the LFC on 1 April 2018*) and was originally developed to cover the period from 2017 to 2021. However, the impact of COVID-19 initially led to an extension to March 2022 being agreed by the Mayor of London and has since been extended again by another year to March 2023, while its replacement, the Community Risk Management Plan (CRMP) is developed. Details of the public consultation undertaken for the current (extended) London Safety Plan can be found in the covering report for the Plan (*FEP2723*).

Performance outcomes in 2021/22

15. Key performance indicators and targets were agreed as part of the London Safety Plan in September 2017; targets have not been reviewed since that time. All key LSP targets and commitments, as well as key projects, have been subject to scrutiny and monitoring by the Commissioner's Board. New performance targets will be implemented as part of the forthcoming CRMP.
16. Performance data is published on the London Datastore as part of the Commissioner's quarterly performance report and the quarterly performance digest ([here](#)). Commentaries about performance can be found in the Commissioner's quarterly performance reports.
17. Performance for 2021/22 shows that the majority of indicators set as part of the London Safety Plan are meeting the targets set.

Operational competence

18. The LFC has a statutory duty to ensure that all operational staff are trained to undertake their roles effectively and safely. Training requirements for operational staff include several generic core risk critical skills that all staff must develop and maintain. These core skills are set out in a formal Brigade policy - "developing and maintaining operational professionalism" (DaMOP).
19. DaMOP provides for training across a range of core competencies relevant to role – including station based, specialist roles, senior managers, and strategic officers. There are both theoretical and practical requirements set out in each level, which help staff maintain their core competencies by continually developing and improving their knowledge, skills and understanding. All DaMOP training is mandatory as set out in LFB Policy PN0427.
20. Training within the Brigade is divided into two main areas:
- *Acquisition of skills training* – The initial learning phase. The Brigade's external training provider is responsible for acquisition of skills training. This includes the training of newly appointed firefighters as well as the development of new skills for more experienced staff undertaking new or modified roles; and
 - *Maintenance of skills training* - Once the initial acquisition of skills training has taken place, it will be necessary for staff to practise their skills, knowledge and understanding, in conjunction with, and in addition to, their existing skills, knowledge and understanding. This 'practice' is what is referred to as maintenance of skills training.

21. The Brigade's Operational Improvement Process (OIP) is in place to support the maintenance of operational competence. The OIP identifies and responds to risk-critical issues that have the potential to affect operational performance (and staff). The process monitors operational and training performance, identifying developmental trends and provides mechanisms, including the implementation of training interventions to support operational staff.
22. At the heart of the process is effective information gathering which allows crews, monitoring officers and specialist officers, to record and identify developmental trends arising from incidents and training events. Information is recorded that describes individual and team performance and captures the issues related to training, equipment, and procedures. The Operational Professionalism Board, chaired by the Assistant Commissioner for Operational Policy, receives regular reports summarising the information gathered, and makes decisions about changes to and new training interventions, as well as communication/awareness via the Operational News internal publication.
23. OIP is linked to DaMOP which sets out what is required to enable staff at stations to maintain their professionalism by continually developing their skills, knowledge and understanding. The OIP is closely aligned to the requirements of "HSG 65 - Successful Health and Safety Management" produced by the Health and Safety Executive.
24. The Senior Officers (Station and Group Commanders) DaMOP programme was implemented in July 2020 and is due to end in August 2022. At this time a full review of the programme will commence. Following numerous workshops in the autumn of 2021 a revised Strategic Officers (Deputy Assistant Commissioner and Assistant Commissioners) DaMOP programme was introduced and will be the subject of an ongoing review to ensure it meets the needs of our strategic officers.
25. During the COVID-19 pandemic all DaMOP training was able to be maintained as it is all station based or delivered in rota groups. In addition to DaMOP developments, a review of the Brigade's training strategy took place in Autumn 2021. This review has resulted in the implementation of a new Organisational Learning and Professional Development Strategy. This strategy includes the Organisational Learning Model (OLM), which will provide competence, skills, and behaviour benchmarks for all staff across the whole workforce. The strategy also includes how the Brigade will evaluate and assure learning utilising Kirkpatrick's four levels of evaluation and four lines of defence for assurance. The new Learning and Professional Development Strategy was formally agreed in April 2022 and will be implemented over the next 2-3 years. Learning and Professional Development have been working closely with the Brigade's training provider to streamline the current course design process from conception of when training is requested to the point where someone receives the training.

High rise training

26. In 2020/21, the Brigade focused on updating several critical policies which included Fire Survival Guidance (PN790); High Rise Firefighting (PN633) and a new Evacuation and Rescue Policy (PN970). The subsequent focus in 2021/2022 moved to the delivery of both practical and theoretical training to ensure the new policies are embedded into operational practice and service delivery. Furthermore, new technologies such as a fire survival guidance (FSG) app, new drone capabilities, new aerial appliances and 999eye (ability for caller to stream live footage from their smartphone) have been incorporated into training scenarios. Fire escape hoods and smoke blockers are also used at these exercises.

27. Initial computer-based training packages on fire survival guidance, high rise firefighting and the FSG app have now been completed by over 89 per cent of LFB staff. The remaining 11 per cent includes Brigade staff that are not currently operational, are seconded or on career breaks. Phase 2 commenced in April 2021. This included a fire survival guidance exercise and walk through-talk through with a high-rise attendance and evacuation actions at a local premises. This was delivered to all stations by the end of autumn 2021. Following a delay in the delivery of practical training due to Covid, high rise exercises at an unused high-rise block began in October 2021 and have seen the delivery of 25 twelve pump high rise exercises between October 2021 and June 2022. These exercises have tested new policy, procedure and technology within a practical training scenario and will continue throughout 2022.

Safety

28. Matters of operational competence and firefighter safety are reported regularly to the Commissioner's Board through standard performance reports. This includes trend reporting on health and safety events (RIDDORs and operational injuries), and road traffic collisions. Bi-annual health and safety reports are provided to the Commissioners Board supplying a full overview of performance against key health and safety indicators. This included preventative initiatives and interventions, premises audits, occupational health, and safety consultation.
29. The number of safety events reported under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations 2013 (RIDDOR) first dipped below 100 events in 2015/16. These more serious events are required to be reported to the Health and Safety Executive (HSE), under RIDDOR. The figure for 2021/22 of 57 RIDDOR reportable injuries is an increase over the figure reported for 2020/21 (51), although there is a significant improvement over the high point of the last five years (83 in 2017/18). As part of the London Safety Plan (2017), officers brought in targets/context measures to specifically monitor key safety areas. This includes injuries on the incident ground and injuries to members of the public through road traffic collisions with Brigade vehicles.
30. The operational policy framework and wider safety systems in place mean that the Brigade tends not to have many serious injuries (i.e., we have very few 'specified' injuries under RIDDOR) and the incidents continue to mainly relate to slips and trips and the moving and handling of operational equipment or casualties (as in previous years). A focus of improvement in 2021/22 has been the promotion and development of safety leadership, which is pivotal to effective health and safety management. Specific behaviours focussing on health, safety and wellbeing have been included in the Brigade's behavioural framework and this is supported through safety leadership guidance for operational managers and through individual risk management objectives.

Prevention and Protection

31. In addition to the Grenfell Tower Investigation and Review Team (GTIRT), the Brigade's specialist fire safety teams continue to have a high level of engagement with the fire sector, standards bodies, and government. The Brigade continues to provide its unique expertise to drive evidence-based change in the built environment where appropriate. Work was undertaken to revise policies and fire safety audit practice to prepare for the coming into force on 16 May 2022 of amendments to the Regulatory Reform (Fire Safety Order 2005 by the Fire Safety Act 2021. Further work is underway to prepare for the implementation of the Fire Safety (England) Regulations 2022 which will come into force in January 2023.
32. Brigade officers seconded into National Fire Chiefs Council (NFCC) Protection Policy & Reform Unit (PPRU), together with those operating from within LFB are continuing to assist with developing and implementing changes to the regulatory regime recommended by Dame Judith Hackitt and by the Grenfell Tower Inquiry via the phase 1 report. Work to ensure that protecting

the most vulnerable in our communities, whilst protecting firefighters during their operations continues to be at the heart of the new regulatory regime. This includes a response to government consultations on emergency evacuation information sharing. Part of this work includes the development of national guidance and/or standards so that in the future, the Brigade can assure its fire safety protection and prevention work against agreed benchmarks.

33. Work is ongoing with the Home Office on implementation of the Fire Safety Act 2021 and subordinate legislation. In addition, officers are working with the Home Office, the Department for Levelling Up, Communities and Housing (DLUCH) and with the Health and Safety Executive (HSE) on the development and implementation of working arrangements with the Building Safety Regulator under the Building Safety Act 2022.
34. The London Plan introduced in March 2021 sets out a framework for how London will develop over the next 20-25 years. The Mayor's vision for good growth has seen the introduction of the requirement for Fire Statements which is '*a standalone document which defines the fire safety objectives and performance requirements of a development, and the methods by which these objectives will be provided/ satisfied*' (sic). Fire statements should ultimately raise the profile and deliver a tangible improvement to fire safety for new developments.
35. The Brigades High Risk Premises Team (HRPT) continues to work closely with the NFCC Protection Board and successfully completed the Building Risk Review (BRR) Programme ahead of schedule. The BRR was merged with the Operational Risk Information (ORI) project to realise additional efficiencies, such as improved data sharing, performance reporting and coordination. The project is now in the close down phase which will include legacy planning to ensure that learning is captured.
36. In addition to the work of the HRPT, the Brigade continues to work closely with London Councils and seek to liaise on major consultations to share our experience, key concerns and identify areas of common interest. The Brigade remains a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group as these forums provide opportunities to influence and share information as well as providing updates as to the status of the HRPT.
37. The Brigade has long advocated the use of sprinklers and will continue to lobby for them as part of an appropriate package of fire safety measures. We know that they play an important role in reducing the devastating impact of fire on people, property, business continuity and the environment and assist firefighters in carrying out search and rescue operations by restricting the spread of fire.
38. Officers continue to ask the Government to take the recommendations from the [Hackitt review](#) on board – including further consideration of the use of sprinklers and other automated fire suppression systems (AFSS). The Brigade has its own sprinkler position statement and has a dedicated officer working on providing information, raising awareness, and supporting the strategy.
39. To support its commitment to outward facing fire safety activities, the Brigade, through protection uplift funding continues to recruit, train and support staff via the Centre of Learning and Excellence (CLE) and wider fire safety service improvement stream. Some of the core activities to maintain and build fire safety competency across the organisation include recruiting Fire Safety Advisors, working with National Fire Chiefs Council (NFCC) on accreditation of regulators through a partnership with the institute of Fire Engineers (IFE) and training, upskilling operational colleagues

in Fire Safety through Level 3i courses and introducing Fire Safety Checks to be completed by firefighters based on fire stations.

40. The previous Statement of Assurance for 2020/21 recognised that the Brigade was undertaking a review of the activities it provided to young people under its core outward facing duty to promote fire safety. These activities include the Education Team, Safety First Blue Light secondary schools' collaboration scheme, the Firesetters Intervention Scheme (JFIS), alongside Fire Cadets, Junior Citizens and Safe Drive, Stay Alive which run at Borough level. A rebrand of LFB Youth Services will take place in September 2022 in line with the new academic year.
41. The blue light collaborative project 'The London Safety Centre' has now been established with the objectives of joining up prevention activity between the Metropolitan Police, London Ambulance Service and LFB, to improve joint engagement with the public. Several initiatives have already been implemented, including joint continuing professional development (CPD) sessions, referrals of high-risk individuals between organisations, particularly hoarders, and 'Crime Prevention for Everyone' which seeks to train local housing officers in fire prevention and security risk.
42. A Home Fire Safety Visit improvement project started in 2021/22. The outcomes of which are intended to ensure that the Brigade has a risk prioritisation approach in place that will enable the diversification in the way it provides prevention advice and activities. All staff will be trained to adopt a person-centred approach and have a heightened awareness of new and arising trends and issues. The online Home Fire Safety Checker (HFSC) allows the Brigade to direct those who are low risk to the website so that we can provide home fire safety advice to more vulnerable residents, freeing up resources to focus on those at highest risk who will benefit most from face to face visits. Officers continue to deliver on prevention and protection work outlined in the Brigade's Community Engagement Strategy. This includes working collaboratively with the Community Engagement Team, particularly in the wake of the New Providence Wharf incident (high-rise fire in May 2021), to ensure fire safety recommendations are addressed.
43. The Brigade is also working to make its web content more accessible to all members of the public, businesses and partners as well as further developing digital self-help tools encompassing both prevention and protection. Officers are also utilising feedback from community engagement activities, to build more relevant content on the external LFB website. Advice and guidance will also be provided on new legislation.

Mutual aid agreements

44. Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and emergencies within their area, and in other areas in line with mutual aid agreements. The National Framework requires fire and rescue services to enter mutual aid and reinforcement schemes with other (neighbouring) services. This is partly to ensure that communities living near service borders are not isolated from emergency cover just because of administration boundaries. These arrangements are known as 'cross border' and resources that may be requested to deploy cross-border are mobilised through mutual aid arrangements provided for under sections 13 and 16 of the Fire and Rescue Services Act 2004 (FRSA).
45. The Brigade holds mutual aid agreements with all its surrounding fire and rescue authority areas. Incidents can be attended by the Brigade and resources from the six surrounding fire authorities namely – Hertfordshire, Essex, Kent, Surrey, Royal Berkshire, and Buckinghamshire. Brigade resources may also be mobilised cross border to 'standby' at neighbouring FRS stations. Data for 2021/22 show that the Brigade mobilised to 648 incidents outside London. This does not reflect a major change from 2020/21 (649 incidents). The number of incidents attended by neighbouring

FRSs in London at 475 is lower than the peak cross-border attendance in London in recent years (e.g., 833 in 2017/18) but it does represent an increase on the previous financial year (318). In the context of the number of incidents the Brigade attends annually (approximately 100,000), these incidents do not form a significant proportion. The number of incidents attended by neighbouring services tends to fluctuate from year to year and is influenced by the number of fire engines which are available at any one time in London. Hertfordshire fire and rescue service was the county service called upon most often (193) during 2021/22 and covers cross-border intersections of the M25 (the stations of Potters Bar and Cheshunt) and the M1 (the stations of Borehamwood and Rickmansworth).

46. Charging neighbouring fire and rescue authorities on a cost recovery basis for the use of Brigade resources under section 13/16 of the FRSA was introduced in April 2014. This has been reciprocated by our neighbouring fire and rescue authorities who also charge the Brigade for the use of their resources.

National Resilience

47. National resilience is defined as the capacity and capability of fire and rescue authorities to work together and with other Category 1 and 2 responders to deliver a sustained, effective response to major incidents, emergencies and disruptive challenges, such as (but not limited to) those identified in the [National Risk Register of Civil Emergencies](#).
48. It refers to risks that need to be planned for on a strategic, national basis because their impacts and consequences would be of such scale and/or complexity that local resources would be insufficient, even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.
49. The National Framework makes clear there is a need to plan for, and occasionally respond, to incidents of such scale and/or complexity. Thus, the Government retains strategic responsibility for national resilience, though, of course, it is heavily reliant upon local fire and rescue authorities in support of this. And so, the National Framework sets out the requirement of Fire and Rescue Authorities to work collectively but also with the Fire and Rescue Strategic Resilience Board to provide assurance to government that:
- Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified.
 - Existing specialist national resilience capabilities are fit-for-purpose and resilient; and
 - Any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained, and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient.
50. The programme consists of several distinct capabilities. These are:
- Chemical, Biological, Radiological, Nuclear and Explosive CBRN(E).
 - Urban Search and Rescue (USAR).
 - Water and High Volume Pumping (HVP); and
 - Command and Control.
51. Several of the National Resilience assets are located within the Brigade area reflecting the importance of the capital city to national resilience in providing these capabilities to both the London region and the rest of the country.

52. The Brigade has a full USAR capability and hosts CBRN(E), Detection, Identification and Monitoring (DIM) and HVP capabilities.
53. Assessment and assurance for the Brigade's National Resilience assets is exercised through the National Resilience Assurance Team (NRAT). The assurance process has been developed as a long term programme to ensure that the fire and rescue services, which have received National Resilience assets, achieve, and maintain an efficient, robust, and effective operational capability to respond to national and major emergencies. In previous years, this has centred on thematic reviews, including multi-capability and the dedicated use of equipment and vehicles. The assessment process follows a three year rolling programme. At a high level, the process works as follows:
- Year 1 – Self-assessment
 - Year 2 – Coordinated exercise with direct observation by NRAT
 - Year 3 – National or regional exercise.
54. The Brigade is now preparing for the Year 1 Self-Assessment and peer review cycle.
55. Additionally, the Brigade ensures the resilience of national assets it manages by: -
- Issuing a Statement of Training Requirements (SOTR) annually to help maintain sufficient numbers of qualified and competent personnel to meet National Resilience requirements
 - Maintaining National Resilience assets to ensure operational readiness
 - Undertaking secure training to meet degradation estimates
 - Promulgating safety notices relating to National Resilience assets
 - Having sufficient resources to host large scale exercises to demonstrate competence.
56. Brigade staff also have a primary role for the national fire sectors delivery of the UK Government Counter Terrorism, CONTEST. This involves working collaboratively with colleagues from the other blue light services, partner agencies and government departments to develop multi-agency capabilities for responding to a wide range of terrorist and high threat incidents. The London Fire Commissioner is the National Fire Chief Council's (NFCC) Counter-Terrorism lead and Chair of the Counter Terrorism Strategic Board (CTSB). The Assistant Commissioner for Operational Resilience and Control is the NFCC lead for Marauding Terrorist Attacks (MTA). London developed and implemented the concept of National Inter-agency liaison officers (NILOs) which is embedded across the emergency services throughout the UK. The Deputy Assistant Commissioner for Operational Resilience is the NILO National Coordinator which includes delivery of the NILO foundation course for all services.

Business Continuity

57. The Civil Contingencies Act 2004 identifies the LFC as a Category 1 Responder and imposes a statutory duty on the Brigade to have robust business continuity arrangements in place.
58. The Brigade have identified several infrastructure and workforce related risks that can be divided into two categories: those risks that have the potential to place high levels of demand on the operational service (major incidents and emergencies) and those risks that have the potential to disrupt the service (business disruptions).

59. The Brigade has established business continuity arrangements in place. Since 2005 there has been a formal business continuity programme which has led to the successful identification of the activities that are critical to the organisation, enabled the exploration of the dependencies that exist between them and has assisted in the development and review of business continuity plans.
60. It is important that continuity arrangements are tested to assess their adequacy and to incorporate lessons learnt from testing to further improve plans. Following the return to business-as-usual working arrangements after the peak of the COVID outbreak, the review testing and exercising schedule has recommenced. Initial testing and exercising has focussed on ICT disaster recovery and events run by the London Resilience Forum on subjects such as fuel shortages, flooding and loss of power.
61. During 2021/22, the Brigade's continuity function was largely engaged with LFB's response to (and recovery from) COVID-19 which has continued to reduce the capacity for scenario testing and exercising. Instead, regular Commissioner's Continuity Group (CCG) meetings have been held to co-ordinate the Brigade's ongoing response to COVID-19 – this has in effect taken the place of a continuous 'live' continuity event for the entire year which is an extremely unusual situation. There is more on this in the COVID-19 section below.
62. Following the invasion of Ukraine in February 2022 the Brigade set up the Ukrainian Monitoring Group covering any emerging issues and impacts a potential escalation or prolonged situation could have on the Brigade or Pan-London partnership. Officers continue to monitor the situation and link into the London Resilience Partnership with a specific focus on supply chains, cyber security, and protective security for any impacts on LFB plans and procedures.
63. In September 2021 media articles surrounding a shortage of HGV drivers resulted in the panic buying of fuel. The national emergency fuel plan was not activated but the Brigade undertook a review of fuel reserve levels and issued directions to officers. LFB's fleet is predominantly diesel-based, significantly limiting its exposure to these types of incidents and delays tend to affect petrol supplies more heavily. LFB continually monitors situations regarding supply chains and fuel plans regularly with agency partners, including London Resilience Group as part of the Pan-London response.
64. In response to actions resulting from the HMICRFS inspection, the Brigade has developed station level business continuity plans to supplement and embed business continuity planning at all levels in the organisation. Officers expect these plans to be rolled out to stations from August 2022. In addition to the business continuity requirements of the Civil Contingencies Act 2004, fire and rescue authorities also have a statutory duty under Section 7 of the Fire and Rescue Services Act 2004 to "secure the provision of the personnel, services and equipment necessary to efficiently meet all normal requirements". To meet the requirements of this duty, there are contingency arrangements (emergency fire crew capability (EFCC)) to deploy emergency fire crews and fire appliances capable of delivering services within a defined concept of operations. These arrangements have not needed to be used during 2021/22.

COVID-19

65. As previously reported, a novel coronavirus disease (COVID-19) causing respiratory symptoms was first identified in December 2019 in China. The World Health Organization declared the outbreak of COVID-19 a pandemic on 11 March 2020, because of COVID-19 spreading worldwide.

66. Throughout the pandemic, the Brigade has managed to operate at a steady state with all critical activities (i.e., those activities necessary for the delivery of key Brigade services) being managed as per our Business Continuity arrangements. LFB's capacity to respond to incidents and maintain response times has been mostly unaffected and degradation strategies have been put in place to manage the impact on staffing numbers.
67. In-line with the Brigade's Strategic Response arrangements (SRA) the Commissioner's Continuity Group (CCG) has been convened on a regular basis to provide strategic management of the incident and ensure that the LFB remains prepared for any potential impacts of COVID-19 spread in London. Liaison has also continued with the National Fire Chiefs' Council to ensure sharing of best practice and information across the country and to make sure that LFB is aligned with the national position as relevant.
68. During the early part of 2021/22, the UK was entering steps 2-4 of the Government roadmap out of the winter 2020/21 lockdown. During this period the Brigade, in line with these Government steps, restarted previously restricted activities such as exercising, training and community safety activity focusing initially on risk critical activities. The aim is to restart all possible activities by August 2022.
69. The Brigade adopted a proportionate and risk-based approach to balancing the welfare and risk to staff and maintaining safe systems of work. Mask wearing, handwashing, social distancing, enhanced cleaning, and ventilation of enclosed spaces remained in place throughout most of 2021/22. Following on from the update on 12 April 2022 that detailed LFB's response to the government's revised COVID workplace guidance, officers have now reviewed existing safety measures and have introduced a two-tiered approach to safety measures linked to community transmission rates.
70. During the winter of 2021/22 the Government announced the winter plan and in December "Plan B" was introduced in response to the spread of the COVID Omicron variant. The Brigade, similar to the UK nationally, experienced the highest infection numbers during the period of mid-December to the start of January. During this period of high sickness / self-isolation and leave the Brigade brought in daily monitoring and staffing procedures to ensure critical activities were maintained.
71. As well as ensuring Brigade critical activities were managed, LFB has been able to assist partner agencies through the Local Resilience Forum by providing staff and support to assist in programmes such as the NHS vaccination campaign specifically focussing on vulnerable and high risk groups.
72. The Brigade has produced two lessons learnt reports and is currently completing a third. These reports capture learning and good practice to support the review of policies and future planning. These reports cover issues ranging from response, staff welfare, Pan-London support, innovation, and future resilience to business disruptions.
73. It should also be noted that the outcome of a HMICFRS inspection looking at the response to the COVID-19 pandemic found that LFB was quick to review plans, staff wellbeing was a priority and the Brigade was swift to work with others, while continuing to satisfy its core statutory function. It also commended staff who took part in Operation Braidwood which saw the Brigade deliver 20 million pieces of PPE, firefighters driving ambulances to more than 110,000 incidents and staff also delivering food and medicine to vulnerable people.

74. It is likely that the impact of the coronavirus will have a long-term effect on the Brigade's finances. It is hard to be certain about the overall financial impact, but the Brigade has incurred additional costs in 2020/21 through to 2021/22 owing to the pandemic which have been met through cost recovery and additional grant income. There is also an expectation that COVID-19 will impact on future funding, and although the final budget for the year was not at the levels previously estimated, there is still uncertainty and this will be further considered in the Mayor's Budget Guidance for the coming financial year. The existing financial controls provide the mechanism to regularly review these costs and their impact on the budget position.

Governance assurance

75. The LFC is a corporation sole that came into being on 1 April 2018, replacing the London Fire and Emergency Planning Authority (LFEPA). The Mayor of London issued a [London Fire Commissioner Governance Direction 2018](#) in March 2018 to set out those matters requiring Mayoral consent, those requiring the Deputy Mayor for Fire and Resilience's consent and those on which the Deputy Mayor for Fire and Resilience needs to be consulted. It also requires the LFC to adopt the Greater London Authority (GLA) corporate governance framework and to follow GLA practice on staff political restrictions, based on those in the Local Government and Housing Act 1989. In addition, the functions of the LFC shall be exercised by the office holder to fulfil the commitments given by LFEPA as a signatory to the GLA Group Corporate Governance Framework Agreement.

76. The LFC's governance framework is based on the CIPFA/SoLACE *Delivering Good Governance in Local Government Framework 2016* which requires the LFC to be responsible for ensuring that:

- business is conducted in accordance with all relevant laws and regulations.
- public money is safeguarded and properly accounted for; and
- resources are used economically, efficiently, and effectively to achieve agreed priorities which benefit local people.

