LONDONASSEMBLY

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

Sadiq Khan
Mayor of London

cc: Deputy Mayor for Fire and Resilience
(Sent by email)

2 February 2024

Dear Sadiq,

At its meeting on 31 January 2024, the Fire, Resilience and Emergency Planning Committee, considered the London Fire Commissioner's Reserves Strategy and Medium-Term Financial Strategy 2024/25.

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 2024/25 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 but notes that London Fire Brigade is using £20 million from its Fire Safety Improvement Reserve over the next two years to provide for modernising and extending the training provided to*

firefighters. Whilst this improved training is welcome, the Committee is concerned that London Fire Brigade will need to address and secure longer-term funding to sustain this.

The Committee welcomes the reduction in the use of pre-arranged overtime and improved financial management demonstrated in these strategies.

The Committee would ask for a response to this letter by 1 March 2024 and specifically in reference to its comment regarding securing longer-term funding.

Please send your response to Diane Richards, Committee Officer, at diane.richards@london.gov.uk, or if you have any questions about this matter.

Yours,

Anne Clarke AM

Chair of the Fire, Resilience and Emergency Planning Committee

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Anne Clarke AM
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Sadiq Khan
Mayor of London

cc: Deputy Mayor for Fire and Resilience
(Sent by email)

2 February 2024

Dear Sadiq,

At its meeting on 31 January 2024, the Fire, Resilience and Emergency Planning Committee, considered the London Fire Commissioner's Statement of Assurance 2022/23.

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 2022/23 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. This includes addressing the recommendations from the Independent Culture Review of the London Fire Brigade and from His Majesty's Inspectorate of*

Constabulary, Fire and Rescue Services and working with the Inspectorate to ensure that the Brigade no longer requires enhanced monitoring under Engage.

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

Yours,

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

LONDON FIRE BRIGADE

LFC-23-107y

2024/25 Budget Submission

Report to:	Date:
Investment & Finance Board	26/10/2023
Commissioners Board	07/11/2023
Fire & Resilience Board	21/11/2023

Report by:
Assistant Director, Finance

Report classification:

For Publication

I agree the recommended decision below.

Andy Roe
London Fire Commissioner

Date This decision was remotely signed on 24 November 2023

PART ONE
Non-confidential facts and advice to the decision-maker

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 2024/25. The Mayor is proposing to provide funding of £470.4m 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 2024/25 at a time of ongoing increased inflationary pressures and resulting impacts on staff pay.

This is the full draft budget for 2024/25 and will form the LFC budget submission to the Mayor on 24 November 2023 in line with the Mayor's Budget Guidance issued on 14 July 2023.

This report also sets out the outcome of the work undertaken to ensure the budget setting process is aligned to Community Risk Management Plan (CRMP) priorities. This paper highlights key areas of emerging investments and savings identified through that process including a proposal for a significant investment in training so that the LFC can be better prepared for, and respond to, the changing firefighting challenges in 21st century London.

This report presents a balanced budget in 2024/25 based on current planned investments, savings and assumptions around pay. The final March 2024/25 Budget Report will take into account factors including the Local Government Finance Settlement and progress on pay negotiations.

Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner approves:

1. The Budget Submission for 2024/25 to the Mayor that includes:

    a. Savings of £16.3m in 2024/25, as set out in table 2 and appendix 3 (departmental savings).

    b. A draw of £4.5m through an earmarked reserves review, £3.8m use of Budget Flexibility Reserve and the use of £20.0m from the Fire Safety Improvement Reserve to address Modern Firefighting and training requirements in 2024/25 and 2025/26 as set out in paragraphs 3.13 to 3.19.

    c. CRMP and Departmental Investment proposals of £19.7m (inclusive of Modern Firefighter training) in 2024/25 as set out in table 2 and Appendix 4.

2. A draft 20-year Capital Strategy together with a detailed four-year capital plan at Appendix 8.

3. A draft Medium-Term Financial Strategy (MTFS) covering the period to 2026/27 at Appendix 2.

4. A draft Reserves Strategy at Appendix 9.

5. A draft covering letter at Appendix 12 for consultation with the Fire, Resilience and Emergency Planning (FREP) Committee.

1 Introduction and background

1.1 The Final LFC Budget report for 2023/24 set out a balanced budget for that year and a budget gap of £7.3m in 2024/25. This report sets out proposals to achieve a balanced budget for 2024/25, for submission to the Mayor.

1.2 The Mayor's Budget Guidance for 2024/25 for the Greater London Authority (GLA) and the functional bodies was issued on 14 July 2023. 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.

1.3 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.

1.4 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 2.99 per cent increase in council tax precept and an increase in the council tax base of 1.5 per cent each year.

1.5 Under the Greater London Authority Act 1999, the Mayor must consult the functional bodies before proposing a Component Budget for consultation. The Mayor has now written to the Deputy Mayor for Fire & Resilience (Appendix 1) to confirm the amounts as set out in his budget Guidance, which are for proposed funding levels for 2024/25 of £470.4m, 2025/26 of £489.4m, and 2026/27 of £509.2m.

1.6 This year's budget process has seen a greater emphasis on ensuring the budget supports the key strategic priorities the LFC will deliver, in support of the Community Risk Management Plan (CRMP) and the nine programmes that underpin the delivery model.

1.7 As part of this approach, each Senior Responsible Owner (SRO), which is held at Director level for the delivery of each programme, developed outline business cases which detailed how projects within the programme would be delivered, including phasing, resources, and investment requirements.