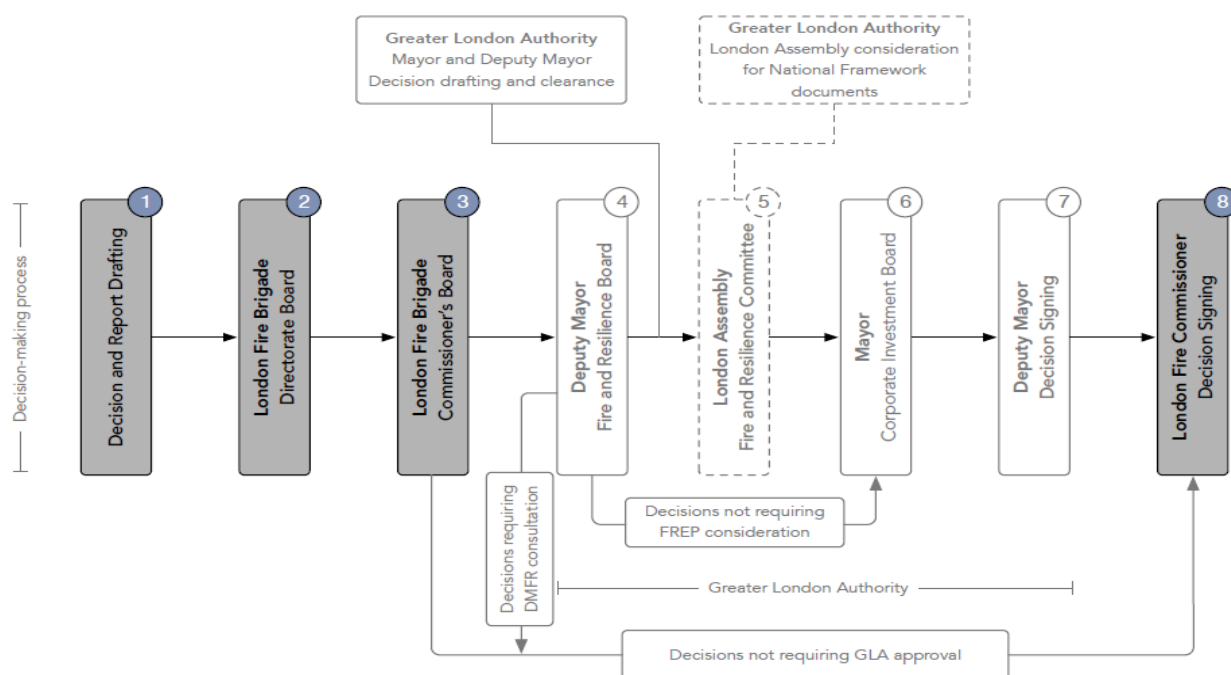
77. This includes defining scrutiny arrangements; maintaining effective policies and procedures on whistleblowing and complaint handling (on the London Fire website); and engaging with all sections of the local community through community safety strategies and partnerships to ensure accountability. The LFC has a scheme of governance which incorporates a Corporate Code of Governance. The scheme sets out detailed governance arrangements for the Commissioner as the fire and rescue authority for London. It complies with the GLA Group Corporate Governance Framework and is drafted to ensure that the high standard of governance and accountability achieved by the predecessor Authority is continued.

78. The system of internal control is also a significant part of the LFC's governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

79. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the LFC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically.

Decision making framework and scrutiny

80. The London Fire Commissioner's decision-making framework is outlined below:



81. Steps one to three incorporate the LFC's internal decision-making structures. Step four is required by the Deputy Mayor for Fire and Resilience to ensure that only approved business proceeds to the GLA for consideration. Step five is required for documents produced by LFC, including this Statement of Assurance and similar documents such as the Annual Governance Statement, that fall under the national framework; these require a report and consideration by the Fire, Resilience and Emergency Planning Committee (as the proper instrument of the London Assembly). Steps six and seven are Greater London Authority (GLA) stages, required for a formal decision of the Mayor or Deputy Mayor for Fire and Resilience (DMFR) where the London Fire Commissioner has been required to consult or seek prior consent by the Mayor's London Fire Commissioner Governance Direction 2018. Steps six and seven are not needed in matters that require prior consultation, as opposed to prior approval. Step eight is the final stage in the process.
82. Scrutiny of the decision-making framework is exercised through a suite of Boards, the LFC's Commissioner's Board, the Deputy Mayor's Fire and Resilience Board, and the London Assembly via the Fire, Resilience and Emergency Planning Committee.
83. During 2021/22, work was undertaken to review the board structure and whether it facilitated the effective oversight and scrutiny of the delivery of the strategic pillars and corporate priorities as set out in the Transformation Delivery Plan. The conclusion was that the existing board structure concentrated too much focus on the transactional clearance of reports moving through the governance framework, constraining sufficient time for strategy, horizon scanning, creative discussion, and assurance work (as envisaged within the Business Assurance Framework). Additionally, it was recognised that work was ongoing to develop and implement the portfolio management function which would identify core programmes of activity based on new strategic priorities and outcomes. A minor reorganisation was therefore introduced which involved the creation of a high-level, strategic layer of board governance (Corporate Boards) to address people, performance and risk, operational service delivery and financial oversight. This was achieved

through the establishment of a Finance & Investment Board and a Performance, Risk and Assurance Board, complementing the already-established People Board, Operational Delivery Board, Portfolio Board, and independent Audit Committee. Under those revised arrangements, directorate portfolios and management responsibilities were separated from corporate board responsibilities.

84. In terms of the impact of COVID-19 on governance arrangements, there continues to be minimal impact to date. Governance and decision-making meetings are able to be conducted virtually through Microsoft Teams which ensures that decisions and business as usual can progress.

Review of effectiveness of governance arrangements

85. The LFC uses several ways to review the effectiveness of governance arrangements. One of the key assurance statements, in reviewing effectiveness, is the annual report and opinion of the external auditors. Another significant element is the internal audit function conducted on behalf of the LFC by the Mayor's Office for Policing and Crime (MOPAC). MOPAC is fully compliant with Public Sector Internal Audit Standards (PSIAS). Internal audit covers key governance processes, risk management and internal controls. During 2021/22, Internal Audit reviewed and reported on key areas of the business, including key financial systems, procurement activity, data management and operational equipment. The internal auditors' opinion for 2021/22 was that, based on the areas audited, the LFC 'has established an adequate control environment with key elements implemented and working effectively. Continuing with planned activity to improve capability, programme governance, risk and assurance activity will be instrumental to increasing maturity and delivering a fully effective framework going forward'. The end of year report detailing the work conducted by MOPAC can be located [here](#).
86. The preparation of an Annual Governance Statement to support the Annual Statement of Accounts is a statutory requirement for local authorities. Its purpose is to demonstrate and evidence that there is a continuous review of the effectiveness of the Authority's internal control, performance, and risk management systems. The latest statement for 2020/21 includes a continuing improvement action regarding the effective and timely delivery of the remaining actions in the Transformation Delivery Plan (TDP), including delivery of the HMICFRS and Grenfell Tower Inquiry action plans. The Annual Governance Statement forms part of the Statement of Accounts 2020/21 and can be found: [here](#).

The Audit Committee

87. The Audit Committee was introduced in November 2020 to provide more robust scrutiny and assurance of LFB's financial, risk and governance and other internal control arrangements. Comprised of independent audit experts, the committee supports the strategic pillar delivering excellence in the Transformation Delivery Plan by contributing to the provision of effective audit assurance.
88. With a wide-ranging remit, a consideration for the new committee was the development and refinement of its annual workplan and the challenge of prioritising areas of scrutiny at each of its five meetings without duplicating work undertaken across other sections of the Brigade. Operating from a position of review, the committee has moved towards a thematic approach where each meeting will dedicate time to analysing a key corporate risk with deep dives undertaken to better understand the landscape within which it exists, whilst also retaining an overarching view of Brigade-wide matters through scrutiny of periodic integrated reports such as the quarterly business risk and assurance framework and annual reports such as the annual governance statement and statement of accounts.

89. The formal scrutiny work undertaken at Audit Committee meetings has been supplemented by informal work undertaken by its committee members to better understand and acquaint themselves with the operation of the London Fire Brigade. Over the past 12 months committee members have undertaken visits the LFB Control Centre and attended high rise inspections with the Fire Safety Team.
90. Feedback on the operation and effectiveness of the Audit Committee has been positive and its work well received by the LFC and the Deputy Mayor for Fire and Resilience. The Audit Committee has, since its inception, become a key component of the governance structure at LFB and is fulfilling its objective to provide effective audit assurance.

Transparency

91. The LFC meets the mandatory data publication as set out in the DCLG Transparency Code (February 2015). There is a dedicated transparency page on the London Fire Brigade website here as well as a number of data sets on the London Data Store, including data for all incidents attended and resources mobilised to those incidents since January 2009 (updated monthly). The web mapping tool (here) allows users to see the numbers of different types of incidents as well as attendance times for first and second fire engines down to ward level and is updated monthly.

Risk register refresh and developing an Enterprise Assurance Framework during 2021/2022

92. Enterprise (organisational-wide) risk management forms a cross-cutting strand of the Brigade's intended transformation. To transform effectively and to meet our mission statement 'trusted to serve and protect', the Brigade needs to be sighted on, and be taking active steps to manage its most significant risks.
93. Following several risk workshops with senior officers during the latter part of the previous financial year, the Brigade's risk management strategy was revised in May 2021 alongside a refresh of the risks in the risk management system. Significant risks are now reviewed regularly at Corporate Boards, and the Commissioner's Board and the risk management approach is subject to scrutiny by the Audit Committee.
94. The risk register refresh and subsequent update work is a vital step in the Brigade's approach to business assurance. During 2021/22, a business risk and assurance framework (BRAf) report was developed as the beginning of a process in which the Brigade could identify priority assurance areas. The approach taken was that there were eight principal risk themes in the BRAf report which were scored and treated as risks in themselves. The eight principal risk themes were selected by Directors and were areas which the Brigade would want to manage well to ensure the service was being delivered appropriately.
95. The Brigade's most significant risks from the risk management system were then mapped against the relevant principal risk themes to show the most likely areas of concern. The risks that selected were those that would have a significant impact on the overall risk theme and as such require regular assurance updates. The mapped risks have been considered from across all Directorate risk registers, and a mapped strategic risk can appear across several BRAf risk themes.
96. The BRAf formed the Brigade's initial steps into formalising its assurance arrangements, but it has now been decided that the BRAf will be superseded by a complete Enterprise Assurance Framework (EAF) which will provide a wider spectrum of assurance. The BRAf was based on preliminary thinking that the Brigade's risks could be the main source upon which to base an assurance programme. However, the employment of expertise through the Assurance Manager

and further research has led officers to recognise that key processes (which may not be flagged as risks) also need to feature as a prominent part of the assurance programme. The importance of providing assurance against key processes has also been supplemented by the appointment of an Assistant Commissioner for service delivery assurance during the year. This programme of work will be developed over the next twelve to eighteen months, but it will align with the corporate EAF.

The Brigade's EAF Strategy was approved at the end of the financial year and this programme of work will be developed over the next twelve to eighteen months.

97. Independent Operational Assurance Advisor (IOAA)

As part of its response to the recommendations of the Grenfell Tower Inquiry (GTI) and Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS), London Fire Brigade (LFB) commissioned the services of an Independent Operational Assurance Advisor (IOAA), to carry out a programme of assurance work, reflecting the risk critical improvement priorities of LFB.

98. The IOAA has completed four reviews covering the management of operational risk management, a review of the incident command training a review of operational learning and a review of LFB's control room arrangements. A report, with recommendations for each review, has been issued and shared with Commissioner's Board. In addition, a review of multi-agency response arrangements started in January 2022 and will be reported in August 2022. The actions arising from each of the IOAA's reports are tracked to ensure that they are completed and that the desired outcomes are attained.

99. Following the IOAA's initial 12 month engagement period, a workshop was held with the Directors of LFB to reflect on and discuss the findings and observation of the IOAA.

100. Overall, the IOAA was able to comment positively, without underplaying the considerable challenges remaining, on the progress being made by LFB. The IOAA noted that "the work ethic of those striving to deliver the transformational delivery plan was worthy of note as was the very good technical expertise within the Brigade" The IOAA stated that the policies reviewed in his assurance work were linked to National Operational Guidance (NOG) and consideration was also given to National Operational Learning (NOL). However, the IOAA stated that LFB may wish to work with the National Fire Chiefs Council (NFCC) on commissioning academic and comparative studies to help ensure NOG is authoritative.

Culture review

101. In March 2021, the London Fire Commissioner requested an independent culture review into LFB's culture following tragic loss of Firefighter Jaden Matthew Francois-Esprit who took his own life in August 2020. This review commenced in early 2022 and was led by an independent chairperson, Nazir Afzal, a well-respected ex public prosecutor, who is due to report the findings in November 2022.

102. The chairperson's report will provide LFB with a powerful, objective view of the Brigade's culture. There will be some issues the Brigade will have known about for some time and whilst the service may have made some progress in some areas, officers know there is much work to do and will look forward to receiving the report to help shape the organisation's future strategies.

103. LFB will share and develop its plans consulting with staff and discuss how the Brigade can protect the best bits of its culture, while tackling the worst.

104. An update will follow in the 2022/2023 statement of assurance.

Financial assurance

105. All local authority accounts are required to adopt 'proper accounting practice' based on either statutory requirements or the Code of Practice on Local Authority Accounting in the UK (the Code) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). These specify the principles and practices of accounting required to prepare a Statement of Accounts that 'present a true and fair view'.

106. For the financial year, 2021/22, the Director of Corporate Services approved the draft Statement of Accounts 2021/22 on 31 May 2022, and these were then published and passed for external audit.

107. An independent audit of the accounts is undertaken by an external audit provider. For the year 2021/22, this work was undertaken by Ernst and Young LLP.

108. The external auditor undertakes a review of the accounts and forms an overall opinion which is published as part of the audited Statement of Accounts.

109. A copy of the Statement of Accounts for 2021/22, including the external auditor's opinion can be found: [here](#). (NB – the auditor's opinion is not yet available)

Efficiency Plan

110. In March 2016, the Secretary of State for Communities and Local Government invited local authorities to publish locally owned and locally driven four-year efficiency plans. A separate efficiency plan was prepared to meet this requirement for the first four years. Subsequently the fire and rescue national framework set out the documents each Fire and Rescue Service (FRS) is required to produce, which include an annual efficiency plan, medium term financial strategy and a reserves strategy.

111. To meet this requirement a Medium-Term Financial Plan and Reserves Strategy were approved as part of the LFC's Budget Submission to the Mayor (FP-1141) for consultation with the Fire Resilience and Emergency Planning Committee (FREP). The medium-term financial plan has been updated to also meet the requirements of an efficiency plan covering 2022/23.

Inspection, Intervention and Accountability

Grenfell Tower Inquiry

112. On 14 June 2017, the Brigade received the first of multiple calls to a fire at Grenfell Tower in North Kensington. The fire affected all floors of the 25 storey building and was declared a major incident by the Brigade. The fire was the largest residential fire attended by the Brigade since the Second World War and resulted in the deaths of 72 people.

113. Phase 1 of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. The Phase 1 report was published in October 2019 which incorporated several recommendations directed at the Brigade, together with recommendations aimed at other fire and rescue services and other emergency services. In addition, several recommendations were directed at building owners and managers and Her Majesty's Government.

114. Phase 2 of the Inquiry commenced in early 2020 but was suspended because of the COVID-19 pandemic. The Inquiry recommenced in July 2020 and anticipates completing its hearings in 2022.
115. The key findings and the improvement actions to address the Phase 1 Inquiry recommendations, alongside the operational learning identified by the Brigade's internal investigation, were incorporated into a comprehensive action plan, which has been amalgamated with the reporting on the HMICFRS action plan and the associated Transformation Delivery Plan actions during 2020/21 (more on these later).
116. The Grenfell Tower Inquiry made a total of 46 recommendations in its Phase 1 report, directed to several different organisations or groups, including LFB, all fire and rescue services, emergency services, the Government, building owners or another specific groups (e.g., Metropolitan Police Service/London Ambulance Service).
117. Of these, a total of 14 recommendations were directed at LFB specifically with 15 directed at another group under which LFB falls (such as all fire and rescue services or emergency services generally). A further 11 were directed at partner agencies/other organisations but have an impact on LFB and require some action on our part to enable completion. The remaining six recommendations do not require any action by the LFB.
118. As at the end of 2021/22, 29 recommendations have now been completed of which 13 were recommendations directed specifically at LFB and 13 were directed at another group under which LFB falls.
119. The deliverables are monitored through the Brigade's Portfolio Board which has subsumed the Transformation Board and progress is reported to the Home Office, the Mayor of London and HMICFRS on a quarterly basis.

Inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

120. In July 2017, Her Majesty's Inspectorate of Constabulary's remit was extended to include inspections of fire and rescue services in England and was subsequently renamed as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). As a result of this, HMICFRS now assesses and reports on the efficiency and effectiveness of the 45 fire and rescue services in England.
121. The Inspectorate provides a crucial assurance function in three main areas, how effective a fire and rescue service is, how efficient it is, and how well it manages its people (staff). The Inspectorate looks at whether a service is meeting its statutory obligations as well as highlighting good practice, and identifies areas where improvement is needed so that remedial or constructive action can be taken.
122. The Brigade's first full inspection resulted in the HMICFRS concluding that the Brigade generally required improvement across all three areas. The Brigade accepted all 26 recommendations outlined in the inspection report and created an action plan to address these recommendations.
123. Included in the 26 recommendations were specific causes for concern related to addressing a risk critical skills gap identified in emergency driver training and incident command training. These two specific recommendations are complete.

124. Of the 26 HMICFRS recommendations, 17 have now been completed as at the end of 2021/22. Progress on the action plan is reported quarterly to HMICFRS.

125. The Brigade's second full inspection by HMICFRS took place between November 2021 and January 2022. As well as looking at progress made since the original first full inspection, this time, the inspection carried out a number of focus groups and station visits looking at service delivery areas incorporating prevention and protection, response, training as well as related support areas such as culture, fleet, ICT, health and safety and communications. The second full inspection report from the HMICFRS was received in July 2022 and the Brigade's response will be reported on in future statements.

Transformation Delivery Plan

126. As a result of the inspection and Phase 1 of the Grenfell Tower Inquiry, the LFC worked with the senior leadership team to produce a delivery plan for the transformation of the Brigade - the Transformation Delivery Plan (TDP). It sets out the short, medium, and long-term priorities for the Brigade. The TDP included clear actions with completion dates. The central purpose behind the plan was to get the Brigade to learn to adapt in a more agile and rapid way and to put in place the right behaviours to achieve this.

127. The TDP was based on four strategic pillars; (1) The best people and best place to work, (2) Seizing the future, (3) Delivering excellence, and (4) Outward facing. There are several actions against each pillar which the Brigade needs to deliver to transform itself.

128. The plan has been refreshed following some considerable impacts and delays caused by COVID-19 but two years into the plan, 50 of the 65 original improvement actions have been completed, with a further 3 closed due to overlap with existing GTI/HMICFRS actions.

129. The 'Seizing the future' pillar has now been completed and the 'Outward facing' pillar has made good progress with more than 80 per cent of actions completed with and two further actions to finish.

130. The Delivering excellence' pillar now also has 75 per cent of actions completed with three actions to complete of which one is on track and two delayed.

131. The 'Best people and best place to work' pillar has 50 per cent of actions completed , two actions are on track with five delayed.

Consolidation into the Delivery Plan 2022/23

132. As part of the transition from the London Safety Plan to the Community Risk Management Plan, a Delivery Plan has been put together and will come into force as from 1 April 2022. The Delivery Plan will replace the Transformation Delivery Plan (TDP) and will set out the Brigade's priorities for the year, including four new pillars, each with 2 commitments and corresponding programmes of work. The Delivery Plan also incorporates the remaining TDP, GTI and HMI activities. Officers will all be working on the delivery of this plan until the launch of the Community Risk Management Plan (CRMP) in early 2023.

133. Progress against the Delivery Plan is the Brigade's route to being a service that is 'trusted to serve and protect.'

Assurance Declaration

134. This statement functions as the LFC's Statement of Assurance under the Fire and Rescue Service National Framework. Officers are satisfied that the elements of the LFC's system of internal control meets the requirements of the National Framework. Where recommendations have been made about the LFC's financial and governance and operational assurance arrangements through external assessment, appropriate action plans (including the Delivery Plan), have been put in place to improve and address these, to make sure that they are adequate and operating effectively.

Andy Roe

London Fire Commissioner

Annex to the Statement of Assurance – Key evidence of compliance with the National Framework (2018)

Requirement		Compliance Evidenced by:-Source Documents/Processes
Section 2: Delivery of Functions¹		
Identify and assess	<ul style="list-style-type: none"> Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate. 	<ul style="list-style-type: none"> London Safety Plan incorporating sections on: <ul style="list-style-type: none"> - Risk in London - Helping to make London safe - Responding in an emergency - Responding effectively (working with neighbouring brigades) Assessment of local risk London Resilience Group
	<ul style="list-style-type: none"> Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability. Fire and rescue authorities should work through the Strategic Resilience Board where appropriate when determining what arrangements to put in place. 	<ul style="list-style-type: none"> London Safety Plan Risk in London - Helping to make London safe - Responding in an emergency - Responding effectively (working with neighbouring brigades) London Blue light collaboration
Prevent and protect	<ul style="list-style-type: none"> Fire and rescue authorities must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies. 	<ul style="list-style-type: none"> LSP Commitments: LSP1, 2, 3, 4, 5, 6, 8, 9, 11, 12 Home Fire Safety Full Guide (on website) Essential reading for businesses and organisations (on website)
Respond	<ul style="list-style-type: none"> Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and other emergencies within their area and in other areas in line with their mutual aid agreements. 	<ul style="list-style-type: none"> London Safety Plan – Responding in an emergency Cross border agreements (Section 13/16 agreements)

¹ Section 1 of the National Framework (2018) is the Introduction

Requirement		Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> Fire and rescue authorities must, so far as is practicable, enter into reinforcement schemes, or mutual aid agreements, with other fire and rescue authorities for securing mutual assistance. 	<ul style="list-style-type: none"> Cross Border agreements (Section 13/16 agreements) National resilience assets National operational guidance programme
	<ul style="list-style-type: none"> Fire and rescue authorities must have effective business continuity arrangements in place in accordance with their duties under the Civil Contingencies Act 2004. Within these arrangements, fire and rescue authorities must make every endeavour to meet the full range of service delivery risks and national resilience duties and commitments that they face. Business continuity plans should not be developed on the basis of armed forces assistance being available. 	<ul style="list-style-type: none"> Strategic Response Arrangements Corporate Business Continuity Policy Capitalguard London Local Authority Coordination Centre London Local Resilience Forum
Collaboration	<ul style="list-style-type: none"> Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP). Fire and rescue authorities must collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets. 	<ul style="list-style-type: none"> London Local Resilience Forum National Inter-agency liaison officer – LFB officer Inter-agency liaison offers (ILOs) JESIP NOL/JOL learning Joint statement of intent London blue light collaboration
Section 3: National Resilience		
National Resilience	<ul style="list-style-type: none"> Fire and rescue authorities must work with the lead authority to support the national resilience assurance processes in order to ensure capabilities are maintained at a high state of operational readiness. This includes co-operation of fire and rescue authorities, as necessary, on devolved training and, where applicable, on the long-term capability management arrangements. 	<ul style="list-style-type: none"> London Fire Commissioner – National Resilience Lead Counter-Terrorism Resilience partnership working with NFCC
	<ul style="list-style-type: none"> Fire and rescue services, through the NFCC's representation on the Fire and Rescue Strategic Resilience Board (FRSRB), must also work with Government to identify and address any national resilience capability gaps identified through ongoing analysis of the National Risk Assessment. 	<ul style="list-style-type: none"> London Fire Commissioner – member of FRSRB Operational Policy Department management and risk assessment of operational policies

Requirement		Compliance Evidenced by:-Source Documents/Processes
Gap Analysis	<ul style="list-style-type: none"> Fire and rescue authorities' risk assessments must include an analysis of any gaps between their existing capability and that needed to ensure national resilience (as defined above). 	<ul style="list-style-type: none"> LSP commitment: LSP15 Operational Resilience Department Special Operations Group Assessment by NRAT
	<ul style="list-style-type: none"> As part of their analysis, fire and rescue authorities must highlight to the Home Office or the Fire and Rescue Strategic Resilience Board, any capability gaps that they believe cannot be met even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action. 	<ul style="list-style-type: none"> LFB lead in CONTEST strategy Home Office/FRSRB review and meetings Cross Border agreements (Section 13/16 agreements)
National Coordination and Advisory Framework	<ul style="list-style-type: none"> The National Coordination and Advisory Framework (NCAF) has been designed to provide robust and flexible response arrangements to major emergencies that can be adapted to the nature, scale, and requirements of the incident. Fire and rescue authorities must proactively engage with, and support, the NCAF arrangements including the NFCC's lead operational role. 	<ul style="list-style-type: none"> Commissioner – member of NFCC LFB support and senior officer secondment for NFCC (and NCAF)
Response to Terrorist Attacks or Marauding Terrorist Firearms Attacks	<ul style="list-style-type: none"> Fire and rescue services must be able to respond to the threat of terrorism and be ready to respond to incidents within their areas and across England. Fire and rescue services should also be interoperable to provide operational support across the UK to terrorist events as required. Government recognises the critical contribution of fire and rescue services when responding to acts of terrorism. This is an agreed function of fire and rescue services as set out in the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service ("the Grey Book") and is encompassed within the broad descriptions within the existing agreed firefighter role maps: to save and preserve endangered life, and safely resolve operational incidents. 	<ul style="list-style-type: none"> Special Operations Group – Counter terrorism work streams MTA agreement in place with representative bodies (MTA)
National Resilience Assurance	<ul style="list-style-type: none"> Fire and rescue authorities must continue to work collectively and with the Fire and Rescue Strategic Resilience Board and the national resilience lead authority to provide assurance to government that: <ul style="list-style-type: none"> existing national resilience capabilities are fit for purpose and robust; and risks and plans are assessed and any gaps in capability that are needed to ensure national resilience are identified. 	<ul style="list-style-type: none"> Commissioner – member of FRSRB LFB lead in CONTEST strategy National Resilience Assurance Team National Resilience assets Exercise programmes – USAR, Unified Response Lambeth Blue Light Demonstration Day

Requirement		Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> Fire and rescue authorities with MTFA teams must work with police forces and ambulance trusts to provide tri-service assurance of this capability. 	<ul style="list-style-type: none"> Operational Resilience officer seconded to National Counter Terrorism Policing Headquarters (NCTPHQ) National Inter-agency Liaison officers (NILO) work closely with CT Policing and other key agencies.
Section 4: Governance		
Managing the Fire and Rescue Service/Chief Fire Officer	<ul style="list-style-type: none"> Each fire and rescue authority will appoint an individual – commonly known as a Chief Fire Officer – who has responsibility for managing the fire and rescue service. This role does not have to be operational but includes managing the personnel, services and equipment secured by the fire and rescue authority for the purposes of carrying out functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004, and other enactments. Each fire and rescue authority must hold this person to account for the exercise of their functions and the functions of persons under their direction and control. 	<ul style="list-style-type: none"> Mayor appoints LFC Deputy Mayor for Fire and Resilience Deputy Mayor's Fire and Resilience Board Fire Resilience and Emergency Planning Committee Audit Committee
	<ul style="list-style-type: none"> The chief fire officer must, in exercising their functions, have regard to the fire and rescue authority's Integrated Risk Management Plan and any set objectives and priorities which may be outlined in a strategic plan. The fire and rescue authority should give due regard to the professional advice of the Chief Fire Officer while developing the Integrated Risk Management Plan and when making decisions affecting the fire and rescue service. 	<ul style="list-style-type: none"> London Safety Plan LFB quarterly performance reports Development of Community Risk Management Plan (CRMP)

	Requirement	Compliance Evidenced by:-Source Documents/Processes
<p>Documents to be prepared:</p> <p>i) Integrated Risk Management Plan</p>	<ul style="list-style-type: none"> Each plan must: reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority. demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources. outline required service delivery outcomes including the allocation of resources for the mitigation of risks. set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat. cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework. reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and be easily accessible and publicly available. 	<ul style="list-style-type: none"> London Safety Plan - Section on Helping to make London safe, incorporating an integrated community safety programme, working smarter with people and businesses, wellbeing in the community, strategic partnerships to reduce risk, community safety investment fund. London Safety Plan - Section on Helping to make London safe, incorporating enforcing fire safety laws, understanding our approach, protecting heritage buildings in London, understanding complex buildings, high rise. London Fire website, hardcopies on request Consultation process (LSP covering report – FEP 2723) LSP – was originally planned to cover 4 years but has been extended to cover 6 years
<p>ii) Annual statement of assurance</p>	<ul style="list-style-type: none"> The statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National Framework, the Integrated Risk Management Plan and to any strategic plan (e.g., the Fire and Rescue Plan – see 4.10 below) prepared by the authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters. For PCC FRAs, this statement is subject to scrutiny by the Police, Fire and Crime Panel. The name of this statement differs across governance models (e.g., in the case of PCC FRAs it is called the 'Fire and Rescue Statement' and in Greater Manchester the 'Fire and Rescue Declaration'). 	<ul style="list-style-type: none"> Statement of Assurance 2020/21 (this document)

Requirement		Compliance Evidenced by:-Source Documents/Processes
iii) Financial plans	<ul style="list-style-type: none"> A medium-term financial strategy, an efficiency plan, and a reserves strategy. These can be combined or published separately. 	<ul style="list-style-type: none"> March – LFB Budget submission 2021/2022
Section 5: Achieving Value For Money		
Achieving Value for Money	<ul style="list-style-type: none"> Fire and rescue authorities must manage their budgets and spend money properly and appropriately and ensure the efficient and effective use of their resources, pursuing all feasible opportunities to keep costs down while discharging their core duties effectively. Fire and rescue authorities should regularly review the numbers and deployment of firefighters and other staff to ensure that their fire and rescue service has a workforce that is commensurate with the risks that they face. 	<ul style="list-style-type: none"> LFC's Scheme of Governance Budget process Quarterly budget reporting and monitoring Performance reporting Recruitment and selection Director of Corporate Services is the Head of Paid Service and is responsible for all LFC staff
	<ul style="list-style-type: none"> Fire and rescue authorities must ensure that financial decisions are taken with the advice and guidance of the chief finance officer and that decisions are taken with an emphasis on delivering value for money to the public purse. Fire and rescue authorities should ensure that management of their finances is undertaken with regard to published guidance including those set out at Annex B (of the National Framework). 	<ul style="list-style-type: none"> LFC's Scheme of Governance Treasury management Director of Corporate Services is the LFC's Section 127 Officer and is responsible for safeguarding the LFC's financial position and ensuring value for money
Commercial Transformation	<ul style="list-style-type: none"> Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue authorities and other local services (e.g., police) to achieve efficiencies. 	<ul style="list-style-type: none"> GLA Collaboration Board London Blue Light Collaboration LFB Procurement policies and procedures
	<ul style="list-style-type: none"> Fire and rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements. 	<ul style="list-style-type: none"> ESN programme PPE contract

Requirement		Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> Fire and rescue authorities must ensure that their commercial activities, be that the placement of new contracts or the use of existing contracts, is in line with their legal obligations, including but not limited to the Public Contracts Regulations 2015, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and transparency commitments. 	<ul style="list-style-type: none"> LFB Procurement policies and procedures Contracts Management Team General Counsel and legal review of contracts
Trading	<ul style="list-style-type: none"> Fire and rescue authorities must ensure any actions taken in respect of their trading companies are considered against the requirements of competition law. Any financial assistance – in cash or in kind – given by an authority that establishes or participates in it, should be for a limited period, set against the expectation of later returns, and re-paid by those returns. Any assistance should be provided under a formal agreement with the company and must be entered into for a commercial purpose. Before entering into such an agreement, the authority should satisfy itself that it will achieve its objective, and the company should satisfy itself that it will meet its objective in terms of its business plan. The parties should consider any State Aid implications and obtain their own expert advice where necessary. 	<ul style="list-style-type: none"> LFB – currently dormant
Section 6: Workforce		
Fitness principles	<ul style="list-style-type: none"> Fire and rescue authorities have an important role in helping to ensure their firefighters remain fit and are supported in remaining in employment. Each fire and rescue authority must comply with the fitness principles set out at Annex C (of the National Framework) 	<ul style="list-style-type: none"> Fitness policy Wellbeing Strategy
Re-engagement of Senior Officers	<ul style="list-style-type: none"> Fire and rescue authorities must not re-appoint principal fire officers after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety. Any such appointment must be transparent, justifiable and time limited. 	<ul style="list-style-type: none"> LFB recruitment policies

Requirement		Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning. 	<ul style="list-style-type: none"> LFB principal officer posts - advertised externally
Section 7: Inspection, Intervention and Accountability		
Inspection	<ul style="list-style-type: none"> All fire and rescue authorities must cooperate with the inspectorate and its inspectors to enable them to deliver their statutory function. This includes providing relevant data and information to inform inspections. The Home Office and HMICFRS will work together to align data and information collections where possible to avoid duplication. 	<ul style="list-style-type: none"> Strategy and Risk internal inspection support team Provision of data to HMICFRS by Information Management
	<ul style="list-style-type: none"> Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update, and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given. When forming an action plan, the fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs Council and the Local Government Association; and, for those areas where a PFCC has responsibility for fire governance, the Association of Police and Crime Commissioners. 	<ul style="list-style-type: none"> LFB's HMICFRS inspection report July 2022 GT/HMICFRS action plan
Accountability	<ul style="list-style-type: none"> Each fire and rescue authority must hold the individual who has responsibility for managing the fire and rescue service – an operational or non-operational Chief Fire Officer – to account for the delivery of the fire and rescue service and the functions of persons under their direction and control. In London, the Mayor of London must hold the London Fire Commissioner, as fire and rescue authority for Greater London, to account for the exercise of the Commissioner's functions. 	<ul style="list-style-type: none"> Deputy Mayor for Fire and Resilience Fire, Resilience and Emergency Planning Board meetings Fire and Resilience Board meeting Delegated authority arrangements Committee/Board constitution/Terms of reference

	Requirement	Compliance Evidenced by:-Source Documents/Processes
Transparency	<ul style="list-style-type: none"> Each fire and rescue authority must comply with their statutory transparency requirements. The nature of the requirements is dependent on the legal basis of the authority; for example, combined fire and rescue authorities would be subject to the Local Authority Transparency Code 2015 while PCC FRAs must comply with requirements under section 11 of the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Specified Information) Order 2011. All fire and rescue authorities should therefore publish certain information, including senior salaries; register of interests; staffing; income and expenditure; property; rights and liabilities; and decisions of significant public interest. Fire and rescue authorities must make their communities aware of how they can access data and information on their performance. 	<ul style="list-style-type: none"> Data and transparency arrangements - London Fire London Datastore



APPENDIX 2

Statement of Assurance 2021/22

Performance data for five years to 2021/22

May 2022

About this publication

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This document was produced by the London Fire Brigade (LFB) Information Management Team.

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London Fire Commissioner and London Fire Brigade

The London Fire Commissioner (LFC) is the fire and rescue authority for London and is head of London Fire Brigade.

For more information about LFC and the work of the London Fire Brigade visit www.london-fire.gov.uk.

Other LFB Data publications

LFB *Fire Facts* publications are:

- Fires incident response times – [here](#)
- Fires in Greater London – [here](#)
- Fatal fires in Greater London – [here](#)
- Finance and performance reporting 2021/22 – [here](#)

Other data available

LFB publishes a range of data on the London Datastore. Much of this data is updated monthly. Go to the LFB page on the datastore to see what is available – <https://data.london.gov.uk/publisher/lfb>.

Version history

This version (v1) published on 30 May 2022.

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Introduction

This document sets out key performance information for five years to 2021/22 to support the Statement of Assurance (SoA) for 2021/22.

Fifth London Safety Plan (LSP5)

Prior to the five year period covered by this document (in January 2014), changes were made to the number of fire stations and fire engines as part of the implementation of the [Fifth London Safety Plan](#)¹ (LSP5). The LSP5 was approved by the former London Fire and Emergency Planning Authority (LFEPA) on 12 September 2013, following a Mayoral Direction. It originally covered a three-year period from April 2013 to March 2017 (2013/14 to 2016/17) but was extended for one year (2017/18). The major changes set out in the LSP5 were implemented on 9 January 2014 as follows:

- The closure of 10 fire stations.
- The number of fire engines (pumping appliances) reduced by 14 (net).
- Five appliances were redeployed to different stations.
- The number of fire rescue units (specialist rescue vehicles) reduced from 16 to 14.
- The minimum crewing levels on fire rescue units reduced from five firefighters to four.

Other changes at stations were introduced (before 9 January 2014) including:

- Alternate crewing introduced on the scientific support units at Poplar and Hammersmith.
- Alternate crewing introduced on the two remaining incident response units at Wimbledon and Plaistow.
- On-demand mobilising for hose-laying and bulk foam units at the incident support centres.

In addition to these LSP5 changes, 13 further fire engines were permanently removed from stations in June 2016. These fire engines had been temporarily removed from stations in August 2013 to provide a contingency resource – the Emergency Fire Crew Capability (EFCC) – in the event of strike action.

Current London Safety Plan

The current London Safety Plan 2017 was approved in March 2016 and covers a four-year period from April 2017 to March 2021 (2017/18 to 2020/21). It is available on the LFB website [here](#).

Impacts on performance in the period since LSP5 to 2021/22

Performance in 2021/22 is impacted by a range of changes alongside those in LSP5 which includes

- the initial temporary removal and ultimate permanent removal of EFCC appliances from stations; and
- station/appliance temporary changes as a result of the PFI station rebuilding programme (between April 2014 to June 2016).

In considering some of the numbers in this document, it is important to recognise the changes to fire stations and fire engines in earlier performance years (April to March), as follows:

- **in 2014/15** – the performance year with LSP5 changes fully implemented, but still with 13 EFCC appliances temporarily removed and station temporary closures arising from the station rebuilding (PFI) project.
- **in 2015/16** – the performance year with LSP5 changes fully implemented, 13 EFCC appliances temporarily removed from stations, and temporary station closures arising from the PFI station rebuilding programme. In November 2015, a new mobilising system was live, which introduced (a) mobilising to individual addresses (rather to a

¹ The London Safety Plan is the LFC's Integrated Risk Management Plan.

street); and (b) geographic mobilising which used a fire engine location to determine which was closest to be mobilised to an incident.

- **in 2016/17** – the performance with LSP5 changes fully implemented, 13 EFCC appliances temporarily removed from stations from April 2016 and permanently removed from June 2016, and there were a few temporary station closures arising from the PFI station rebuilding programme in April, May, and June 2016.
- **in 2017/18** – there were no changes to fire stations or fire appliances this year.
- **in 2018/19** – there were no changes to fire stations or fire appliances this year.
- **In 2019/20** – the SoA year. There were no changes to fire stations or fire appliances this year.
- **In 2020/21** – the SoA year. There were no changes to fire stations or fire appliances this year.
- **In 2021/22** – the SoA year. There were no changes to fire stations or fire appliances this year.

Performance reporting

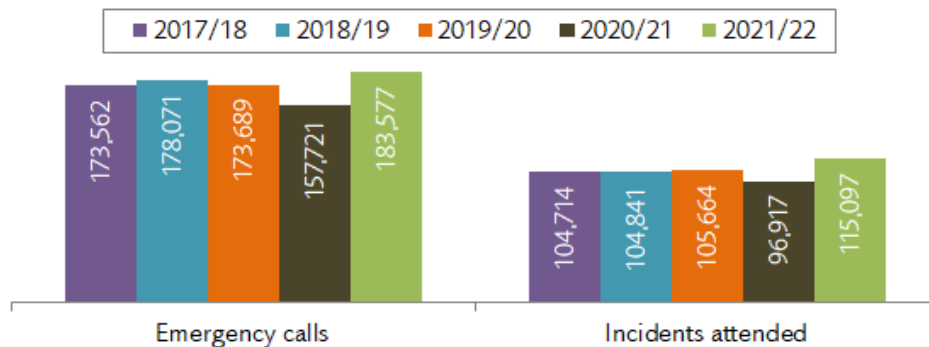
The data in this document is not focussed on performance against indicators/targets but provides a trend analysis for the various data sets presented.

LFB publishes a quarterly performance report (for end June, September, December, and March) usually within about six weeks of the end of the relevant quarter. These quarterly reports can be found on the LFB web site ([here](#) – search for *performance*) and also on the London Datastore; for 2020/21 [here](#), and for the current year (2021/22) [here](#).

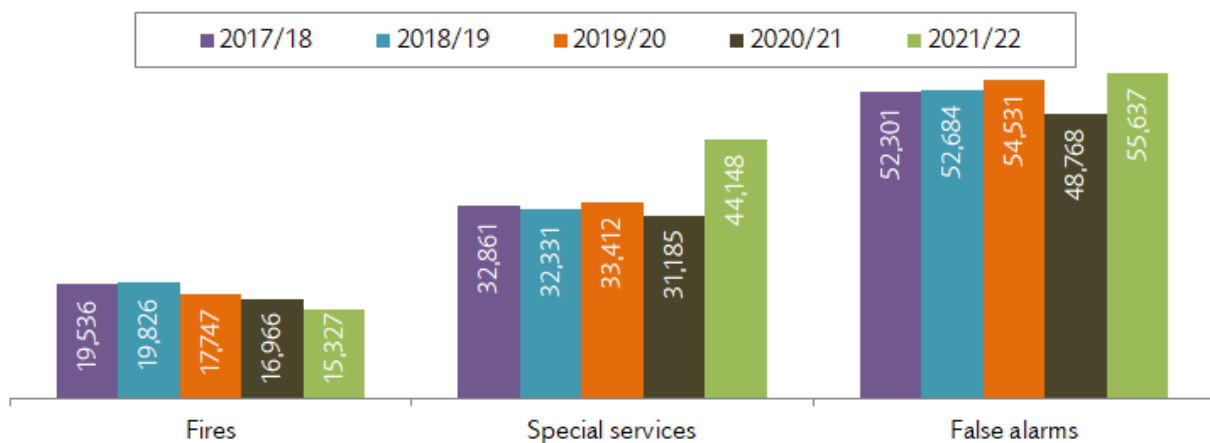
The data published in this document for 2020/21 is consistent with the end of year *Our Performance* report (available on the London Datastore [here](#)).

Emergency calls received and incidents attended

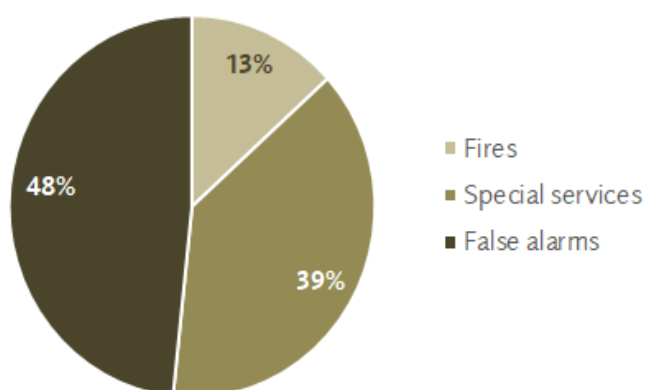
- The numbers of emergency (999) calls received and the incidents attended over the five years to 2021/22 are set out in the chart below. Data for incidents attended is available in annex 1C (borough) and 2B (ward). Emergency call data is not available at ward or borough level as the location of a caller is not captured.
- The number of London-wide **incidents attended** by LFB in 2021/22 increased by 19 per cent compared to the previous year and was nine per cent higher than the five-year average. The number of **emergency calls received** had been gradually decreasing but dropped in 2020/21, but in 2021/22 it increased by six per cent compared to the five-year average.



- The total number of **fires** attended was some 14 per cent lower in 2021/22 compared to five years earlier and remains below 20,000 annually. The number of **special services** attended in 2021/22 was 42 per cent higher than the previous year, the number is 27 per cent higher than the five-year period. **False alarms** show a year-on-year upward trend up until 2020/21 where it decreased by 11 per cent but in 2021/22 it increased by 14 per cent and increased by five six per cent across the five years.



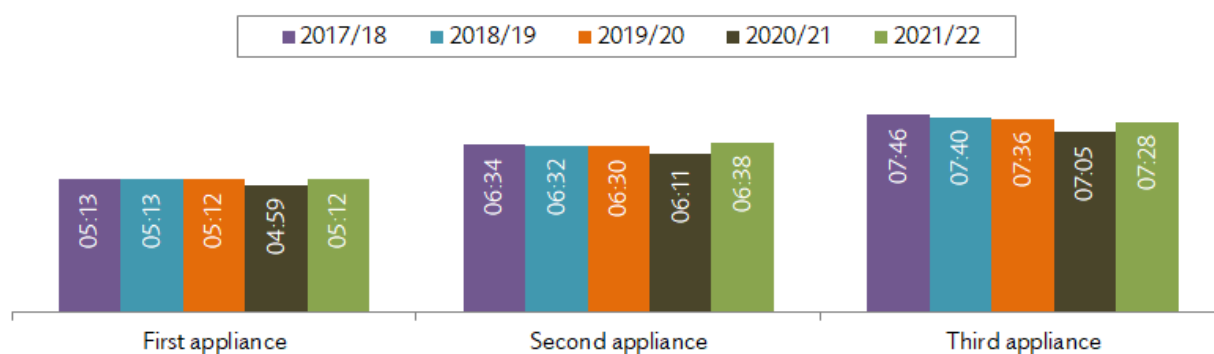
- In 2021/22, the proportions of different types of incidents is shown in the chart below. False alarms now represent some 48 per cent of all incidents attended, with special services at 39 per cent and fires at 13 per cent.



Attendance times

First, second and third pumping appliances

- The London-wide attendance time performance² for first, second and third pumping appliances (fire engines) is summarised in the chart below. London-wide and borough attendance times for five years are set out in annex 1A (borough) and Annex 2A (ward). Attendance times are measured from the time the appliance is mobilised to arrival of the appliance at the incident address, although the Brigade does publish the full incident response time (from the time the 999 call is answered to arrival of the appliance at the incident scene – see below). LFB attendance standards are for performance London-wide, and whilst it aims to meet its attendance standard at borough level but does not undertake to meet the standards at any smaller geography (e.g., at ward level). We also measure the total time from answering a 999 call to arrival of fire engines at the incident (the 'incident response time'), this is set out below, and in annex 1A and 2A.

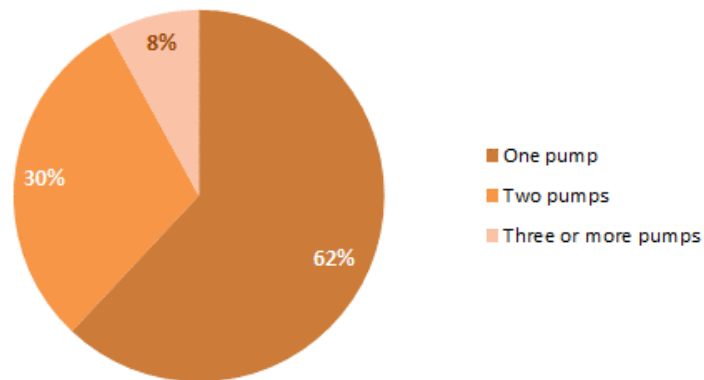


- Average speed of arrival for a **first appliance** at an incident in 2021/22, at 5m:12s, 13 seconds slower than in 2020/21. In 2021/22, one borough fell outside of the six minutes average target for first appliance.
- London-wide, **second appliance** average response time to incidents in 2021/22, at 6m:38s, was 27 seconds slower than in 2020/21. In 2020/21, two boroughs were outside the second appliance average attendance target of eight minutes.
- London-wide, the average **third appliance** response time in 2021/22, at 7m:28s, was 23 seconds slower than in 2020/21. There is no target for third appliance speed of arrival, but performance is well within the benchmark average of 10 minutes used during LSP5 consultation. No borough in 2020/21 fell outside this 10 minute benchmark.

² See the 'Notes on data,' on page 23.

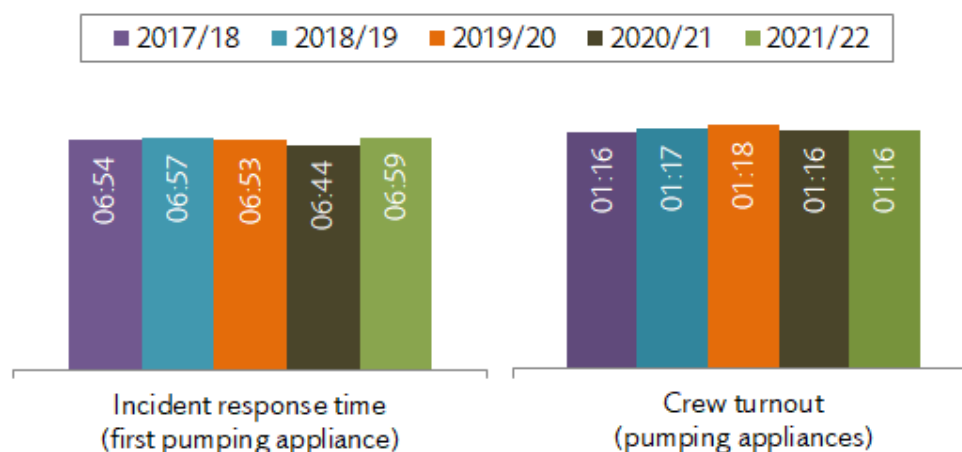
- In considering attendance time performance, it should be noted that 62 per cent of all incidents were attended by only one appliance; 30 per cent of incidents received two appliances, with just 8 per cent receiving three or more appliances. The data underpinning third appliance attendance time performance is, therefore, more limited than that for the first or second appliance.

Pumps attending incidents in 2021/22



Overall pumping appliance 'incident' response time and crew turn-out time

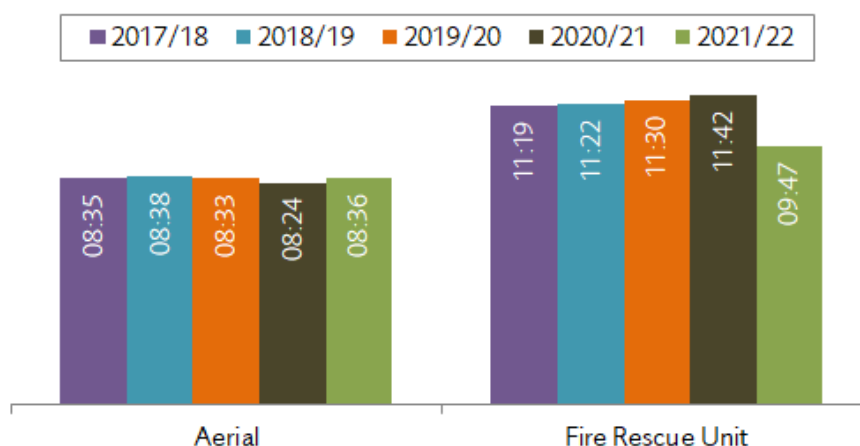
- The overall **incident response time** (from time of call to arrival of first appliance) in 2021/22, at 6m:59s, was 15 seconds slower than the previous year (2020/21). The London-wide performance is shown in the chart below. As the incident response time covers call handling, the equivalent performance target (for a first appliance) would be an average 6m:53s (1m:40s call handling plus six-minute attendance). Details of the overall **incident response time** between answering the 999-call answer and arrival of the first pumping appliance at incident scene are published for in annexes 1A (borough) and 2A (ward).
- Crew turn-out** performance, at 1m:16s, was slightly faster than in previous years. The crew turn-out time is part of the first, second and third appliance response times (which are measured from the time of mobilisation to arrival at the incident address). Data on pumping appliance crew turnout performance is available by borough in annex 1A; as this data is for station watch performance, it is not available at ward level.



Note: crew turnout time not to same scale.

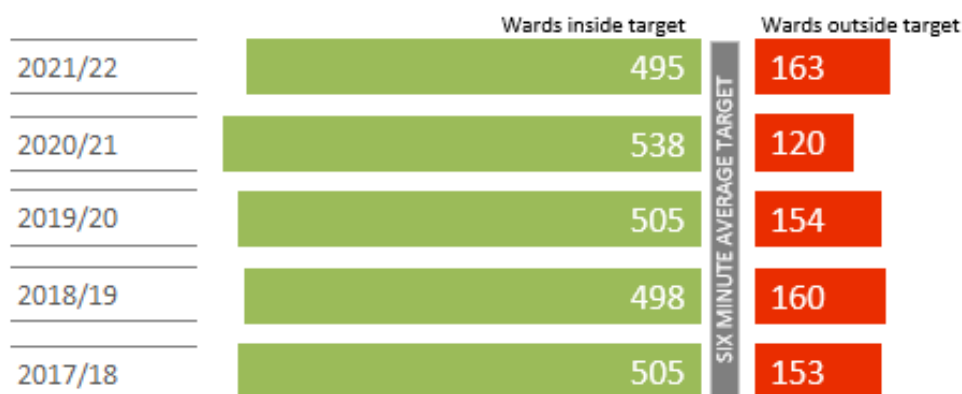
Special appliances

- Data for special appliance average response times – for fire rescue units (FRUs) and aerial appliances – is shown in the chart below for five years up to 2021/22. Data for borough and ward performance is shown in annex 1B and annex 2A respectively.
- London-wide, average **aerial appliance** response times were 8m:36s in 2021/22. This is time is some 12 second slower than the year before (8m:24s). There is no attendance standard for aerial appliances. There were no changes made to the number or deployment of aerial appliances in LSP5 or over the five years for which data is displayed. Performance is relatively consistent over the five years.
- London-wide, average **fire rescue unit** response times were 09m:47s in 2021/22, this is faster than the year before, and 1m:35s faster than the five year average. The LSP5 reduced the number of Fire Rescue Units from 16 to 14 (i.e., two fewer). There is no attendance standard for fire rescue units.

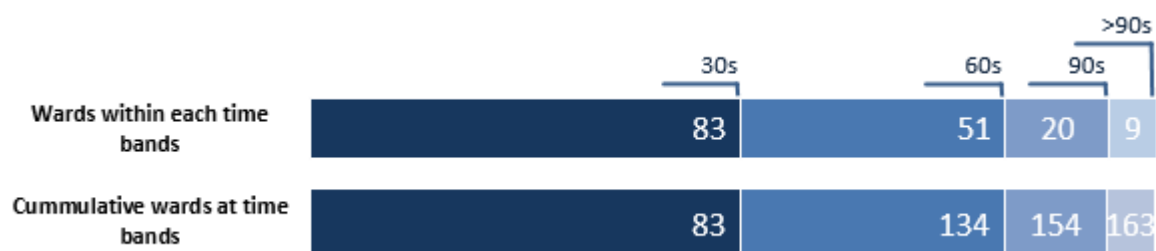


Ward pumping appliance attendance times

- Ward data for first and second pumping appliance attendance times is in annex 2A. LFB does not undertake to meet its attendance standard at ward level.
- 75 per cent of wards in 2021/22 had a **first appliance** within the average six-minute target (it was 82 per cent in the previous year, 2020/21). Comparing performance in 2021/22 with 2017/18, there were 10 fewer wards outside target in the most recent year (2021/22).



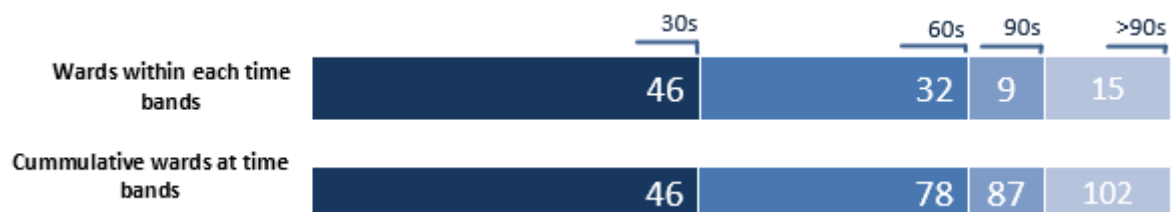
- Performance for **first appliance** comparing 2021/22 with 2017/18 shows fewer wards outside the target. Of the 163 wards outside the first appliance average six-minute target in 2020/21, 83 wards were within 30 seconds or less of the target with 80 wards more than 30 seconds outside the target. The chart below shows wards outside the target within four time bands to show how far they were away from the target, together with the cumulative number of wards at each time band.



- Performance for second appliance comparing 2021/22 against 2017/18 shows the most wards outside the target in the most recent year, compared to five years earlier and 85 per cent of wards were within the average eight minute second appliance target.

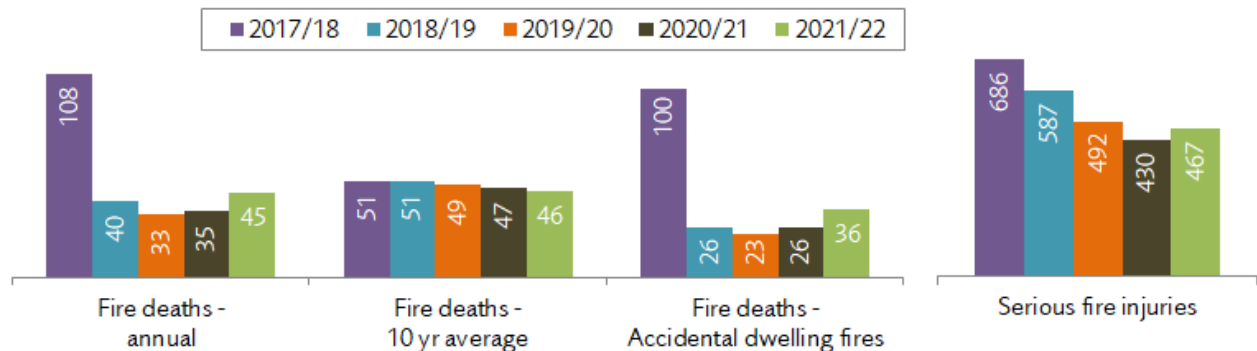


- Of the 102 wards outside the second appliance average eight minute target in 2021/22, 46 wards were within 30 seconds of the target, and 56 wards more than 30 seconds outside the target. The chart below shows wards outside the target within four time bands, to show how far they were away from the target, together with the cumulative number of wards at each time band.



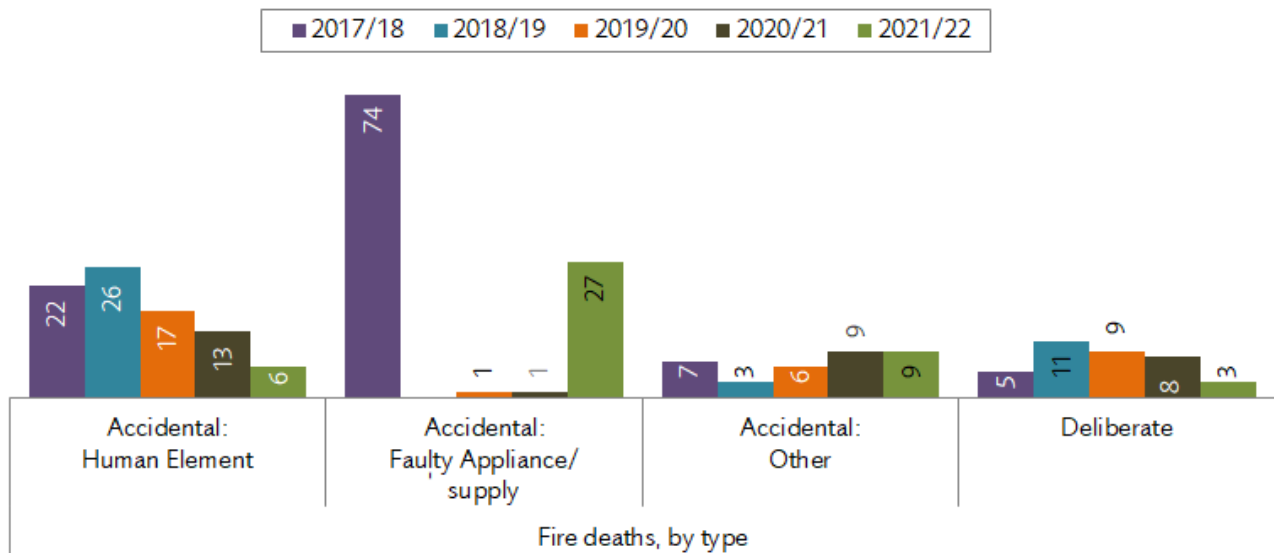
Fire casualties (fatal and non-fatal)

- Data about fire casualties is available in annexes 1D (borough) and 2B (ward) respectively. The number of fire deaths at borough and ward level is generally very small, so there are always limitations on the statistical conclusions that can reliably be drawn from these datasets.
- The chart below shows the numbers of fire casualties (fatal and non-fatal) for the five years to 2021/22. There was an upturn in all casualties in 2017/18 as a result of the Grenfell Tower fire. The 10-year average for all fire deaths is also impacted by the number of fatalities from the Grenfell Tower fire.



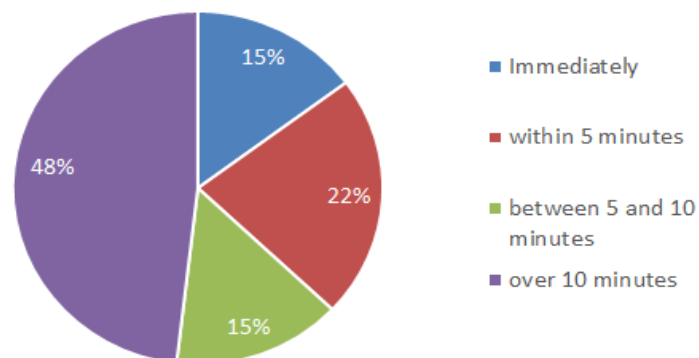
Note: serious fire injuries not to same scale.

- In relation to the increase of fire deaths relating to accidental dwelling fires over the previous year, there were two incidents both of which had four fatalities each at the end of 2021 – one in November 21 and one in December 21. These are unusual events and these two incidents in themselves are enough to impact the fire fatality rate over the previous year.
- There are different **types of fire death**. Some are result of deliberate acts (which will include deliberate fire-setting (arson), suicide, or homicide), and some are accidental. Of the accidental fire deaths, the cause of the fire can be the result of faulty equipment or supply or have a human cause (e.g., careless disposal of a cigarette, clothing too close to a heat source). The fire deaths due to a human cause – and where the Brigade's community safety activity has most impact – were lower in 2021/22 than any other year shown. The 74 fire deaths in 2017/18 due to fires of "faulty appliance/supply" include the deaths at the Grenfell Tower fire.



Note: The 'Accidental: other' category includes fire deaths where the cause was not known or is still under investigation.
The bar showing the 74 deaths in 2018 due to 'Accidental: faulty appliance/supply' has been truncated.

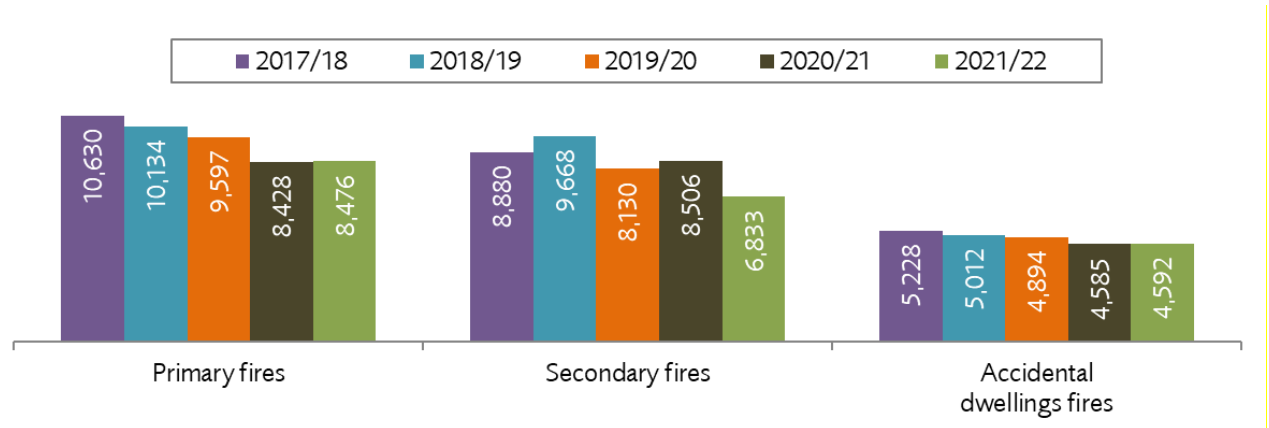
- One factor that is key to whether a person is injured or dies in a fire, is the **delay in discovering the fire and calling LFB**. The chart below shows the estimated delay between ignition of the fire and calling LFB, based on the work of crews and fire investigators. The five-year average to 2021/22 shows that 63 per cent of cases there was a delay of five minutes or more in calling the Brigade (data is not available for 20 per cent of fatalities).



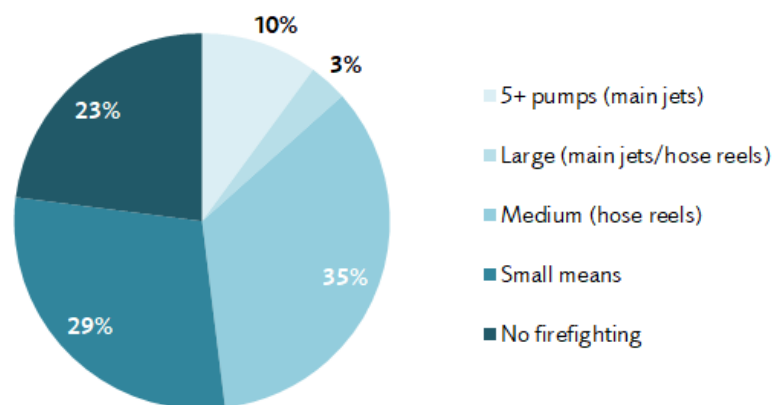
Note: Typically, across the five years displayed, this data is not available for about 20 per cent of fire deaths.

Fires

- Borough and ward data for all fires, primary (more serious) fires, accidental dwellings fires, and fires in care homes/sheltered housing, are in annexes 1C and 2B respectively.
- London-wide, the number of **primary fires**, which includes **accidental dwelling fires**, have remained similar to 2020/21 figures. The number of **secondary fires** were the lowest in 2021/22, compared to the previous five years; the numbers tend to fluctuate as open land and grass fires in summer months are a significant proportion of these fires and are higher in years which have warmer/drier summer periods like 2018/19.

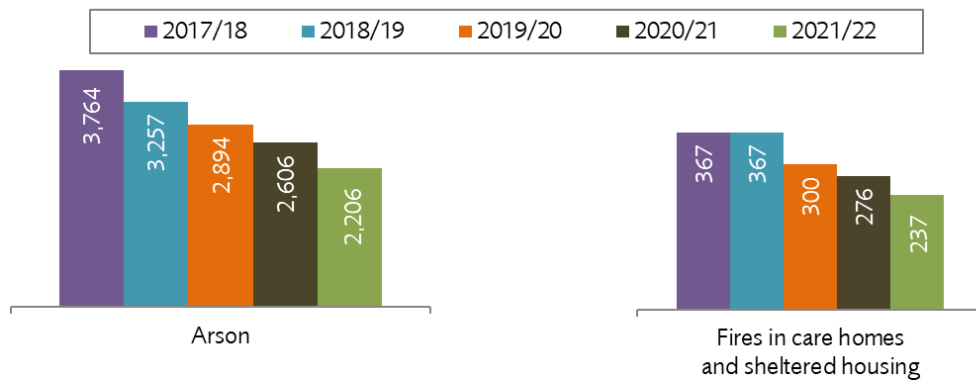


- The total numbers of **primary fires** include incidents of different types; some will require no firefighting whilst others will require the attendance of a large number of fire engines. In 2021/22, over 50 per cent of primary fires either required no firefighting or 'small means' (23 per cent), e.g., stamping out, bucket of water. Only 13 per cent of fires were attended by five or more fire engines³, or were larger fires (the use of main jets/hose reels).



³ Note: the number of incidents attended by five or more fire engines includes those high-rise incidents which received an initial standard attendance of five fire engines; some of these incidents will not be significant or larger fires and would otherwise be categorised as medium or small fires or would have required no firefighting.

- **Deliberate fires** (i.e., potential 'arson') have continued to fall and the number in 2021/22 is the lowest for the five years displayed, and some 41 per cent lower than in 2017/18.
- In the LSP5, LFB was concerned by the number of older people who are harmed or killed by **fires in care homes/sheltered housing** where they should be safe. We introduced a headline target (which is continued in the current London Safety Plan 2017) focusing on reducing the fires in care homes and sheltered housing. The numbers of these fires in these places has largely been reducing, with the number in 2021/22 some 23 per cent lower than the five year average.

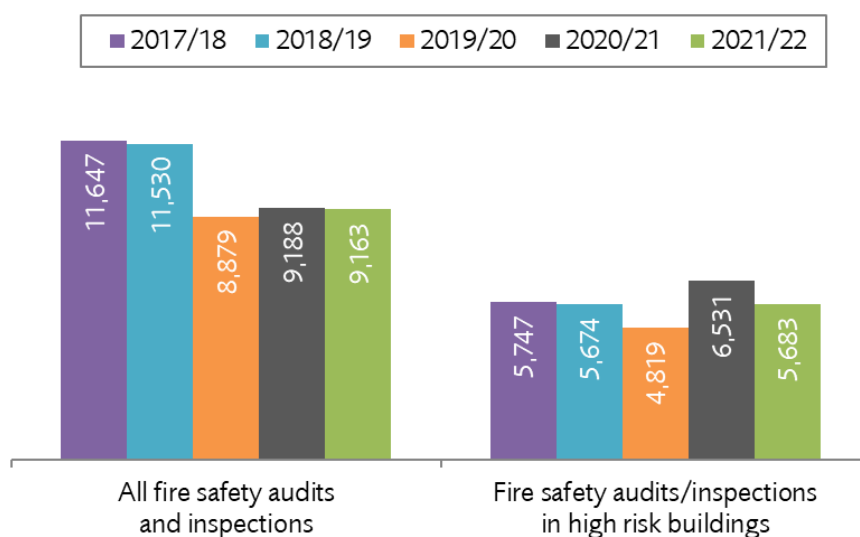


Note: Arson and fires in care homes not to same scale.

Fire safety

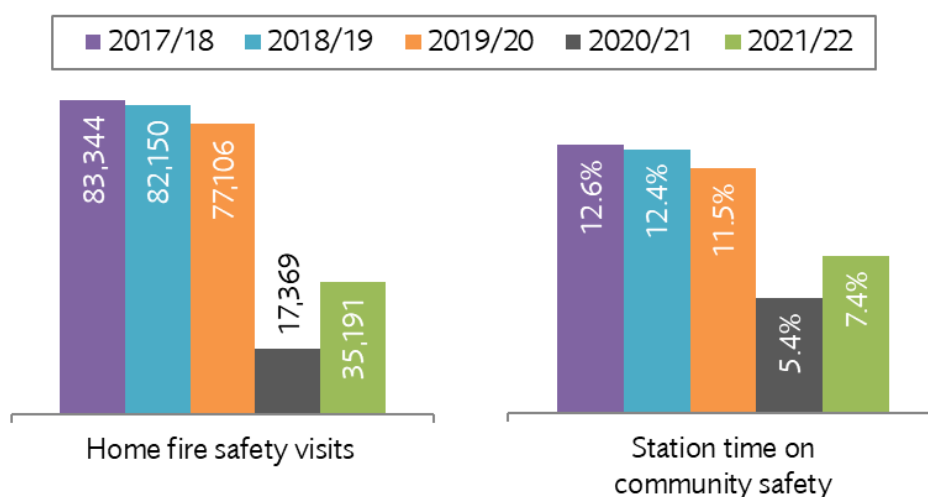
Regulatory fire safety

- Data on **all fire safety inspections/audits** and for **inspection/audits to high-risk premises** and this data is provided at borough level only (annex 1E). London-wide data for the past five years, including 2021/22, is set out in the chart below. There is no direct relationship between the stations and pumping appliance reductions in LSP5 and the volume of regulatory fire safety work undertaken, as this is currently carried out by specialist non-station-based staff.
- The numbers of **fire safety audits/inspections** have fallen in recent years, particularly since the Grenfell Tower fire after June 2017, as new risk-based audit and inspection priorities have been introduced. Although recently these have both started to increase again.



Community safety

- Data for the numbers of **home fire safety visits** (HFSVs) carried out (mainly by fire station staff) and time spent on community safety activity by fire station staff is available by borough in annex 1E. The London-wide data for the last five years is in the chart below, and lower numbers in 2020/21 are due to reduced activity due to COVID-19 restrictions.
- Data for the proportion of **time spent on community safety by station-based staff** is published at borough level only in annex 1E. The London-wide data for the last five years is in the chart below. The proportion of time spent on community safety activities (including home fire safety visits) by fire station staff has largely been consistent over the five-year period, although fell significantly in 2020/21. Some of the reduced levels of activity in 2020/21 can be attributed to COVID-19 restrictions from March 2020.



Notes: HFSVs and 'station time' not to same scale.

LFB performance compared to all English fire and rescue services

This review of statistics for the year 2020/21 (year ending March 2021) for fire and rescue services (FRSs) in England is published by the Home Office⁴. The results for England (with London added using LFB statistics⁵ in italics) show:

Incidents attended by the fire and rescue service

518,263 incidents were attended by FRSs. This was a seven per cent decrease compared with the previous year (558,013), a two per cent decrease compared with five years ago (529,674) and a 20 per cent decrease compared with ten years ago (647,362). The decrease in incidents attended this year compared with last year was driven by decreases in all three main incident types (fires, non-fire incidents and fire false alarms) with some elements affected by the restrictions on life imposed throughout year ending March 2021 in response to the COVID-19 pandemic.

- *LFB attended 96,702 incidents in 2020/21. This was an eight per cent decrease compared with the previous year (105,552), an eight per cent decrease compared with five years ago (104,741) and a 17 per cent decrease compared with ten years ago (115,976).*

Fires

FRSs attended 151,086 fires. This was two per cent decrease compared with the previous year (154,180) and a 34 per cent decrease compared with ten years ago (228,412 in 2010/11). There were 61,912 primary fires, a ten per cent decrease compared with the previous year (68,771); three categories of primary fires (dwelling fires, other buildings fires and vehicle fires) showed decreases over this time, only outdoor primary fires, the smallest category of primary fire, showed an increase over this time.

- *LFB attended 16,959 fires. This was four per cent decrease compared with the previous year (17,747) and a 37 per cent decrease compared with ten years ago (27,042 in 2011/12). There were 8,455 primary fires, a 12 per cent decrease compared with the previous year (9,619); three categories of primary fires (dwelling fires, other buildings fires and vehicle fires) showed decreases over this time, only outdoor primary fires, the smallest category of primary fire, showed an increase over this time.*

False alarms

FRSs attended 216,149 fire false alarms, a seven per cent decrease compared with the previous year (231,630), a one per cent increase compared with five years ago (214,411) and a 21 per cent decrease compared with ten years ago (272,179).

- *LFB attended 46,919 fire false alarms, an 11 per cent decrease compared with the previous year (52,695), a six per cent decrease compared with five years ago (49,744) and a 13 per cent decrease compared with ten years ago (54,198).*

⁴ Fire and rescue incident statistics: England, year ending March 2021. 12 August 2021 ([Home Office](#))

⁵ Fire Statistics Data Tables ([Home Office Data Tables](#))

Non-fire incidents (special services)

When LFB responds to incidents where there is no immediate threat to life or imminent risk of injury, these are known as special services. These incidents vary in nature and range from the rescue of pets to assisting with persons stuck in lifts.

FRSs attended 151,028 non-fire incidents, a 12 per cent decrease compared with the previous year (172,203) and a one per cent decrease compared with five years ago (152,987).

- *LFB attended 32,824 non-fire incidents, a seven per cent decrease compared with the previous year (35,110) and a five per cent decrease compared with five years ago (34,727).*

Fire-related fatalities

There were 240 fire-related fatalities compared with 245 in the previous year (a decrease of 2%), the lowest financial year figure since comparable data became available in year ending March 1982 and the number of fatalities has been at historically low levels in recent years. There were 186 fire-related fatalities in dwelling fires, compared with 200 in the previous year (a decrease of 7%).

- *There were 34 fire-related fatalities compared with 33 in the previous year (an increase of 3%), There were 33 fire-related fatalities in dwelling fires, compared with 28 in the previous year (an increase of 18%).*

Fire-related non-fatal casualties

There were 6,347 non-fatal casualties, an eight per cent decrease compared with the 6,910 in the previous year. The lowest number of non-fatal casualties since year ending March 1982. There has been a 17 per cent decrease compared with the 7,672 non-fatal casualties five years ago and a 32 per cent decrease compared with 9,397 ten years ago.

- *There were 827 non-fatal casualties, a nine per cent decrease compared with the 904 in the previous year. The lowest number of non-fatal casualties since year ending March 1982. There has been an 18 per cent decrease compared with the 1,011 non-fatal casualties five years ago and a 39 per cent decrease compared with 1,354 ten years ago.*

Notes on data

Correction to data for earlier years

This document includes some minor corrections to some data for years before 2021/22 published to support earlier versions of the Statement of Assurance. These are minor corrections and do not materially impact on any conclusions to be drawn from the data.

Attendance time calculation

Fire engine response times

The way in which fire engine response times are calculated is described in the document **Fire Facts – Incident Response Times 2021** available on the LFB web site. In line with LSP2017, the calculation has been varied to provide greater accuracy in terms of performance. The method of calculation as described previously is set out below.

Attendance times for fire engines are measured from (a) the time an appliance is mobilised to (b) the time the appliance arrives at the incident scene. No special appliances (e.g., aerial appliances, fire rescue units) currently have published attendance times. The standard applies London-wide to any type of emergency incident.

The following criteria are used to calculate published attendance time performance:

- Arrival times for all pumping appliances regardless of location of the appliance at time of mobilisation and will include appliances from other station grounds.
- First appliance and second appliance is determined by the order of arrival at the incident, i.e., the first appliance will be the first to arrive not necessarily the first to be mobilised.
- Mobilisations included in the calculation are for:
 - Incidents in London only.
 - London pumping appliances only; pumping appliances from neighbouring brigades that attend in London are not included.

- Appliances on any mobilised attendance, including running calls, incident upgrades, additional mobilisations.
- Mobilisations where a time value is present in the data; sometimes 'time arrived' is missing due to a failure (human or technical) to record the time.
- Mobilisations are excluded where:
 - The incident is a 'shut in lift' release not attended as an emergency (i.e., not on 'blue light').
 - The calculated attendance time is greater than 20 minutes (because this generally reflects a failure (human or technical) to record a time of arrival in a timely manner).
 - The mobilisation is to a batch mobilised flooding call.
 - The mobilisation was a relief appliance for an appliance mobilised as part of the initial or upgraded attendance.
 - The attending crew has added a delay code for: 'arrival time incorrect', 'did not arrive', 'returned by stop', or attendance at 'non-emergency road speed'.

Special appliance response times

The performance calculation for special appliance response times follows the same methodology as that for fire engine response times (as set out above), except that instead of excluding times greater than 20 minutes, the exclusion is set at 40 minutes given the expected longer arrival times for special appliances.

Second and third appliance average attendance performance

Data for average **third appliance response times** is provided by ward (in annex 2A). There is no target attendance time for third appliance. In this ward data there are some cases where the third appliance response is shown with a faster time than the second appliance response. This is a function of maths. Take an example of six incidents in one ward. For each incident, the times are consistent with first faster than second and second faster than third. But when they are averaged, you get a third appliance average response time faster than second appliance, as follows:

	First	Second	Third
Incident 1	05:02	07:54	
Incident 2	06:32	07:21	
Incident 3	04:45	06:23	07:04
Incident 4	05:22		
Incident 5	03:13	06:48	06:57
Incident 6	05:37	10:02	
Average	05:05	07:41	07:00

Methodological difficulties working at ward level

Ward level data is provided at the request of former LFEPA Members to assist with an assessment of the impact of the changes to fire stations and pumping appliances arising from the LSP5 (and after). As outlined in earlier documents, during LSP5 consultation and in the Statement of Assurance 2013/14 onwards, some caution is needed in interpreting ward level data.

To summarise:

high level of variability in ward demand and ward response performance year-on-year. 657

- In 2021/22, just over one quarter (25 per cent) of wards had fewer than two incidents a week (171 wards). Also, as outlined earlier, in 2021/22, nearly two thirds (62 per cent) of all incidents are attended by only one appliance. The small

number of incidents receiving more than one appliance means that ward response times, particularly where a second or third appliance are mobilised, are subject to considerable variability year-on-year. Some of the data shown for an individual ward will reflect what happened on a single occasion. In other wards it will reflect the average of what happened across a range up to 100 incidents.

- **changes to wards in three boroughs:**

Wards in three boroughs changed on 22 May 2014 in Hackney, Kensington and Chelsea and Tower Hamlets. There were also changes to wards on 3 May 2018 in Bexley, Croydon, Southwark, and Redbridge. There were 657 wards in 2018/19, and data for this report is consistently based on the wards as they were after May 2018 even for periods before the change. It is not, therefore, possible to make a direct comparison with ward data published in this document and the data published during LSP5 consultation.

- **temporary changes due to station rebuild programmes:**

Several boroughs and wards in 2014/15 and 2015/16 were directly impacted by temporary station closures and the temporary removal or displacement of pumping appliances due to a station rebuilding programme. Those stations which were closed for all or part of these years, will have had a temporary impact on ward attendance times in the area. For example, during 2015/16, six stations were closed at various points during the year⁶.

⁶ Dagenham, Dockhead, Leytonstone, Plaistow, Purley, and Shadwell.

Annex 1 | Borough data

Annex 1A – First, second and third pumping appliances attendance times.

Annex 1B – Special appliance (aerial and fire rescue unit) attendance times.

Annex 1C – Emergency calls, incidents attended, fires, primary fires, arson (all deliberate fires), accidental dwelling fires, fires in care homes and sheltered housing.

Annex 1D – Fire casualties (deaths and serious fire injuries).

Annex 1E – Fire safety – regulatory fire safety audits/inspections in premises not previously visited and in high risk premises, station time on community safety and home fire safety visits.

Annex 1A | First, second and third pumping appliances attendance times – borough data

	First pumping appliance					Second pumping appliance					Third pumping appliance					Overall incident response time (from call answer to arrival of first pumping appliance)					Crew turnout time (pumping appliances)				
Borough	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2016/17	2017/18	2018/19	2019/20	2020/21
Barking and Dagenham	05:33	05:47	05:36	05:29	05:42	06:39	06:35	06:32	06:23	06:49	08:23	08:18	08:09	07:30	07:36	06:01	06:06	06:05	05:52	06:11	01:23	01:25	01:26	01:25	01:20
Barnet	05:49	05:44	05:37	05:22	05:46	07:07	07:04	07:03	06:40	07:23	08:29	08:35	08:39	07:55	08:49	07:07	07:08	07:07	07:05	07:42	01:19	01:20	01:19	01:17	01:19
Bexley	05:36	05:42	05:43	05:35	05:36	07:17	07:12	07:22	06:58	07:23	09:52	10:06	09:47	08:41	09:31	07:15	07:35	07:19	07:17	07:32	01:09	01:11	01:16	01:13	01:15
Brent	05:45	05:38	05:44	05:27	05:48	06:57	07:01	07:02	06:38	07:08	08:08	08:23	08:18	07:46	08:17	06:48	06:46	06:50	06:19	06:41	01:18	01:20	01:25	01:19	01:17
Bromley	05:50	06:03	05:53	05:47	05:50	07:12	07:25	07:18	07:02	07:31	09:43	09:36	09:04	08:46	09:00	06:51	06:58	06:49	06:43	07:02	01:24	01:27	01:29	01:27	01:26
Camden	04:54	04:55	04:56	04:40	04:58	06:02	05:58	06:01	05:46	06:15	07:17	07:04	07:02	06:36	06:58	07:34	07:48	07:20	07:06	07:41	01:15	01:16	01:18	01:13	01:13
City of London	04:55	04:47	04:51	04:32	04:31	06:09	06:01	05:33	05:37	05:39	06:54	06:47	06:33	06:05	06:27	12:36	13:04	13:31	13:13	13:35	01:16	01:24	01:24	01:16	01:12
Croydon	05:09	05:15	05:10	05:00	05:04	06:31	06:35	06:24	06:07	06:40	07:55	08:08	08:06	07:18	07:48	07:02	06:59	07:07	06:52	07:13	01:16	01:21	01:21	01:16	01:15
Ealing	05:23	05:22	05:21	05:06	05:23	07:03	07:00	06:55	06:32	07:08	08:25	08:44	08:05	07:44	08:13	06:57	07:00	06:47	06:46	07:02	01:17	01:18	01:18	01:19	01:17
Enfield	05:59	06:00	05:56	05:30	05:50	07:22	07:26	07:16	06:55	07:31	09:10	08:42	08:46	08:26	08:32	07:19	07:06	07:14	06:57	07:24	01:18	01:19	01:21	01:17	01:16
Greenwich	05:13	05:18	05:18	05:01	05:12	06:35	06:25	06:31	06:06	06:22	08:00	07:55	07:51	07:28	08:02	06:43	06:43	06:35	06:30	06:47	01:16	01:20	01:21	01:19	01:15
Hackney	04:52	04:49	04:49	04:43	04:56	05:53	05:50	05:52	05:36	06:19	07:23	07:02	06:51	06:49	07:18	07:06	07:05	06:59	06:48	07:02	01:25	01:17	01:19	01:19	01:20
Hammersmith and Fulham	04:50	04:46	04:53	04:42	04:52	06:05	06:02	06:04	05:35	06:00	06:55	06:51	07:12	06:39	07:06	07:02	07:27	07:05	06:57	07:10	01:21	01:17	01:17	01:12	01:12
Haringey	05:16	05:14	05:21	05:07	05:17	06:15	06:02	06:09	05:52	06:28	07:51	07:43	07:46	07:22	07:36	06:23	06:24	06:23	06:12	06:25	01:18	01:19	01:20	01:21	01:22
Harrow	05:45	05:30	05:40	05:19	05:43	07:03	07:13	07:06	06:55	07:30	08:49	08:07	08:27	07:57	08:05	06:45	07:27	07:15	07:04	07:22	01:07	01:06	01:09	01:07	01:07
Havering	05:47	05:51	05:53	05:43	05:53	07:55	07:49	07:50	07:35	08:01	09:40	09:02	08:52	08:04	09:38	06:27	06:13	06:15	06:14	06:30	01:09	01:16	01:15	01:10	01:09
Hillingdon	06:13	06:15	06:09	05:58	06:16	08:00	07:53	07:49	07:33	08:07	09:21	09:44	09:55	08:47	09:49	07:33	07:35	07:45	07:32	07:55	01:13	01:15	01:18	01:18	01:16
Hounslow	05:28	05:37	05:32	05:16	05:30	06:47	06:48	06:50	06:22	06:59	08:39	08:29	08:26	07:49	08:32	06:19	06:24	06:11	06:08	06:14	01:21	01:19	01:21	01:20	01:22
Islington	04:44	04:34	04:37	04:30	04:47	06:14	06:05	06:07	05:49	06:09	07:05	06:44	06:47	06:23	06:44	06:27	06:29	06:31	06:20	06:31	00:56	01:02	01:03	01:08	01:14
Kensington and Chelsea	04:24	04:27	04:25	04:12	04:24	05:53	05:47	05:49	05:30	05:51	06:51	06:39	06:52	06:14	06:50	06:31	06:32	06:31	06:21	06:48	01:17	01:18	01:16	01:15	01:14
Kingston upon Thames	05:22	05:44	05:23	05:14	05:29	07:28	07:37	07:23	07:00	07:28	08:17	08:30	07:57	08:09	08:13	06:53	06:45	06:57	06:43	06:52	01:07	01:10	01:13	01:10	01:10
Lambeth	04:39	04:41	04:34	04:26	04:36	05:31	05:24	05:19	05:06	05:42	06:44	06:45	06:34	06:20	06:33	07:12	07:22	07:24	07:09	07:27	01:20	01:20	01:21	01:13	01:16
Lewisham	04:53	04:48	04:46	04:49	04:57	06:35	06:29	06:33	06:26	06:33	07:16	06:56	06:57	06:51	07:06	06:31	06:35	06:32	06:22	06:36	01:11	01:12	01:14	01:16	01:16
Merton	05:19	05:06	05:18	05:04	05:11	07:14	07:06	07:13	06:59	07:04	09:08	09:00	09:37	08:00	08:54	06:31	06:26	06:33	06:08	06:23	01:08	01:10	01:14	01:15	01:16
Newham	05:11	05:09	05:03	04:57	05:08	06:53	06:47	06:41	06:28	06:40	07:46	07:50	07:32	07:29	07:35	07:01	07:06	07:05	06:55	07:01	01:10	01:14	01:18	01:21	01:21
Redbridge	05:30	05:39	05:38	05:19	05:41	07:10	07:15	07:13	06:48	07:22	09:01	08:58	08:47	08:19	08:50	06:33	06:31	06:33	06:28	06:43	01:12	01:06	01:10	01:08	01:14
Richmond upon Thames	05:26	05:26	05:32	05:18	05:38	07:07	07:06	07:11	06:40	07:23	08:54	08:46	09:11	08:41	08:34	07:47	07:54	07:39	07:19	07:33	01:10	01:12	01:13	01:15	01:19
Southwark	04:48	04:51	04:47	04:34	04:45	06:01	06:04	06:01	05:39	05:55	06:54	06:54	06:57	06:30	06:47	07:26	07:23	07:27	07:12	07:31	01:17	01:16	01:15	01:12	01:09
Sutton	05:28	05:26	05:34	05:22	05:24	06:38	07:06	06:59	06:34	07:02	07:46	08:38	08:19	07:52	08:07	06:29	06:36	06:30	06:29	06:25	01:14	01:21	01:24	01:20	01:16
Tower Hamlets	04:36	04:37	04:33	04:24	04:34	06:11	06:10	06:02	05:39	06:00	07:04	07:00	06:50	06:32	06:55	07:34	07:46	07:36	07:32	07:47	01:14	01:11	01:12	01:11	01:13
Waltham Forest	04:57	05:03	04:53	04:42	04:58	06:42	06:39	06:28	06:17	06:40	08:29	08:15	07:31	07:24	07:47	06:31	06:25	06:21	06:29	06:35	01:09	01:13	01:20	01:17	01:16
Wandsworth	04:49	04:50	04:52	04:42	05:01	06:25	06:25	06:20	06:08	06:23	07:41	07:22	07:13	07:09	07:22	08:05	08:01	07:58	07:44	07:58	01:10	01:14	01:15	01:15	01:17
Westminster	05:12	05:08	05:11	04:41	05:03	05:55	05:47	05:56	05:25	06:01	07:17	07:00	07:08	06:18	06:55	07:06	07:06	07:13	07:02	07:27	01:25	01:23	01:25	01:22	01:23
	05:13	05:13	05:12	04:59	05:12	06:34	06:32	06:30	06:11	06:38	07:46	07:40	07:36	07:05	07:28	06:55	06:58	06:55	06:45	07:00	01:15	01:16	01:18	01:16	01:16
	Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021					Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021					Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021					Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021. This measure is from the time the call is answered in Control to arrival of the first appliance; see section 6 of Fire Facts document.					Note: The 'crew turn out' time is from receipt of the message to mobilise and departure of the pumping appliance from the station. Data reflects the performance of stations in the borough (and is not related to incident location).				

Annex 1B | Special appliance (aerial and fire rescue unit) attendance times – borough data

	Fire rescue unit					Aerial appliance				
Borough	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
Barking and Dagenham	12:19	11:42	11:41	12:47	11:39	09:50	08:13	07:46	08:47	09:16
Barnet	14:32	15:43	15:58	15:34	14:25	16:45	16:13	16:25	16:05	15:11
Bexley	08:56	10:57	09:07	10:18	11:08	20:02	19:49	19:41	18:28	18:02
Brent	10:21	10:02	10:04	10:40	09:35	08:51	08:07	08:12	08:40	08:11
Bromley	14:22	13:48	15:05	14:30	14:06	12:12	13:22	12:29	13:34	12:13
Camden	09:33	10:10	08:22	09:47	07:07	07:26	07:20	06:58	07:12	07:11
City of London	09:31	11:52	13:00	12:39	09:19	09:52	08:56	09:25	09:12	08:36
Croydon	08:44	08:43	09:12	09:29	07:17	15:32	15:39	16:06	15:05	14:13
Ealing	12:33	11:17	12:23	12:50	12:25	13:13	13:21	13:24	12:23	12:11
Enfield	10:41	11:45	09:43	11:41	10:22	11:56	11:34	10:50	10:51	10:03
Greenwich	11:53	12:15	11:49	13:31	12:11	10:56	10:50	11:29	09:59	09:44
Hackney	09:27	10:15	11:05	10:10	08:22	11:09	10:53	11:00	10:07	10:29
Hammersmith and Fulham	12:28	12:07	12:19	12:26	09:16	10:00	10:35	10:22	10:20	10:32
Haringey	10:55	12:03	11:37	13:09	10:55	08:16	08:30	07:31	07:36	06:52
Harrow	12:46	12:13	12:56	13:37	14:13	12:14	12:14	11:38	12:23	09:41
Havering	17:43	19:20	16:29	19:01	18:57	09:50	09:06	10:16	10:58	09:05
Hillingdon	16:35	16:22	16:52	16:19	17:41	08:30	08:25	09:53	09:20	08:40
Hounslow	10:10	09:32	10:03	11:23	09:52	16:32	16:08	15:04	15:57	15:32
Islington	08:16	09:29	09:30	07:36	07:19	09:23	09:51	09:29	08:48	08:58
Kensington and Chelsea	08:45	09:02	09:45	08:08	08:24	09:02	08:49	08:49	08:32	08:44
Kingston upon Thames	14:49	13:51	14:15	13:57	15:04	14:00	14:18	12:23	14:08	13:15
Lambeth	11:43	12:20	11:22	11:17	10:10	07:22	07:32	07:13	07:06	07:07
Lewisham	10:30	10:40	09:39	11:11	08:42	06:39	06:59	06:48	06:33	06:32
Merton	11:21	08:45	10:52	09:45	09:42	06:08	06:59	05:32	07:29	07:20
Newham	10:33	09:59	10:56	10:34	08:36	17:47	16:57	17:12	16:24	15:44
Redbridge	12:28	12:44	13:32	13:24	14:09	13:22	12:17	12:49	12:28	13:21
Richmond upon Thames	14:10	12:25	15:10	14:14	14:05	16:05	16:14	19:42	14:42	14:29
Southwark	12:24	12:22	12:24	12:12	11:32	06:52	06:51	06:52	06:55	06:58
Sutton	11:54	12:10	11:13	11:49	10:00	11:54	12:06	11:01	11:58	11:32
Tower Hamlets	09:08	09:36	09:22	09:03	08:46	12:37	12:40	13:14	12:22	12:56
Waltham Forest	12:43	13:38	14:16	15:39	12:47	13:19	12:12	11:36	10:53	10:21
Wandsworth	09:45	09:59	10:00	08:54	09:12	08:20	08:00	08:36	08:23	08:22
Westminster	08:57	09:27	09:30	10:00	07:10	06:21	06:15	06:06	05:45	06:09
	11:19	11:28	11:30	11:42	09:46	08:35	08:37	08:33	08:24	08:34
Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021 with a cut-off of 40 minutes						Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021 with a cut-off of 40 minutes				

Annex 1C | Incidents attended and fires – borough data

Incidents						Fires					Primary fires					Arson (deliberate fires)					Accidental dwelling fires					Fires in sheltered housing and care homes				
Borough	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
Barking and Dagenham	2,254	2,106	1,974	1,930	2,118	584	503	473	441	422	287	259	242	198	196	166	83	96	75	82	125	115	118	90	85	11	3	3	5	1
Barnet	3,609	3,521	3,436	3,357	4,173	668	747	612	619	592	402	414	367	306	350	89	115	93	98	93	209	224	201	164	183	13	20	15	12	8
Bexley	2,294	2,296	2,256	2,042	2,446	578	621	515	560	435	284	262	243	229	194	168	144	141	113	87	109	98	101	92	91	8	13	16	6	6
Brent	3,329	3,347	3,205	3,030	3,733	637	667	659	669	511	371	368	347	314	282	92	78	93	107	61	204	197	169	174	164	11	10	9	5	5
Bromley	2,917	3,006	3,126	2,790	3,354	715	728	641	653	609	363	314	322	296	284	248	199	163	147	132	138	132	132	141	142	16	12	12	11	5
Camden	4,995	4,896	4,921	4,049	5,126	562	577	492	400	474	340	339	304	239	267	61	51	44	47	58	176	180	155	145	150	8	13	4	4	6
City of London	1,275	1,271	1,277	796	1,041	82	93	70	48	51	55	62	53	39	40	2	2	3	3	1	4	4	3	9	3	0	0	0	0	0
Croydon	3,746	4,000	4,119	4,109	4,785	803	799	690	767	641	495	453	425	422	367	152	145	110	112	90	279	233	226	226	214	24	18	19	21	9
Ealing	3,509	3,496	3,601	3,314	3,786	720	714	682	716	524	390	342	360	302	289	134	120	105	127	50	192	152	182	159	171	16	12	4	10	5
Enfield	3,277	3,293	3,136	3,124	3,424	719	755	618	673	650	410	379	313	308	334	170	137	126	109	107	188	172	161	157	157	10	18	6	15	5
Greenwich	3,136	3,279	3,193	2,870	3,413	681	816	745	652	613	374	414	393	321	323	134	160	130	94	115	182	190	201	170	157	7	16	13	5	14
Hackney	4,041	3,957	4,147	3,876	4,643	688	587	562	552	480	400	336	310	315	300	113	88	94	60	55	241	201	198	210	175	18	17	7	9	11
Hammersmith and Fulham	2,772	2,865	2,883	2,672	3,596	334	342	337	297	275	220	212	228	196	186	40	32	47	37	38	123	139	136	109	108	11	13	9	8	6
Haringey	3,117	2,911	3,104	3,285	3,301	673	608	615	542	446	328	310	297	277	271	121	103	87	86	46	173	182	151	168	168	10	16	10	12	12
Harrow	1,870	1,884	1,746	1,690	1,983	408	391	332	377	287	220	190	171	157	152	57	51	45	36	33	120	97	79	94	85	7	9	6	2	7
Havering	2,227	2,269	2,092	2,181	2,589	591	628	514	500	493	268	284	260	227	237	217	188	122	94	87	94	109	105	98	97	13	11	8	8	3
Hillingdon	3,095	3,213	3,356	3,042	3,403	791	843	758	635	584	460	393	409	296	322	173	165	140	132	93	150	135	125	113	129	14	7	9	5	9
Hounslow	2,635	2,807	2,831	2,676	3,026	639	762	681	664	538	324	343	344	266	275	134	122	135	124	95	140	148	149	113	145	18	5	9	9	8
Islington	3,407	3,475	3,353	3,097	3,775	525	487	428	377	402	303	282	248	224	255	66	60	54	28	60	186	164	144	146	144	7	5	7	7	5
Kensington and Chelsea	3,399	3,339	3,573	3,126	4,052	317	259	261	250	239	241	190	200	173	167	15	20	19	22	12	156	113	134	124	116	8	12	5	7	7
Kingston upon Thames	1,594	1,521	1,467	1,255	1,376	311	314	271	218	197	156	163	149	131	116	75	36	28	23	26	68	80	85	74	59	4	9	6	7	3
Lambeth	4,234	4,137	4,299	4,095	4,938	690	664	569	573	528	384	359	312	300	311	111	101	61	47	48	226	200	188	198	199	18	17	10	8	11
Lewisham	3,596	3,817	3,760	3,528	4,037	629	590	575	620	470	365	357	349	350	315	129	92	97	105	51	200	195	201	209	205	10	8	17	14	8
Merton	1,748	1,746	1,756	1,701	1,901	352	388	334	358	311	164	206	190	176	178	68	59	53	37	43	81	124	112	102	94	8	8	7	3	3
Newham	3,449	3,333	3,409	3,176	3,830	788	780	719	697	687	447	408	364	344	366	225	185	180	177	136	209	180	170	164	191	11	8	5	6	8
Redbridge	2,373	2,535	2,429	2,353	2,684	569	652	542	551	441	296	332	288	246	229	85	98	95	65	73	138	144	124	110	107	9	16	12	13	8
Richmond upon Thames	1,765	1,690	1,759	1,579	1,871	265	298	297	274	247	144	154	148	118	145	40	44	50	49	34	75	74	68	65	67	13	11	9	6	9
Southwark	4,715	4,646	4,626	4,304	4,983	760	725	595	602	675	436	405	330	347	355	93	96	60	52	81	247	239	203	237	214	14	7	11	14	12
Sutton	1,655	1,683	1,739	1,631	1,978	339	393	338	380	293	170	204	182	188	166	65	81	63	63	63	74	97	86	97	87	7	17	8	8	8
Tower Hamlets	4,402	4,343	4,473	4,010	4,974	840	794	704	673	654	423	381	350	329	345	271	205	172	147	109	205	193	193	181	213	7	11	6	6	9
Waltham Forest	2,879	2,977	3,013	2,776	3,152	667	814	745	665	495	270	295	338	261	254	82	112	93	94	55	138	144	174	135	150	8	11	14	10	7
Wandsworth	3,159	2,985	3,190	2,944	3,665	623	524	520	441	429	388	308	346	241	264	123	50	58	61	69	197	176	223	143	140	14	10	15	9	10
Westminster	8,240	8,199	8,427	6,497	7,941	988	963	853	522	636	452	416	414	305	347	45	39	37	35	24	181	181	197	168	182	14	4	9	11	9
	104,713	104,843	105,676	96,905	115,097	19,536	19,826	17,747	16,966	15,329	10,630	10,134	9,596	8,441	8,482	3,764	3,261	2,894	2,606	2,207	5,228	5,012	4,894	4,585	4,592	367	367	300	276	237
Note: All incidents attended in London.						Note: All fires (primary, secondary, chimney and late call) attended in London.					Note: All primary fires in London (including late calls). Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues, or fires attended by five or more appliances.					Note: All fires (primary, secondary, chimney and late call) where the motive is recorded by attending crew as 'deliberate'.					Note: A primary fire in a dwelling (including late call) with an accidental (or unknown) motive. A dwelling is a flat, maisonette or house/bugalow. Dwellings do not include non-self contained sheltered housing, or care/residential homes, hostels, etc.					Note: Data includes care and residential homes, and sheltered housing (both self-contained and not self-contained),				

Annex 1D | Fire casualties (deaths and serious fire injuries) – borough data

	Fire deaths (all)					Deaths in accidental fires in the home					Serious fire injuries				
Borough	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
Barking and Dagenham	0	2	1	1	0	0	0	0	0	0	14	15	6	13	8
Barnet	2	1	2	1	2	2	0	2	1	2	40	18	29	8	8
Bexley	0	0	1	1	4	0	0	1	1	4	9	12	8	15	15
Brent	1	1	2	4	1	0	1	0	2	1	37	15	16	28	17
Bromley	1	0	2	1	0	1	0	0	1	0	10	22	32	12	12
Camden	2	3	1	1	0	1	2	1	1	0	9	12	13	13	20
City of London	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
Croydon	0	1	0	1	3	0	1	0	1	3	25	31	35	18	32
Ealing	1	1	2	2	0	1	1	1	1	0	21	31	29	24	19
Enfield	2	4	0	1	2	1	2	0	1	1	21	22	14	9	13
Greenwich	0	2	1	4	0	0	1	1	1	0	13	20	15	21	22
Hackney	1	1	2	0	2	1	1	2	0	1	22	24	21	10	15
Hammersmith and Fulham	1	2	2	1	1	1	2	2	1	1	35	14	16	9	10
Haringey	3	3	0	1	3	2	3	0	1	3	20	20	12	15	9
Harrow	1	2	0	0	0	1	1	0	0	0	10	16	7	6	5
Havering	1	0	1	1	2	1	0	0	1	1	17	19	12	10	9
Hillingdon	2	0	0	0	0	2	0	0	0	0	23	18	10	14	14
Hounslow	0	2	2	0	0	0	2	2	0	0	19	22	14	20	14
Islington	1	1	1	2	1	1	0	0	2	1	23	25	18	11	18
Kensington and Chelsea	73	3	0	2	1	73	2	0	2	1	97	8	10	10	16
Kingston upon Thames	3	0	0	0	0	2	0	0	0	0	7	4	2	4	9
Lambeth	2	1	2	0	1	2	1	2	0	1	15	20	9	21	28
Lewisham	0	1	1	0	0	0	0	1	0	0	28	30	29	16	17
Merton	0	1	2	1	2	0	1	2	0	1	11	8	9	7	14
Newham	0	0	1	2	1	0	0	0	2	1	38	26	6	23	17
Redbridge	1	1	1	0	3	1	1	0	0	2	5	24	8	13	8
Richmond upon Thames	1	2	0	0	0	0	1	0	0	0	7	6	10	2	8
Southwark	0	0	2	1	1	0	0	2	1	1	20	22	14	14	20
Sutton	2	1	0	1	9	1	1	0	1	8	20	9	14	9	10
Tower Hamlets	1	0	1	1	1	1	0	1	1	1	18	16	17	11	26
Waltham Forest	2	3	0	1	1	2	1	0	1	1	10	17	16	11	7
Wandsworth	2	1	3	1	0	2	1	3	1	0	20	17	25	18	15
Westminster	2	0	0	3	4	1	0	0	2	1	21	23	16	15	12
	108	40	33	35	45	100	26	23	26	36	686	587	492	430	467
	Note: All deaths at fires where the cause was the fire or smoke.					Note: All deaths at an accidental fire in the home (dwelling) where the cause was the fire or smoke.					Note: Serious injuries at fires that required medical attention at hospital (either slight or serious, but excluding precautionary checks and first aid at scene).				

Annex 1E | Fire safety – regulatory and community fire safety – borough data

	All fire safety audits and inspections					Fire safety audits/inspections in high risk buildings					Home fire safety visits carried out by LFB staff					Station time on community safety (proportion of available time - per cent)				
Borough	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
Barking and Dagenham	204	301	221	214	208	89	105	104	137	140	2406	2275	2205	496	1175	11.0	10.4	11.0	7.7	9.9
Barnet	250	381	254	232	187	160	286	193	184	139	2918	3487	3268	480	937	14.4	13.6	12.1	4.9	6.4
Bexley	116	172	109	112	123	53	98	71	68	72	1928	2367	2194	489	1032	12.9	12.7	12.4	8.6	11.7
Brent	381	256	217	241	299	195	153	131	180	222	1792	1760	1542	415	673	10.5	9.1	9.3	4.0	5.5
Bromley	223	261	221	225	227	139	187	122	143	140	3126	3290	3125	520	1482	14.5	13.7	13.6	4.9	8.1
Camden	689	651	577	818	572	295	279	275	566	362	4186	2665	2581	545	846	10.7	10.6	10.7	4.3	4.5
City of London	436	434	259	70	120	40	41	22	21	16	573	547	520	36	180	11.2	11.5	12.4	4.6	6.4
Croydon	370	313	347	393	615	229	189	203	292	304	4162	4663	4567	1088	2252	12.7	13.4	12.9	5.3	7.5
Ealing	301	256	237	207	303	138	150	156	155	215	3253	3816	3493	624	1179	12.4	12.8	11.9	4.5	6.4
Enfield	242	255	237	79	98	158	157	181	55	48	2591	2689	2644	713	1320	10.6	10.9	10.4	5.5	7.4
Greenwich	235	211	245	369	267	134	135	177	317	173	4074	4240	3937	792	1946	13.7	13.1	12.1	5.9	10.2
Hackney	787	612	291	561	445	451	367	150	394	298	3142	3000	2837	690	1430	12.8	12.2	11.9	5.7	8.0
Hammersmith and Fulham	225	218	129	112	200	128	114	90	57	110	1787	1879	1638	429	919	12.6	14.3	12.7	7.0	8.5
Haringey	190	233	196	126	75	80	132	126	86	39	2567	2210	2308	441	771	10.7	10.5	10.3	5.2	6.9
Harrow	120	166	134	81	97	56	108	93	53	74	1485	1704	1594	287	510	15.0	14.7	12.9	5.5	7.8
Havering	256	375	434	494	360	111	119	168	400	266	2616	2458	2499	662	1267	15.7	16.2	14.8	8.1	9.6
Hillingdon	194	265	185	182	283	73	125	63	109	173	2226	2749	2589	483	937	12.9	13.0	9.8	4.4	6.2
Hounslow	185	256	132	241	345	99	167	95	195	275	2474	2381	2281	510	1000	11.4	10.1	9.5	3.6	5.9
Islington	612	555	226	497	345	244	253	107	323	243	1405	1674	1529	486	938	12.1	12.2	12.0	5.0	7.0
Kensington and Chelsea	309	289	214	138	196	195	184	129	77	97	2363	2195	1996	418	762	12.0	11.7	10.4	4.5	6.3
Kingston upon Thames	139	202	143	98	34	58	65	86	76	6	2138	2138	1897	362	750	14.8	14.5	12.6	5.8	9.0
Lambeth	395	433	234	221	141	197	251	144	151	74	4913	4531	4280	736	1167	14.0	14.2	11.4	4.2	5.3
Lewisham	218	191	164	190	264	154	135	97	152	184	2767	2194	2083	595	1369	12.0	11.7	11.3	5.7	8.0
Merton	141	198	162	108	64	50	92	82	69	37	1270	1526	1128	285	614	11.3	10.8	10.1	3.3	4.8
Newham	525	508	400	340	483	228	208	223	245	296	2121	1900	2031	575	886	11.3	11.0	10.5	5.4	6.6
Redbridge	284	411	330	280	211	109	170	163	203	118	2456	2739	2619	835	1703	14.2	15.4	14.3	11.7	13.9
Richmond upon Thames	156	241	143	79	34	63	110	92	61	5	1467	1516	1501	309	636	13.3	13.9	12.5	7.5	7.8
Southwark	278	201	215	323	502	168	98	119	268	384	2927	1771	1530	429	848	12.4	11.9	10.4	4.7	6.6
Sutton	161	147	171	198	130	108	98	123	165	87	1655	1779	1645	367	828	13.6	12.9	12.2	5.0	9.0
Tower Hamlets	1252	792	733	857	926	708	335	449	649	650	3137	3111	2718	493	1410	13.2	12.9	11.5	5.1	7.9
Waltham Forest	407	447	330	331	340	159	206	112	202	176	3271	3113	2857	661	1805	15.6	15.4	13.4	6.4	9.7
Wandsworth	351	290	215	206	137	199	161	151	153	81	2243	2090	1905	740	1156	12.3	10.5	10.0	4.7	6.9
Westminster	1013	1004	773	559	532	469	393	315	315	179	1905	1693	1569	388	461	8.2	8.1	8.3	3.1	3.0
	11645	11525	8878	9182	9163	5737	5671	4812	6521	5683	83344	82150	77110	17379	35189	12.6	12.4	11.5	5.4	7.4
	Note: Numbers may vary from those previously reported due to data being refreshed retrospectively.					Note: Numbers may vary from those previously reported due to data being refreshed retrospectively.					Note: These are home fire safety visits carried out by fire station crews, light duty staffs and CS practitioners. The numbers exclude any visits carried out by partners.					Note: The percentage of time is for the LFB management borough (i.e. Surbiton in Kingston). Lambeth station has been returned to Lambeth borough retrospectively.				

Annex 2 | Ward data

Annex 2A – Appliance attendance times: first, second and third pumping appliances, aerial appliances, fire rescue units.

Annex 2B – Incidents, fires, dwelling fires, fires in care homes and sheltered housing, fire deaths and serious fire injuries.

The annex 2 data is within the excel document named Annex 2 - Ward Data - 2021-22.

Annex 2A | Pumping and special appliance attendance times - ward data

[illegible]

Annex 2A | Pumping and special appliance attendance times - ward data

[illegible]

Annex 2A | Pumping and special appliance attendance times - ward data

Ward	Ward Code	First appliance										Second appliance										Third appliance										Fire rescue unit										Aerial appliance										Overall incident response time (call answer to arrival of first appliance)										First appliance										Second appliance										Third appliance										Incident																					
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	2048/49	2049/50	2050/51	2051/52	2052/53	2053/54	2054/55	2055/56	2056/57	2057/58	2058/59	2059/60	2060/61	2061/62	2062/63	2063/64	2064/65	2065/66	2066/67	2067/68	2068/69	2069/70	2070/71	2071/72	2072/73	2073/74	2074/75	2075/76	2076/77	2077/78	2078/79	2079/80	2080/81	2081/82	2082/83	2083/84	2084/85	2085/86	2086/87	2087/88	2088/89	2089/90	2090/91	2091/92	2092/93	2093/94	2094/95	2095/96	2096/97	2097/98	2098/99	2099/00	2100/01	2101/02	2102/03	2103/04	2104/05	2105/06	2106/07	2107/08	2108/09	2109/10	2110/11	2111/12	2112/13	2113/14	2114/15	2115/16	2116/17	2117/18	2118/19	2119/20	2120/21	2121/22	2122/23	2123/24	2124/25	2125/26	2126/27

Annex 2A | Pumping and special appliance attendance times - ward data

Borough	Ward	Ward Code	First appliance	Second appliance	Third appliance	Fire rescue unit	Aerial appliance	Overall incident response time (call answer to arrival of first appliance)	First appliance	Second appliance	Third appliance
			07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22	07/17/18 07/18/19 07/19/20 07/20/21 07/21/22
LAMBETH	OVAL	E0000426	04:41 04:35 04:36 04:39 04:43	05:16 05:16 05:15 05:14 05:15	05:59 05:53 06:35 05:29 05:38	07:07/18 07/18/19 07/19/20 07/20/21 07/21/22	07:07/18 07/18/19 07/19/20 07/20/21 07/21/22	19:02 09:36 11:03 10:48 09:30	06:37 06:14 06:20 06:26 06:25	08:04 07:54 08:29 06:45 07:16	09:41 10:58 13:12 10:32 10:43
LAMBETH	PRINCE'S	E0000427	03:58 04:11 04:11 04:00 04:04	04:58 05:03 04:11 04:44 05:18	06:55 07:07 06:38 06:07 06:07	09:03 08:41 11:58 09:33	09:03 08:41 11:58 09:33	07:51 05:54 05:51 05:46 05:37	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	ST LEONARDS	E0000428	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	ST JONKNEILL	E0000429	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	STREATHAM	E0000430	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	STREATHAM SOUTH	E0000431	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	STREATHAM WELLS	E0000432	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	THORNTON	E0000433	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	THURLOW PARK	E0000434	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	TULSE HILL	E0000435	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	VASSALL	E0000436	05:45 05:37 05:28 05:14 05:26	06:15 06:10 05:42 05:42 05:44	06:56 05:38 07:01 06:22 04:17	16:22 11:48 11:59 10:19 08:14	16:22 11:48 11:59 10:19 08:14	07:19 08:27 07:01 06:56 06:55	12:12 09:04 08:25 08:02 08:15	10:42 11:03 08:26 08:59 11:23	09:41 10:58 13:12 10:32 10:43
LAMBETH	WATERLOO & SOUTH BANK	E0000437	06:20 06:14 06:02 06:20 06:15	07:36 07:20 08:12 07:27 07:01	09:06 08:51 09:12 08:54 08:31	11:17 16:00 10:19 11:10 08:31	11:17 16:00 10:19 11:10 08:31	07:56 07:54 07:08 06:04 07:47	10:52 09:15 08:29 08:25 11:53	09:41 10:58 13:12 10:32 10:43	09:41 10:58 13:12 10:32 10:43
LEWISHAM	BELLINGHAM	E0000438	04:43 04:31 04:30 04:10 04:16	05:42 05:21 05:13 05:28 07:33	06:46 06:20 05:45 06:02	11:50 09:37 05:26 08:49 05:49	11:50 09				

Annex 2A | Pumping and special appliance attendance times - ward data

Borough	Ward	Ward Code	First appliance	Second appliance	Third appliance	Fire rescue unit	Aerial appliance	Overall incident response time (call answer to arrival of first appliance)
			2017/18 2018/19 2019/20 2020/21 2021/22	2017/18 2018/19 2019/20 2020/21 2021/22	2017/18 2018/19 2019/20 2020/21 2021/22	2017/18 2018/19 2019/20 2020/21 2021/22	2017/18 2018/19 2019/20 2020/21 2021/22	2017/18 2018/19 2019/20 2020/21 2021/22
SUTTON	SUTTON WEST	E0000567	04.49 04.41 05.10 04.18 04.30	05.21 06.39 06.25 05.10 04.30	05.21 06.39 06.25 05.10 04.30	05.21 06.39 06.25 05.10 04.30	05.21 06.39 06.25 05.10 04.30	
SUTTON	THE WYTHIE	E0000568	05.51 06.39 07.09 06.30 06.28	06.59 07.09 07.31 08.28 07.33	08.09 07.56 07.32 11.40 07.22			
SUTTON	WALTON NORTH	E0000569	04.04 03.51 03.44 04.11 04.09	07.44 06.35 06.30 06.29 07.09	09.55 06.14 07.49 08.17 05.36			
SUTTON	WALTON SOUTH	E0000570	04.41 04.06 04.38 04.11 04.12	07.37 06.51 07.29 06.39 07.13	09.43 06.58 08.01 06.51 10.39			
SUTTON	WANDLE VALLEY	E0000571	05.12 05.06 06.38 05.46 06.05	07.04 07.20 08.12 07.29 07.27	09.10 08.31 08.25 07.14			
SUTTON	WORCESTER PARK	E0000572	06.02 06.31 06.11 06.17 05.45	06.52 07.48 08.18 07.39 07.24	09.07 08.43 08.21 07.48 09.01			
TOWER HAMLETS	BETHNAL GREEN	E00009317	04.17 04.18 04.08 04.02 04.18	06.31 06.30 06.17 05.49 06.08	07.52 06.54 06.46 06.29 06.49			
TOWER HAMLETS	BLACKHALL & CUBITT TOWN	E00009318	04.56 05.17 05.00 04.45 05.06	06.32 06.49 06.33 06.06 06.17	08.18 09.22 08.09 07.41 07.45			
TOWER HAMLETS	BOWLEAST	E00009319	06.04 05.39 06.02 05.44 05.45	07.16 07.13 06.54 06.35 07.04	08.16 07.23 07.35 06.33 07.13			
TOWER HAMLETS	BOW WEST	E00009320	05.21 05.35 05.27 05.05 05.12	07.06 07.05 07.00 06.21 06.46	08.49 09.09 07.13 07.29 06.36			
TOWER HAMLETS	BROMLEY NORTH	E00009321	05.55 05.37 05.52 05.28 05.36	07.17 06.55 07.05 06.43 06.43	07.18 06.39 07.26 07.15 07.22			
TOWER HAMLETS	BROMLEY SOUTH	E00009322	05.48 05.19 05.34 05.20 05.14	07.52 07.25 07.21 06.58 07.07	08.09 08.08 07.41 07.24 07.33			
TOWER HAMLETS	CANARY WHARF	E00009323	03.54 04.14 04.04 04.14 06.11	06.13 06.12 05.54 06.06 06.15	07.30 07.45 07.07 07.27 07.30			
TOWER HAMLETS	ISLAND GARDENS	E00009324	05.03 04.47 05.08 04.51 05.04	07.31 07.02 07.00 07.41 07.01	09.57 08.20 09.07 08.30 08.33			
TOWER HAMLETS	LANSBURY	E00009325	04.34 04.33 04.43 04.20 04.35	06.54 07.10 07.33 06.29 07.06	07.42 07.12 07.24 07.24 07.19			
TOWER HAMLETS	LEMHOUSE	E00009326	04.51 04.50 04.48 04.34 04.49	05.56 06.06 05.30 04.34 04.34	08.00 07.22 07.45 05.52 06.19			
TOWER HAMLETS	MILE END	E00009327	04.53 04.49 04.37 04.24 04.46	05.38 06.00 05.33 05.25 06.00	06.35 06.43 05.57 06.13 06.18			
TOWER HAMLETS	POPAR	E00009328	03.58 03.57 04.13 04.07 04.09	06.25 07.18 07.02 06.43 06.52	07.53 05.92 07.11 07.16 07.15			
TOWER HAMLETS	SHADWELL	E00009329	04.03 04.35 03.35 03.27 03.41	05.27 05.06 04.37 04.10 04.37	06.24 05.44 06.00 06.08 05.58			
TOWER HAMLETS	SPITALFIELDS & BANGLATOWN	E00009330	04.27 04.21 04.09 04.04 04.16	05.36 05.41 05.24 04.44 05.30	06.39 06.23 06.39 05.28 06.21			
TOWER HAMLETS	ST DUNSTONS	E00009331	05.06 05.18 05.08 04.59 05.02	06.37 05.57 06.27 05.39 05.53	07.43 06.54 07.50 06.42 06.43			
TOWER HAMLETS	ST KATHARINE'S & WAPPING	E00009332	04.53 05.09 04.54 04.43 04.57	06.59 05.41 05.36 05.18 05.25	07.09 06.36 06.18 06.14 06.45			
TOWER HAMLETS	ST PETERS	E00009333	04.14 04.10 04.10 04.03 04.18	05.58 06.10 05.54 05.27 06.07	06.55 07.08 06.37 06.24 06.36			
TOWER HAMLETS	STEPNEY GREEN	E00009334	04.35 04.25 04.40 04.11 04.19	05.48 05.26 05.44 05.04 04.59	07.09 06.24 06.45 05.34 06.13			
TOWER HAMLETS	STONEY ISLAND	E00009335	04.58 04.58 04.52 04.21 04.27	05.52 05.35 05.32 05.38 05.38	06.29 06.54 06.03 05.57 07.00			
TOWER HAMLETS	WHITECHAPEL	E00009336	03.54 03.47 04.35 03.29 03.40	04.53 05.01 04.58 04.22 04.41	06.46 05.37 05.34 05.09 05.29			
WALTHAM FOREST	CANN HALL	E00005950	03.46 04.03 04.36 03.27 04.07	06.26 06.37 06.22 06.13 06.34	08.35 06.07 07.45 09.09			
WALTHAM FOREST	CATHALL	E00013882						
WALTHAM FOREST	CATHALL	E00009398	04.14 04.18 04.11 03.50 04.26	05.45 05.47 05.54 05.28 05.59	09.24 07.44 07.08 06.33 06.09			
WALTHAM FOREST	CHAPPEL END	E00009399	04.59 04.50 04.53 05.14 05.15	06.56 06.19 05.40 05.58 05.60	09.34 07.52 04.50 10.01 08.18			
WALTHAM FOREST	CHINGFORD GREEN	E00005993	05.24 04.48 04.31 04.21 04.15	07.35 07.24 07.52 07.12 07.53	07.22 07.30 08.06 06.44			
WALTHAM FOREST	ENDLEIGH	E00005934	03.47 04.02 03.45 04.08 03.34	07.29 08.03 07.00 08.22 07.15	08.16 08.39			
WALTHAM FOREST	FOREST	E00005935	05.15 05.38 05.18 04.53 05.19	07.26 07.31 06.51 06.16 07.13	07.55 08.23 06.40 07.24 07.47			
WALTHAM FOREST	GROVE GREEN	E00005996	04.14 05.04 04.46 04.19 04.35	06.28 04.42 06.14 07.04 06.16	11.29 16.32			
WALTHAM FOREST	GROVE GREEN	E00013888						
WALTHAM FOREST	HALE END AND HIGHAMS PARK	E00005997	06.37 06.15 06.14 05.54 06.24	08.25 07.05 07.30 07.33 07.19	13.18 07.56 08.48			
WALTHAM FOREST	HALE END	E00005998	05.25 05.27 05.39 05.09 05.39	07.21 07.20 07.23 06.40 06.40	10.25 07.50 07.52			
WALTHAM FOREST	HIGH STREET	E00005999	04.55 04.56 04.41 04.54 05.04	06.12 05.55 05.30 04.54 06.45	08.52 14.03 06.22 06.10 05.51			
WALTHAM FOREST	HIGHAM HILL	E00006000	05.11 05.09 05.13 04.51 05.15	06.16 06.18 06.59 05.01 06.23	07.26 09.26 06.47 11.30 09.21			
WALTHAM FOREST	HOL STREET	E00006001	05.09 05.27 04.56 04.51 05.10	06.14 06.14 06.24 05.41 06.32	08.50 09.57 06.15 06.59 07.06			
WALTHAM FOREST	LABYNSWOOD	E00006002	05.52 05.35 05.41 05.31 05.23	07.35 06.59 07.25 06.46 06.46	08.50 06.57 08.42 06.50 07.15			
WALTHAM FOREST	LEYA BRIDGE	E00006003	05.14 05.16 04.51 04.39 04.53	07.07 07.14 06.46 06.45 06.40	08.47 07.46 07.01 07.07 06.50			
WALTHAM FOREST	LEYTON	E00006004	04.10 04.07 03.55 03.59 04.10	06.31 07.03 06.54 06.48 05.37	06.34 07.51 07.02 08.48 07.02			
WALTHAM FOREST	LEYTONSTONE	E00006005	04.54 05.12 05.25 04.52 05.02	07.16 07.30 06.54 06.28 07.17	08.42 10.31 10.02 08.28 08.20			
WALTHAM FOREST	MARLBOROUGH	E00006006	05.28 05.22 05.18 05.29 05.42	05.12 05.12 05.58 05.56 04.41	07.16 07.54 07.56 05.03 10.14			
WALTHAM FOREST	VALLEY	E00006007	06.22 06.16 06.05 04.55 06.02	08.01 07.25 07.33 08.06 07.38	07.42 07.31 06.49 05.54 10.01			
WALTHAM FOREST	VALLEY	E00013901						
WALTHAM FOREST	WILLIAM MORRIS	E00005908	03.40 03.27 03.15 03.33 03.58	04.53 04.54 04.04 04.59 09.34	09.18 04.35 07.14 07.47 06.31			
WALTHAM FOREST	WOOD STREET	E00005909	05.29 05.48 05.36 05.18 05.27	06.47 06.50 06.31 06.09 06.37	08.16 06.24 07.34 06.12 07.46			
WANDSWORTH	BALHAM	E00006010	04.56 04.51 04.59 04.50 04.52	05.57 05.48 05.45 05.33 05.39	07.14 06.18 04.59 06.00 06.22			
WANDSWORTH	BEDFORD	E00006011	04.23 04.04 04.22 04.07 04.50	05.42 05.03 05.23 05.20 06.13	11.05 09.22 07.24 07.24			
WANDSWORTH	EARLSFIELD	E00006012	05.45 05.43 05.43 05.31 05.56	06.43 07.01 06.46 05.16 07.09	07.15 06.26 06.45 08.09			
WANDSWORTH	EAST PUTNEY	E00006013	04.01 04.07 04.20 04.50 05.21	07.36 06.40 07.17 06.40 07.17	06.40 07.17 06.40 07.17 06.40			
WANDSWORTH	FARFIELD	E00006014	04.18 04.17 04.18 04.01 04.31	06.14 05.58 06.05 05.36 05.56	07.05 07.24 07.47 05.42 08.40			
WANDSWORTH	FURFEDDOWN	E00006015	05.50 05.35 05.27 05.21 06.05	06.18 06.11 06.12 06.23 06.25	07.19 07.17 07.22 06.59 07.32			
WANDSWORTH	GRAVENY	E00006016	04.52 04.55 04.32 04.58 05.03	06.05 06.10 05.15 05.29 06.13	07.01 06.51 06.29 06.18 07.10			
WANDSWORTH	LATCHWIRE	E00006017	03.45 04.03 04.10 03.35 03.58	05.41 05.49 06.04 05.36 05.44	06.53 07.13 07.13 06.33 06.37			
WANDSWORTH	NIGHTINGALE	E00006018	03.44 04.04 04.04 04.32 03.56	05.14 04.57 05.32 04.33 05.23	07.17 06.53 07.07 06.36 06.17			
WANDSWORTH	NIGHTCOTE	E00006019	03.58 04.10 04.08 04.01 04.31	06.07 06.22 06.05 06.07 05.36	06.56 07.23 05.27 08.51 06.25			
WANDSWORTH	QUEENSTOWN	E00006020	05.13 05.08 05.08 04.58 05.23	06.22 06.12 06.13 06.05 05.58	06.56 07.06 07.03 07.00 06.44			
WANDSWORTH	ROBAMPTON AND PUTNEY HEAT	E00006021	06.17 06.34 06.36 06.20 06.49	08.30 08.43 08.27 08.07 08.50	09.40 09.20 10.09 09.25 09.58			
WANDSWORTH	SHAFESBURY	E00006022	04.28 04.34 04.15 04.02 04.28	05.27 05.48 05.43 05.54 05.27	06.48 06.17 07.12 06.39 04.27			
WANDSWORTH	SOUTHFIELDS	E00006024	04.28 04.40 04.57 04.37 04.58	07.31 07.14 07.32 06.46 06.40	08.03 07.15 07.42 07.00 07.42			
WANDSWORTH	ST MARY'S PARK	E00006022	04.18 04.23 04.16 04.07 04.25	06.04 05.49 05.43 05.34 05.54	08.01 07.03 06.57 06.44 07.25			
WANDSWORTH	THAMESFIELD	E00006025	04.34 04.50 04.35 04.39 04.49	05.18 07.26 06.30 05.56 06.21	07.58 08.01 07.28 07.09 07.42			
WANDSWORTH	TOOTING	E00006026	04.50 04.49 04.56 04.56 05.06	05.52 06.07 05.59 05.54 06.10	08.03 07.01 06.51 06.58 06.12			
WANDSWORTH	WANDSWORTH COMMON	E00006027	04.50 04.50 05.00 04.42 04.46	06.06 05.23 05.22 05.22 05.22	08.14 07.15 06.17 06.43 06.34			
WANDSWORTH	WEST HILL	E00006028	05.43 05.28 05.45 05.29 05.51	08.35 07.51 08.36 08.15 07.59	10.01 08.13 11.15 09.20 09.49			
WANDSWORTH	WEST PUTNEY	E00006029	06.02 05.45 06.10 05.48 06.12	07.50 07.48 08.15 07.52 07.35	10.24 09.25 10.22 09.52 09.49			
WANDSWORTH	NINE ELMS	E0014015						
WESTMINSTER	ABBEY ROAD	E00006300	05.32 05.24 05.23 05.14 05.36	06.04 06.04 05.53 05.48 06.34	07.36 06.42 06.18 06.48 07.16			
WESTMINSTER	ABBEY ROAD	E00013792						
WESTMINSTER	BAYWATER	E00006301	05.12 04.43 04.44 04.23 04.51	05.53 05.24 05.14 05.17 05.36	08.03 06.43 06.52 06.04 06.29			
WESTMINSTER	BRYANSTON AND DORSET SQUARE	E00006302	05.28 05.38 05.38 05.02 05.21	05.59 06.20 06.02 05.33 06.07	07.39 07.34 07.16 06.21 06.41			
WESTMINSTER	CHURCH STREET	E00006303	05.35 05.16 05.28 04.58 05.09	06.18 06.07 06.24 04.54 06.19	08.08 07.44 07.48 06.43 07.20			
WESTMINSTER	CHURCHILL	E00006303	05.15 05.00 05.07 05.02 05.12	06.13 06.25 06.23 05.57 06.16	07.25 07.02 06.11 06.09 06.48			
WESTMINSTER	HARROW ROAD	E00006305	04.36 04.35 04.48 04.38 04.39	05.06 04.42 05.05 05.20 05.02	05.53 05.26 05.01 05.27 05.12			
WESTMINSTER	HYDE PARK	E00006306	05.51 05.02 04.55 04.41 04.46	05.37 05.42 06.09 05.59 06.03	07.58 06.47 07.36 06.44 07.06			
WESTMINSTER	KNIGHTSBRIDGE AND BELGRAVIA	E00006307	05.31 05.36 05.38 05.00 05.10	06.58 06.33 07.02 06.02 06.19	08.02 07.29 07.45 05.45 07.22			
WESTMINSTER	LANCASTER GATE	E00006308	04.48 04.56 04.50 04.45 05.00	05.19 05.52 05.48 05.22 05.51	06.44 06.39 05.48 05.59 06.28			
WESTMINSTER	LITTLE VENICE	E00006309	04.17 04.04 03.56 03.53 04.20	05.04 04.44 04.45 04.48 05.27	08.23 07.02 06.49 06.41 07.13			
WESTMINSTER	MADA VALE	E00006460	04.48 04.46 04.49 04.40 04.57	05.23 05.19 05.27 05.18 05.37	06.46 05.57 06.11 06.07 06.03			
WESTMINSTER	MARLBOROUGH HIGH STREET	E00006461	06.02 05.56 05.53 05.10 05.33	06.59 07.00 06.43 06.08 06.29	07.53 07.21 06.50 06.08 06.35			
WESTMINSTER	QUEEN'S PARK	E00006462	05.10 04.49 04.39 04.42 04.46	05.50 05.07 05.30 05.07 05.40	06.02 07.12 06.25 06.42 05.28			
WESTMINSTER	RECANT'S PARK	E00006463	04.49 05.00 04.46 04.42 04.54	05.25 05.26 05.29 05.26 05.41	06.42 06.33 06.49 06.17 06.40			
WESTMINSTER	ST JAMES'S	E00006464	04.47 04.44 04.48 04.10 04.43	05.48 05.34 05.34 04.47 05.44	07.23 07			

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
BARKING AND DAGENHAM	ABBEY	E05000026	335	237	189	169	240	23	21	21	8	13	18	10	3	6	2	9	7	11	6	4	0	0	0	0	0	0	1	0	0	0	0	2	0	1	0
BARKING AND DAGENHAM	ALIBON	E05000027	98	84	77	89	86	14	15	12	10	6	7	3	6	7	7	7	8	7	3	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	
BARKING AND DAGENHAM	BECONTREE	E05000028	106	98	85	83	86	20	12	8	11	4	4	4	5	4	0	13	6	5	6	2	3	0	0	0	0	5	1	0	0	0	1	0	0	1	
BARKING AND DAGENHAM	CHADWELL HEATH	E05000029	96	119	115	148	106	12	16	16	22	13	6	5	8	14	3	7	6	7	10	4	1	1	0	1	0	0	0	0	0	0	0	3	0	0	
BARKING AND DAGENHAM	EASTBROOK	E05000030	105	99	85	99	109	13	13	13	10	13	4	4	6	2	6	7	6	6	4	4	1	0	0	0	0	0	0	1	0	1	0	1	0	1	
BARKING AND DAGENHAM	EASTBURY	E05000031	130	106	116	81	91	16	14	18	9	12	17	5	10	1	5	7	6	8	5	7	0	0	0	0	0	0	0	1	0	0	1	0	0	0	
BARKING AND DAGENHAM	GASCOIGNE	E05000032	203	194	147	137	152	16	21	19	14	8	9	4	5	7	1	10	13	13	8	5	0	0	0	2	0	2	0	1	0	1	0	2	0	2	
BARKING AND DAGENHAM	GORESBROOK	E05000033	87																																		

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries					
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	
BRENT	QUEENSBURY	E05000099	130	136	129	130	149	11	10	7	12	9	5	2	1	3	3	5	5	2	7	6	0	0	0	1	0	0	0	0	0	0	0	1	0	0	1	0
BRENT	STONEBRIDGE	E05000100	377	408	393	347	426	39	34	37	36	36	11	9	11	32	11	18	18	14	14	17	1	1	1	0	0	0	0	0	3	0	5	2	0	0		
BRENT	SUDBURY	E05000101	102	95	97	99	99	11	10	9	10	7	4	3	1	3	2	6	8	3	6	5	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	
BRENT	TOKYNGTON	E05000102	194	226	187	161	219	26	18	21	19	15	7	3	7	4	4	12	7	5	8	7	0	1	3	2	1	0	0	0	0	0	0	0	0	2	0	
BRENT	WELSH HARP	E05000103	143	101	130	100	135	17	14	11	7	7	6	1	3	0	0	9	9	5	6	2	1	1	1	0	0	0	0	5	1	0	0	0	0	0		
BRENT	WEMBLEY CENTRAL	E05000104	157	161	167	135	187	22	12	13	16	23	0	7	6	3	3	9	8	4	10	16	0	0	0	0	0	0	0	1	1	0	3	1	0	1		
BRENT	WILLESDEN GREEN	E05000105	205	235	224	219	235	20	22	19	17	19	4	3	6	3	1	14	10	9	12	11	2	1	0	0	0	0	2	1	0	1	0	1	0	0		
BRENT	WEMBLEY HILL	E05013515	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
BROMLEY	BICKLEY	E05000106	112	88	135	107	113	9	12	5	11	7	1	4	4	2	1	5	4	5	7	5	1	1	0	0	0	0	0	1	0	0	0	0	1	0	1	
BROMLEY	BIGGIN HILL	E05000107	78	83	100	72	95	8	6	6	8	5	8	6	7	5	3	4	5	3	2	3	0	0	0	0	0	0	0	0	0	0	0	2	0	0		
BROMLEY	BROMLEY COMMON AND KESTON	E05000108	120	125	100	135	130	17	13	15	18	10	9	3	4	7	5	7	6	9	11	5	0	0	1	0	0	0	0	1	2	0	2	0	0	0		
BROMLEY	BROMLEY TOWN	E05000109	284	348	318	278	324	15	18	24	13	18	4	4	7	1	1	8	7	10	8	11	0	0	3	0	0	0	0	0	0	0	1	0	1	0	0	
BROMLEY	CHELSEFIELD AND PRATTS BOTTOM	E05000110	73	72	102	85	99	9	12	4	15	12	5	3	2	7	1	4	7	1	5	8	0	0	0	1	0	0	0	1	0	1	0	1	0	1		
BROMLEY	CHISLEHURST	E05000111	142	152	164	129	155	18	16	14	16	19	16	10	5	8	6	2	6	4	5	9	0	1	0	0	1	0	0	2	1	0	1	0	1	0	1	
BROMLEY	CHISLEHURST	E05013993	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
BROMLEY	CLOCK HOUSE	E05000112	133	156	149	160	171	11	16	7	18	16	1	2	2	5	3	6	15	5	13	9	0	0	0	1	1	0	0	0	0	1	1	0	1	1		
BROMLEY	COPERS COPE	E05000113	163	139	183	130	180	13	14	11	7	12	3	2	1	2	4	7	6	8	6	5	2	2	0	0	0	0	0	0	0	0	0	0	0	0		
BROMLEY	CRAY VALLEY EAST	E05000114	281	298	258	240	343	45	46	48	39	43	78	77	48	38	41	10	11	6	9	9	1	1	0	2	1	0	0	2	1	0	5	0	5			
BROMLEY	CRAY VALLEY WEST	E05000115	184	198	171	147	195	40	34	26	21	24	33	24	15	10	14	9	9	6	7	10	2	1	0	0	0	0	0	0	10	1	0	0	0	0		
BROMLEY	CRYSTAL PALACE	E05000116	165	182	191	184	235	12	23	14	14	10	8	6	4	7	4	5	14	6	8	7	0	1	0	2	0	0	0	2	0	0	1	1	0	1		
BROMLEY	DARWIN	E05000117	42	71	62	47	49	4	7	5	6	3	3	7	5	1	4	0	1	1	3	2	0	0	0	0	0	0	0	0	0	0	0	1	0	1		
BROMLEY	FARNBOROUGH AND CROFTON	E05000118	105	101	130	107	116	17	6	9	10	10	8	11	7	5	4	7	2	3	4	6	2	0	0	2	0	0	0	1	0	2	2	0	0	0		
BROMLEY	HAYES AND CONEY HALL	E05000119	78	109	112	108	104	13	12	13	10	9	7	2	8	6	6	6	6	7	4	4	0	1	1	0	0	0	0	0	1	0	1	1	0	1		
BROMLEY	KELSEY AND EDEN PARK	E05000120	160	105	135	123	164	28	7	12	9	11	8	2	3	4	3	13	2	5	5	2	2	1	2	0	1	0	0	0	0	3	0	0	0	0		
BROMLEY	MOTTINGHAM AND CHISLEHURST NORT	E05000121	104	79	103	72	92	19	14	22	14	7	14	6	10	5	1	9	6	11	9	4	0	0	0	0	0	0	0	1	2	0	0	0	0	0		
BROMLEY	ORPINGTON	E05000122	170	190	162	132	205	29	20	22	14	20	23	21	15	7	22	6	5	9	8	10																

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
CITY OF LONDON	LIME STREET	E05009307	36	43	39	18	23	0	1	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	PORTSOKEN	E05009308	35	34	36	36	29	2	1	2	2	2	0	0	0	1	0	0	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	QUEENHITHE	E05009309	14	12	14	10	12	0	2	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	TOWER	E05009310	79	91	65	56	62	2	9	6	4	2	0	0	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	VINTRY	E05009311	26	31	33	14	19	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	WALBROOK	E05009312	59	45	46	33	37	4	0	4	0	3	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CROYDON	ADDISCOMBE EAST	E05011462	97	100	115	103	142	11	13	12	7	7	3	3	0	3	1	6	6	8	4	6	0	0	0	0	0	0	2	0	0	3	1	4	0	0	
CROYDON	ADDISCOMBE WEST	E05011463	136	163	128	156	196	20	14	11	15	6	3	2	2	1	2	15	10	9	9	4	3	2	1	2	0	2	0	4	1	0	0	0	0	0	
CROYDON	BENSHAM MANOR	E05011464	116	121	150	151	163	17	16	14	17	13	2	4	1	2	1	10	6	9	10	10	0	1	1	0	0	1	2	1	0	0	0	0	0	0	
CROYDON	BROAD GREEN	E05011465	241	240	237	247	267	29	18	23	25	15	5	8	8	4	4	17	11	13	16	8	0	0	0	1	0	1	0	5	0	4	0	0	0	0	
CROYDON	COULSDON TOWN	E05011466	64	84	64	87	98	12	13	7	17	11	6	5	2	4	2	3	4	1	6	6	0	0	0	0	0	1	2	0	0	0	1	0	0	1	
CROYDON	CRYSTAL PALACE & UPPER NORWOOD	E05011467	145	154	132	168	170	13	21	19	10	14	4	5	4	3	3	8	13	12	8	8	1	1	1	0	0	2	3	3	0	1	0	0	0	1	
CROYDON	FAIRFIELD	E05011468	441	469	484	379	577	32	31	31	28	20	7	8	7	6	1	14	13	11	14	9	1	2	0	2	0	1	1	2	3	1	0	0	0	1	
CROYDON	KENLEY	E05011469	55	49	45	37	50	14	7	7	9	4	1	3	1	1	1	11	5	2	4	2	0	0	1	0	1	0	0	0	1	0	0	1	0	0	
CROYDON	NEW ADDINGTON NORTH	E05011470	148	152	174	140	198	17	21	15	19	16	17	5	11	7	4	12	13	4	12	11	1	0	1	1	0	1	0	1	1	0	0	0	0	0	
CROYDON	NEW ADDINGTON SOUTH	E05011471	134	114	140	125	128	26	20	26	17	13	18	13	17	16	9	13	6	10	2	7	0	0	0	0	1	0	1	2	0	0	0	0	0	0	
CROYDON	NORBURY & POLLARDS HILL	E05011472	114	128	124	134	144	9	14	13	13	20	2	0	2	3	3	4	10	11	10	13	1	0	1	1	0	2	0	1	0	1	0	0	0	1	
CROYDON	NORBURY PARK	E05011473	58	79	81	95	99	7	11	8	13	6	3	2	2	3	3	1	5	6	8	3	0	0	0	0	1	0	2	1	2	0	0	0	0	0	
CROYDON	OLD COULSDON	E05011474	68	60	87	95	79	9	7	14	9	8	3	2	2	7	5	3	3	9	4	3	2	1	0	1	0	0	0	0	0	0	0	0	0	0	
CROYDON	PARK HILL & WHITGIFT	E05011475	78	64	66	85	85	8	2	3	6	2	2	5	0	1	0	3	0	2	4	1	1	0	2	2	0	0	0	1	1	0	0	1	0	0	
CROYDON	PURLEY & WOODCOTE	E05011476	175	184	190	148	205	22	20	22	13	15	5	2	8	5	3	9	9	7	8	7	3	5	3	3	1	1	0	1	1	1	1	0	0	1	
CROYDON	PURLEY OAKS & RIDDLESDOWN	E05011477	59	53	70	52	65	9	6	9	3	6	1	3	3	2	0	3	4	5	2	5	0	0	0	1	0	0	1	0	1	0	1	1	0	0	
CROYDON	SANDERSTEAD	E05011478	73	62	88	70	85	6	13	9	8	8	4	1	4	0	3	2	7	5	5	4	0	0	0	1	0	0	1	0	0	0	0	0	0	0	
CROYDON	SELHURST	E05011479	127	168	150	191	257	18	22	20	18	21	7	6	4	4	3	15	14	13	8	16	1	0	0	3	2	1	0	2	0	2	0	0	0	2	
CROYDON	SELSDON & ADDINGTON VILLAGE	E05011480	63	56	94	76	102	14	7	14	15	21	7	2	3	1	7	4	2	6	7	10	0	0	0	0	0	1	0	2	1	0	0	0	0	0	
CROYDON	SELSDON VALE & FORESTDALE	E05011481	62	59	46	65	58	8	7	6	12	5	6	5	2	3	3	3	2	2	2	2	0	0	0	0	0	1	0	0	1	0</					

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
ENFIELD	SOUTHBURY	E05000207	210	199	207	188	208	16	17	17	15	18	4	9	7	8	11	7	8	8	5	4	1	1	0	1	0	0	0	0	0	0	2	1	0	1	
ENFIELD	SOUTHGATE	E05000208	139	141	133	119	125	17	9	10	10	7	7	6	5	2	1	10	7	7	6	3	0	0	0	0	0	0	0	0	5	1	0	0	1		
ENFIELD	SOUTHGATE GREEN	E05000209	122	125	113	132	139	20	16	13	16	19	3	3	5	1	4	9	10	8	8	7	0	0	0	2	0	0	0	0	0	1	0	1	0		
ENFIELD	TOWN	E05000210	92	95	88	98	104	8	11	10	9	11	5	3	2	2	6	4	7	6	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0		
ENFIELD	TURKEY STREET	E05000211	142	126	115	137	153	24	20	20	20	19	7	8	5	3	6	11	11	14	12	9	0	1	0	0	0	0	0	0	0	0	0	1	0		
ENFIELD	UPPER EDMONTON	E05000212	259	238	265	209	238	36	26	15	19	22	23	16	4	10	6	16	9	6	10	13	0	0	0	0	0	0	0	2	2	0	1	0			
ENFIELD	WINCHMORE HILL	E05000213	92	103	97	86	114	9	11	7	7	9	4	0	4	3	1	8	7	5	6	5	1	0	0	1	1	0	0	0	0	0	0	0	1		
ENFIELD	RIDGEWAY	E05013690	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ENFIELD	WHITEWEBBS	E05013695	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GREENWICH	ABBEY WOOD	E05000214	176	189	160	162	146	24	34	22	20	24	17	17	15	7	1	8	11	10	11	13	0	0	0	0	0	0	0	0	1	2	0	2			
GREENWICH	BLACKHEATH WESTCOMBE	E05000215	112	174	137	94	153	9	17	17	17	10	3	5	2	2	0	3	11	12	9	8	1	2	2	0	0	0	0	0	1	0	1	0			
GREENWICH	CHARLTON	E05000216	125	120	126	148	170	15	18	20	19	12	4	4	10	2	4	10	10	8	12	8	1	2	2	0	1	0	0	1	3	1	3	2			
GREENWICH	COLDHARBOUR AND NEW ELTHAM	E05000217	91	95	113	92	93	17	15	16	7	14	2	9	14	5	1	8	4	7	2	8	0	0	2	0	1	0	0	0	0	1	1	0	0		
GREENWICH	ELTHAM NORTH	E05000218	121	107	123	109	123	4	11	8	9	8	1	3	3	1	0	1	5	4	5	3	1	1	0	0	1	0	0	0	0	0	0	0	0		
GREENWICH	ELTHAM SOUTH	E05000219	149	125	146	133	142	15	12	13	20	9	3	5	2	6	12	7	7	10	11	4	0	0	0	0	0	0	0	3	0	1	1	0			
GREENWICH	ELTHAM WEST	E05000220	111	102	112	85	110	18	17	14	8	16	10	9	4	6	6	7	9	7	3	7	0	0	0	0	0	0	0	0	0	0	0	1			
GREENWICH	GLYNDON	E05000221	169	170	161	164	227	20	23	23	20	17	8	7	3	5	8	12	11	15	13	9	0	0	0	0	0	0	0	1	0	0	1	6	0		
GREENWICH	GREENWICH WEST	E05000222	291	285	310	242	315	16	27	30	25	24	1	3	6	6	3	11	15	14	13	13	0	1	2	0	0	0	0	1	0	0	0	0			
GREENWICH	KIDBROOKE WITH HORNFAIR	E05000223	129	141	96	98	123	21	18	20	10	12	11	7	6	5	3	10	7	12	3	8	0	1	1	0	1	0	0	0	3	0	2	1			
GREENWICH	MIDDLE PARK AND SUTCLIFFE	E05000224	181	161	139	155	153	29	18	10	19	13	12	5	4	12	6	16	12	6	12	6	0	1	0	1	0	0	0	2	0	0	0	1			
GREENWICH	PENINSULA	E05000225	308	280	314	287	375	38	18	36	32	27	9	4	8	5	6	12	3	16	16	14	2	2	2	1	0	0	0	0	1	2	1	5			
GREENWICH	PLUMSTEAD	E05000226	195	239	203	217	239	16	37	21	21	26	3	9	4	4	10	7	23	12	12	14	0	1	1	0	6	0	0	0	1	2	3				
GREENWICH	SHOOTERS HILL	E05000227	130	138	135	116	138	18	28	19	11	9	9	5	9	3	6	9	16	5	5	5	1	1	0	0	0	0	0	2	1	1	0	1			
GREENWICH	THAMESMEAD MOORINGS	E05000228	208	218	234	216	259	41	51	51	36	46	18	17	18	15	29	15	21	24	13	14	0	3	0	0	0	0	0	2	5	0	2	5			
GREENWICH	WOOLWICH COMMON	E05000229	300	351	302	248	299	28	22	28	19	26	8	12	2	2	8	16	11	20	14	11	0	1	1	1	3	0	0	0	0	1	3	2	1	0	
GREENWICH	WOOLWICH RIVERSIDE	E05000230	340	384	382	304	348	45	48	45	28	30	15	39	20	8	12	30	14	19	16	12	1	0	0	2	1	0	0	0	2	3	1	1			
GREENWICH	ELTHAM PAGE	E05014077	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22					
HARINGEY	HIGHGATE	E05000272	89	101	112	112	128	9	6	12	8	11	1	4	4	5	0	4	2	4	4	7	0	0	0	0	0	0	0	0	0	0	1	1			
HARINGEY	HORNSEY	E05000273	126	137	136	144	177	11	17	14	14	12	2	3	7	0	0	5	9	7	9	10</															

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries					
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	
HILLINGDON	WEST RUISLIP	E05000343	114	130	139	120	118	20	8	19	3	7	3	4	7	4	1	12	3	9	2	3	3	0	2	0	0	0	0	0	0	0	0	1	0	1	0	0
HILLINGDON	YEADING	E05000344	115	107	122	105	109	12	12	16	11	10	7	3	4	8	5	5	8	6	4	6	0	0	0	0	0	0	0	0	0	2	0	0	0	0		
HILLINGDON	YIEWSLEY	E05000345	175	175	176	187	179	34	24	23	29	19	30	18	10	15	12	9	9	7	10	8	1	1	0	0	0	0	0	0	1	9	1	0	1			
HOUNSLOW	BEDFONT	E05000346	112	120	130	129	124	23	26	21	31	17	13	16	11	15	10	11	9	8	4	6	1	0	1	1	0	0	0	0	0	1	4	0	2			
HOUNSLOW	BEDFONT	E05013606	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
HOUNSLOW	BRENTFORD	E05000347	201	214	206	213	281	20	16	9	16	19	7	6	6	5	3	11	9	4	8	9	2	0	0	0	2	0	0	0	0	1	0	2	0			
HOUNSLOW	CHISWICK HOMEFIELDS	E05000348	117	120	99	90	111	6	10	12	4	8	0	2	3	3	0	4	3	5	3	6	0	0	0	0	0	0	0	1	0	2	0	1				
HOUNSLOW	CHISWICK RIVERSIDE	E05000349	134	128	160	144	153	16	10	10	7	7	3	0	2	2	1	9	8	6	6	5	1	0	1	1	1	0	0	0	1	1	5	0				
HOUNSLOW	CRANFORD	E05000350	133	93	104	109	134	14	9	19	11	13	10	3	3	8	4	7	2	8	5	6	0	0	0	0	0	0	0	4	0	0	0	0				
HOUNSLOW	FELTHAM NORTH	E05000351	110	151	147	162	162	11	14	19	16	16	5	10	12	11	2	6	7	6	3	9	2	0	0	1	1	0	0	0	2	0	5	0				
HOUNSLOW	FELTHAM NORTH	E05013613	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
HOUNSLOW	FELTHAM WEST	E05000352	151	144	143	152	165	27	24	48	23	18	21	16	34	9	6	12	7	11	14	11	0	0	0	2	0	0	0	1	1	1	0	0				
HOUNSLOW	HANWORTH	E05000353	106	125	122	103	110	12	16	21	10	19	9	11	8	5	5	6	5	9	6	10	0	0	0	0	0	0	0	0	4	1	0	0				
HOUNSLOW	HANWORTH PARK	E05000354	128	171	157	130	144	11	27	14	15	16	10	16	11	8	7	4	9	6	3	7	0	1	0	0	0	0	0	0	1	0	1	0				
HOUNSLOW	HESTON CENTRAL	E05000355	104	87	95	85	114	11	8	14	6	13	4	5	2	4	2	2	3	8	3	9	0	0	1	0	0	0	0	0	0	1	0	5				
HOUNSLOW	HESTON EAST	E05000356	94	87	91	102	122	18	10	9	10	11	5	0	3	4	4	5	5	4	6	6	1	0	1	0	0	0	0	1	2	0	0	0				
HOUNSLOW	HESTON WEST	E05000357	128	134	194	163	139	20	20	25	8	9	6	5	9	13	13	6	9	8	3	4	0	0	0	0	0	0	0	2	3	1	0	0				
HOUNSLOW	HOUNSLOW CENTRAL	E05000358	243	237	205	203	236	30	23	17	24	17	7	3	5	7	13	12	14	10	9	6	3	1	2	2	0	0	0	0	1	3	1					
HOUNSLOW	HOUNSLOW HEATH	E05000359	98	148	148	129	127	17	23	17	19	14	13	7	14	13	8	5	12	9	8	9	0	1	0	0	2	0	0	0	1	0	1	1				
HOUNSLOW	HOUNSLOW HEATH	E05013622	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0																			

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
KINGSTON UPON THAMES	ST. JAMES	E05000411	64	66	64	63	62	10	13	12	4	6	3	1	4	1	0	4	8	8	2	1	0	0	1</												

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
NEWHAM	EAST HAM CENTRAL	E05000480	163	148	181	120	146	21	17	17	13	16	10	9	6	20	6	11	6	11	6	10	3	1	0	2	1	0	0	0	0	0	0	0	0	0	
NEWHAM	EAST HAM NORTH	E05000481	91	87	81	81	96	13	11	11	7	13	7	6	5	2	3	8	7	6	5	3	0	0	0	0	0	0	0	0	0	0	1	2	1	0	0
NEWHAM	EAST HAM SOUTH	E05000482	119	137	142	168	176	23	24	22	16	14	9	6	6	12	7	13	12	9	5	6	0	0	0	0	0	0	0	0	7	2	0	1	1		
NEWHAM	FOREST GATE NORTH	E05000483	139	97	125	151	163	17	9	14	14	22	5	2	4	7	5	12	8	5	6	14	0	0	0	0	0	0	0	3	2	0	0	0	0		
NEWHAM	FOREST GATE SOUTH	E05000484	222	168	183	213	250	27	20	18	25	22	9	9	11	22	17	13	11	9	7	8	1	0	0	0	0	0	0	3	0	0	0	6	0		
NEWHAM	GREEN STREET EAST	E05000485	102	72	80	85	103	16	7	14	14	13	5	4	1	5	4	10	5	9	8	11	0	0	0	0	0	0	0	1	0	0	1	0	0		
NEWHAM	GREEN STREET WEST	E05000486	123	105	118	98	98	16	12	12	17	8	8	5	1	6	1	7	6	4	8	6	0	0	1	1	2	0	0	0	2	0	0	0	0		
NEWHAM	LITTLE ILFORD	E05000487	126	143	128	108	164	15	20	12	10	15	10	8	6	5	3	7	10	4	6	7	0	0	0	0	0	0	0	2	1	0	0	0	0		
NEWHAM	MANOR PARK	E05000488	98	131	119	107	127	16	13	12	12	13	5	5	7	7	3	7	6	4	6	10	1	2	0	0	0	0	0	2	0	0	0	2	1		
NEWHAM	MANOR PARK	E05013916	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
NEWHAM	PLAISTOW NORTH	E05000489	159	144	141	154	184	25	16	12	17	13	14	6	3	9	5	13	12	6	9	10	2	0	1	0	0	0	0	4	3	0	1	1			
NEWHAM	PLAISTOW SOUTH	E05000490	173	162	195	162	262	22	20	30	17	17	7	13	9	7	7	11	7	18	8	8	0	0	0	0	0	0	0	5	4	0	0	4			
NEWHAM	ROYAL DOCKS	E05000491	173	153	177	179	223	21	20	19	19	16	10	6	4	6	2	9	9	7	10	12	0	0	0	0	0	0	0	0	0	3	2	0	0		
NEWHAM	STRATFORD AND NEW TOWN	E05000492	442	512	480	426	495	41	52	39	32	32	11	10	12	10	10	17	16	14	20	16	2	3	1	0	2	0	0	4	4	0	2	1			
NEWHAM	WALL END	E05000493	82	98	80	114	81	9	10	10	13	8	3	7	4	9	3	6	7	4	7	4	0	0	0	0	0	0	0	0	0	0	0	0	1		
NEWHAM	WEST HAM	E05000494	138	148	118	133	169	16	12	15	16	23	7	8	6	7	8	12	7	11	7	14	0	0	0	0	0	0	0	0	0	0	0	1	1		
REDBRIDGE	ALDBOROUGH	E05011234	129	118	135	117	131	18	15	10	7	8	3	5	4	5	1	9	2	3	1	4	0	0	0	1	0	0	0	0	0	2	0	0	1		
REDBRIDGE	BARKINGSIDE	E05011235	80	91	95	93	88	8	10	13	7	11	4	2	2	0	3	5	7	5	2	3	0	3	0	1	1	0	0	0	2	0	0	0	0		
REDBRIDGE	BRIDGE	E05011236	84	107	94	101	84	8	19	10	8	11	1	6	2	1	2	2	12	5	2	7	0	1	0	0	0	0	0	0	1	0	0	0	0		
REDBRIDGE	CHADWELL	E05011237	102	110	113	90	115	12	15	13	9	14	6	2	3	4	4	9	12	8	3	10	0	0	0	0	0	0	0	0	2	0	2	1			
REDBRIDGE	CHURCHFIELDS	E05011238	109	139	109	119	174	8	14	12	18	20	1	2	5	2	6	4	7	5	8	8	0	0	0	0	0	0	0	0	4	0	0	1	1		
REDBRIDGE	CLAYHALL	E05011239	81	111	103	77	114	11	19	15	6	9	3	6	1	2	0	5	5	3	4	7	1	0	0	1	0	0	0	0	1	1	0	0	1		
REDBRIDGE	CLEMENTSWOOD	E05011240	72	68	74	59	73	10	11	13	9	8	5	2	3	1	2	4	3	7	4	7	0	1	1	0	0	0	0	0	1	0	1	0	0		
REDBRIDGE	CRANBROOK	E05011241	83	96	89	113	109	7	12	4	20	15	1	2	1	4	6	3	3	3	9	6	0	1	0	1	0	0	0	0	0	1	0	0	0	1	
REDBRIDGE	FAIRLOP	E05011242	85	76	90	110	107	8	14	8	15	8	1	4	2	7	2	4	8	3	5	3	1	0	0	1	0	0	0	0	0	0	0	0	0	0	
REDBRIDGE	FULLWELL	E05011243	117	114	135	117	180	19	13	21	14	9	0	1	5	4	3	11	10	11	8	2	0	0	3	0	0	0	0	0	1	0	0	0	0		
REDBRIDGE	GOODMAYES	E05011244	107	109	129	113	141	16	17	22	13	16	7	5	10	6	8	8	7	8	4	8	0	1	1	4	1	0	0	0	0	2	1	1			
REDBRIDGE	HAINAULT	E05011245	123	98	95	117	114	22	16	11	13	6	9	6	8	4	4	5	8	4	8	5	0	0</													

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries				
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22
SOUTHWARK	PECKHAM	E05011110	185	176	164	196	224	14	12	10	20	11	2	1	0	2	3	9	6	8	14	8	2	0	0	2	0	0	0	0	0	0	1	0	1	1	
SOUTHWARK	PECKHAM RYE	E05011111	110	91	108	85	76	7	11	10	9	8	3	1	3	1	1	4	9	7	8	4	0	0	0	0	0	0	0	0	1	0	0	0	0		
SOUTHWARK	ROTHERHITHE	E05011112	211	219	251	215	247	18	12	15	17	19	2	5	3	5	9	13	9	10	13	9	0	1	2	0	1	0	0	0	0	0	1	1	0		
SOUTHWARK	RYE LANE	E05011113	259	282	265	209	274	36	22	28	20	25	7	6	4	1	4	21	14	15	13	14	0	0	0	0	0	0	0	1	7	0	3	5	4		
SOUTHWARK	SOUTH BERMONDSEY	E05011116	279	261	257	240	242	32	28	18	20	23	5	14	3	3	6	19	20	16	13	15	1	1	0	1	0	0	0	0	0	2	1	1			
SOUTHWARK	ST. GEORGE'S	E05011114	154	147	157	211	205	14	14	13	11	11	0	5	0	1	0	8	5	8	8	8	1	0	0	1	1	0	0	0	0	0	0	3	0		
SOUTHWARK	ST. GILES	E05011115	246	241	241	251	270	29	22	14	18	15	8	4	3	3	1	15	10	9	14	12	0	1	2	0	0	0	1	2	0	0	0	0	0		
SOUTHWARK	SURREY DOCKS	E05011117	176	132	139	146	119	18	8	14	11	3	10	4	1	3	5	8	5	7	7	0	0	0	0	0	0	0	0	0	1	0	0	0	0		
SUTTON	BEDDINGTON NORTH	E05000555	93	108	88	111	102	10	16	12	12	7	2	5	1	6	4	1	1	3	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0		
SUTTON	BEDDINGTON SOUTH	E05000556	88	105	86	85	109	8	11	6	8	14	3	7	5	2	11	4	2	2	3	4	1	0	0	0	0	0	0	1	0	0	0	0	0		
SUTTON	BELMONT	E05000557	97	107	113	77	104	15	14	6	7	5	5	3	1	2	1	8	9	5	5	5	1	1	0	1	0	0	0	1	2	0	0	0	0		
SUTTON	CARSHALTON CENTRAL	E05000558	103	56	103	67	76	5	7	6	8	8	3	1	2	3	3	2	4	4	5	5	0	0	1	0	0	0	0	1	0	0	1	0	3		
SUTTON	CARSHALTON SOUTH AND CLOCKHOUSE	E05000559	60	50	50	50	70	7	4	4	5	6	4	1	0	1	5	0	1	1	2	1	0	0	0	0	0	0	0	4	0	0	0	1			
SUTTON	CHEAM	E05000560	62	78	63	73	60	1	3	11	7	6	5	2	3	2	1	0	1	5	4	4	0	1	1	0	1	0	0	0	0	0	0	1	1		
SUTTON	NONSUCH	E05000561	73	67	68	49	97	6	10	7	5	9	4	1	0	1	2	3	6	2	4	7	1	3	0	0	1	0	0	0	1	0	0	0	0		
SUTTON	ST. HELIER	E05000562	132	145	111	86	101	15	16	9	12	13	7	9	5	7	2	10	9	5	7	5	0	1	0	0	1	0	1	0	0	1	4	2	3		
SUTTON	STONECOT	E05000563	84	55	69	67	90	9	6	5	8	8	0	1	3	1	5	6	4	3	1	3	0	0	0	0	0	0	2	0	0	0	0	0	0		
SUTTON	SUTTON CENTRAL	E05000564	208	253	277	266	293	19	29	20	19	12	4	11	7	7	10	10	13	10	7	6	0	8	3	1	0	0	0	1	0	2	2	2	1	0	
SUTTON	SUTTON NORTH	E05000565	91	79	92	102	94	5	13	10	15	4	2	5	3	7	1	1	8	6	7	3	0	0	1	1	0	0	4	0	0	4	1	0	0		
SUTTON	SUTTON SOUTH	E05000566	95	112	80	79	117	12	9	14	12	7	1	0	0	0	1	8	6	12	12	4	2	3	1	3	1	0	0	0	0	0	1	0	0		
SUTTON	SUTTON WEST	E05000567	59	67	70	67	82	4	6	7	8	9	1	8	4	2	2	1	1	1	3	5	0	0	0	0	0	0	1	0	0	1	0	0	0		
SUTTON	THE WRYTHE	E05000568	69	60	67	64	83	5	15	10	9	8	4	3	5	2	1	2	9	6	7	4	0	0	0	0	0	0	0	0	0	0	0	0	0		
SUTTON	WALLINGTON NORTH	E05000569	77	80	128	105	150	8	6	13	10	16	3	1	2	0	2	3	4	9	9	9	0	0	1	0	2	0	0	0	0	0	0	0	1		
SUTTON	WALLINGTON SOUTH	E05000570	103	113	97	102	124	13	7	8	14	11	0	1	2	2	0	5	4	3	6	9	0	0	0	1	1	0	0	0	1	0	0	0	1		
SUTTON	WANDLE VALLEY	E05000571	104	93	112	129	124	19	20	22	20	14	13	20	16	17	10	9	10	5	6	6	2	0	0	1	1	0	0	0	4	1	1	3	0		
SUTTON	WORCESTER PARK	E05000572	57	55	65	52	102	9	12	12	9	9	4	2	4	1	2	1	5	4	5	4	0	0	0	0	0	0	0	0	0	1	0	1	0		
TOWER HAMLETS	BETHNAL GREEN	E05009317	282	301	262	258	324	30	29	19	24	22	31	20	9	14	8	10	12	6	12	11	0	0	0	1	0	0	0	0	3	3	1	2	0		
TOWER HAMLETS	BLACKWALL & CUBITT TOWN	E05009318	212	202	239	222	326	23	19	15	24	21	5	2	3	5	3	13	12	9	16	13	0	0	0	0	0	0	0	1	0	0	1	4			
TOWER HAMLETS	BOW EAST	E05009319	230	222	236	257	319	24	18																												

Annex 2B | Fires and fire casualties - ward data

Borough	Ward	Ward Code	Incidents					Primary fires					Arson					Dwelling fires					Fires in care homes and sheltered					Fire deaths					Fire serious injuries					
			2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	
WANDSWORTH	FAIRFIELD	E05000614	154	158	154	129	211	17	21	18	12	9	3	2	2	1	0	6	13	12	7	1	0	0	0	0	1	0	0	0	0	0	0	1	1	0	0	0
WANDSWORTH	FURZEDOWN	E05000615	138	112	136	106	118	15	21	19	7	14	7	4	3	1	3	10	16	14	3	7	2	1	3	0	2	0	0	0	0	0	1	0	1	0	2	
WANDSWORTH	GRAVENEY	E05000616	152	152	217	138	154	15	17	20	6	10	3	0	4	3	2	6	10	12	3	5	1	2	0	0	1	0	0	0	0	0	2	1	2	1	0	
WANDSWORTH	LATCHMERE	E05000617	213	211	197	220	287	21	25	15	13	16	3	7	1	3	6	14	14	9	10	8	2	1	0	2	0	0	0	1	0	0	2	3	2	1	0	
WANDSWORTH	NIGHTINGALE	E05000618	126	131	150	156	163	11	11	14	11	10	2	1	1	3	1	6	9	8	8	4	1	1	2	1	2	0	0	0	0	0	0	0	0	1		
WANDSWORTH	NORTHCOTE	E05000619	128	143	152	112	181	14	13	16	6	18	1	0	0	3	3	9	10	11	4	9	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	
WANDSWORTH	QUEENSTOWN	E05000620	278	279	238	209	329	29	26	27	24	24	8	2	4	4	1	18	15	15	13	16	0	0	0	0	0	0	0	0	0	2	4	1	0	0		
WANDSWORTH	ROEHAMPTON AND PUTNEY HEATH	E05000621	236	210	189	228	271	36	23	25	20	21	16	5	5	13	9	22	12	17	9	14	2	1	2	0	1	0	0	0	0	3	0	1	0	1		
WANDSWORTH	SHAFTESBURY	E05000623	120	94	124	127	159	19	11	18	7	10	2	0	2	1	0	10	5	12	3	6	0	0	0	0	0	0	0	0	1	1	1	0	1	2		
WANDSWORTH	SOUTHFIELDS	E05000624	165	173	166	141	165	15	17	8	9	12	3	3	4	1	5	8	7	6	6	6	2	0	1	1	0	0	0	0	0	0	0	0	1	0		
WANDSWORTH	ST. MARY'S PARK	E05000622	193	183	235	188	240	16	12	26	6	13	7	1	2	0	2	11	8	21	5	7	1	0	0	1	1	0	0	0	0	0	0	7	0	1		
WANDSWORTH	THAMESFIELD	E05000625	143	132	123	120	170	16	14	8	7	9	2	0	0	3	0	7	8	7	5	4	0	1	1	0	0	0	0	0	0	1	1	2	0	0		
WANDSWORTH	TOOTING	E05000626	275	221	216	234	209	22	13	14	19	20	1	4	0	3	6	10	5	8	12	12	0	1	0	2	0	0	0	1	0	3	0	2	2	2		
WANDSWORTH	WANDSWORTH COMMON	E05000627	151	108	119	128	131	60	17	37	26	28	47	9	23	16	19	7	5	7	7	8	1	0	0	0	0	0	0	0	2	0	1	2	5			
WANDSWORTH	WEST HILL	E05000628	133	128	128	123	145	16	12	15	13	6	6	3	0	0	1	9	9	11	10	6	0	0	1	0	1	0	0	0	0	1	0	2	2	0		
WANDSWORTH	WEST PUTNEY	E05000629	94	99	128	109	130	15	10	14	7	5	5	3	2	2	2	10	6	10	4	4	0	0	2	0	0	0	0	0	0	1	1	4	1	0		
WANDSWORTH	NINE ELMS	E05014015	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
WESTMINSTER	ABBEY ROAD	E05000630	158	176	168	162	191	10	8	9	7	3	0	0	1	0	0	5	7	6	6	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WESTMINSTER	ABBEY ROAD	E05013792	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
WESTMINSTER	BAYSWATER	E05000631	186	220	230	205	217	14	16	19	14	11	1	2	0	1	1	12	14	15	12	4	0	0	1	0	0	0	0	0	1	0	0	0	0	0		
WESTMINSTER	BRYANSTON AND DORSET SQUARE	E05000632	309	296	280	269	288	24	19	16	11	14	1	0	0	1	1	13	12	6	5	7	0	0	0	0	0	0	0	0	1	1	0	0	0	0		
WESTMINSTER	CHURCH STREET	E05000634	334	339	498	495	449	22	21	23	21	30	10	6	2	3	3	16	14	11	16	24	2	0	1	1	0	0	1	0	0	3	1	0	4	0		
WESTMINSTER	CHURCHILL	E05000633	179	183	160	162	190	12	13	11	11	9	0	4	0	2	0	5	9	8	9	9	0	0	1	1	0	0	0	0	0	0	2	1	0	1		
WESTMINSTER	HARROW ROAD	E05000635	196	172	208	202	239	13	8	10	12	14	1	1	1	1	2	11	5	8	8	9	3	1	0	2	1	0	0	0	0	1	0	1	1	2		
WESTMINSTER	HYDE PARK	E05000636	271	290	291	215	298	21	19	23	16	17	3	0	2	2	0	7	8	8	7	11	0	0	0	1	0	0	0	0	0	1	0	0	1	0		
WESTMINSTER	KNIGHTSBRIDGE AND BELGRAVIA	E05000637	350	387	354	273	306	12	17	20	20	12	0	0	0	0	1	9	7	15	13	5	0	0	0	0	0	0	0	0	0	0	0	1	1	0		
WESTMINSTER	LANCASTER GATE	E05000638	290	299	301	207	339	17	17	17	8	21	2	0	1	0	1	7	13	13	7	20	0	0	0	0	1	0	0	0	0	2	4	2	0	1		
WESTMINSTER	LITTLE VENICE	E05000639	156	176	190	183	250	10	8	14	8	9	2	2	2	1	2	7	6	10	7	7	1	0	0	0	0	0	0	0	0	0	0	0	0	1		
WESTMINSTER	MAIDA VALE	E05000640	117	114	142	141	183	10	4	7	6	5	0	0	1	0	0	6	2	7	2	3	0	0	0	1	0	0	0	0	0	0	0	0	0	0		
WESTMINSTER	MARYLEBONE HIGH STREET	E05000641	686	611	760	500	526	35	24	31	19	17	2	0	5	1	0	5	8	11	6	3	0	0	1	0	0	0	0	0	1	0	2	2	0	0		
WESTMINSTER	QUEEN'S PARK	E05000642	140	169	194	166	193	19	10	15	9	13	6	0	2	1	1	15	6	13	8	11	3	0	0	0	0	0	0	0	0	2	1	3	0	0		
WESTMINSTER	REGENT'S PARK	E05000643	271	313	251	245	324	16	17	21	19	6	1	1	0	1	0	9	11	13	13	5	3	0	0	2	1	0	0	0	0	6	0	2	1	0		
WESTMINSTER	ST. JAMES'S	E05000644	1631	1698	1584	1057	1297	71	84	64	36	49	8	8	10	9	4	12	10	11	5	9	0	0	5	0	0	0	0	0	1	2	3	2	0	0		
WESTMINSTER	TACHBROOK	E05000645	150	118	160	151	195	9	8	8	12	11	1	2	2	0	0	7	3	3	12	10	0	0	0	0	3	0	0	0	0	0	0	0	0	0		
WESTMINSTER	VINCENT SQUARE	E05000646	217	231	223	198	228	17	12	15	16	15	1	5	2	1	1	8	5	6	9	13</																