1.8 Each of the SROs had a Change Group session to review and challenge the business cases, followed by peer director challenge sessions as part of the budget process. This enabled the production of forecasts to deliver the initial phases of the CRMP, including consideration of wider resources and achievability.

1.9 Alongside this there was a process undertaken looking at departmental investment of core services and savings proposals and previous assumptions made in the Medium-Term Financial Strategy (MTFS). These proposals were also reviewed by scrutiny meetings involving the Commissioner and directors, before consulting on them with the Deputy Mayor for Finance and Resilience.

1.10 The MTFS (Appendix 2) shows the forecast estimates of income and expenditure for the next financial year and the following two financial years to 2026/27 and highlights budget surpluses or deficits for those years.

1.11 The proposals to meet any budget deficits are set out within this report and supported by the savings and investment proposals (Appendices 3 to 7 respectively). As set out in this budget submission, the LFC has plans in place to ensure that a balanced budget can be set for 2024/25 despite significant cost pressures and the investment required to deliver CRMP and significant changes across the organisation such as the implementation of the Independent Culture Review recommendations.

1.12 The development of the LFC's revenue budget and capital programme will continue during the Mayor's budget cycle, which concludes in February 2024. The LFC will agree a final revenue budget and capital programme for 2024/25 in March 2024.

1.13 This report forms the proposed full draft Budget Submission to the Mayor, including the additional tables attached at Appendix 13. The Mayor has set a deadline for the LFC of 24 November 2023 to provide the GLA group budget submission and, if approved, this draft budget will form the basis for the LFC submission.

1.14 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 in section 3 and appendix 8.

1.15 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 8.

1.16 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

21 November 2023	Fire & Resilience Board
24 November 2023	Functional bodies to provide full and summary budget submissions to the Mayor. This must be published on LFC's website.
Early to mid-December 2023	Provisional Local Government Funding Settlement
Mid to late December 2023	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.
8 January 2024	Budget and Performance Committee meeting with LFC, MOPAC, TfL.
17 January 2024	January Budget Update report presented to Commissioner's Board, providing updates from the November submission if required.
25 January 2024	London Assembly considers the Mayor's draft consolidated budget 2024/25.
Early February	Government expected to publish final local government and fire finance settlement.
22 February 2024	London Assembly considers the Mayor's final draft consolidated budget 2024/25.
27 February 2024	Statutory deadline by which the GLA precept must be approved and the Mayor's statutory Capital Spending Plan is published.
31 March 2024	The LFC approves the final Budget for 2024/25, within the overall funding limit set by the Mayor.

2 Mayors Consultation Letter / Budget Guidance

2.1 Each year the Mayor publishes a Budget Guidance document to set out the framework under which the GLA (Greater London Authority) and the functional bodies, including the LFC (London Fire Commissioner), are required to prepare their budgets for the next financial year.

2.2 The Mayor has set out funding for the LFC of £470.4m in 2024/25, which is in line with revenue funding totals as set out in his Budget Guidance issued on 14 July 2023 and represents an increase (in cash terms) in funding of £23.0m from the funding levels provided in 2023/24. The guidance then sets out

funding of £489.4m in 2025/26, and of £509.2m in 2026/27.

2.3 The Mayor issued a consultation letter to the Deputy Mayor on 1 November 2023. The purpose of this letter is to consult the Deputy Mayor and clarify the requirements for the LFC's budget submission before preparing a draft component budget for 2024/25. A copy of the letter can be found in Appendix 1.

3 Medium-Term Financial Plan

3.1 The final March 2023/24 Budget Report (LFC-23-029) set out the agreed budget for the 2023/24 financial year and included two further years to support financial planning (2024/25 and 2025/26), as required by the Mayor in his Budget Guidance for that year. This report set out a balanced budget in 2024/25 based on the assumptions in that report and a forecast budget gap of £7.3m in 2024/25. The estimates have been kept under review considering financial performance during 2023/24 and an updated position is set out at Appendix 2.

3.2 The impact of the increase in funding in the Mayor's Budget Guidance from July 2023, together with the results of the review of the MTFS as part of the preparation for the 2024/25 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.

3.3 The table shows that based on these assumptions there would be a balanced budget in 2024/25 after taking account of use of reserves due to a one-off earmarked reserves review, with indicative budget deficits of £5.9m and £16.4m in 2025/26 and 2026/27 respectively.

3.4 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 considerations, including

- The number of fire stations, appliances and firefighters are not reduced.
- Delivery of the Community Risk Management Plan (CRMP).
- Appropriate investment continues to be made in transformation activity, including culture change.
- 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 and priorities.
- Opportunities for innovative and modern ways working will be adopted as far as possible.

Table 2: Budget Position for the LFC

	2024/25	2025/26	2026/27
	£m	£m	£m
Budget Gap as set out in the MTFS for 2023/24 (and rolled forward into future years)	7.3	1.4	N/A
Additional mayoral funding above expectations in 2023/24 budget due to changes in precept increase and tax base assumptions	(7.3)	(7.9)	N/A
Update to Medium-Term Financial Assumptions on inflation	0.0	(0.6)	N/A
Revised Opening Position (Deficit + / Surplus -)	**0.0**	**(7.1)**	**(13.1)**
New: Business As Usual (BAU) Investment 2024/25	4.4	3.5	3.5
New: Community Risk Management Plan (CRMP) Investment 2024/25	5.6	4.9	3.0
New: Modern Firefighting and Training Investment	9.7	10.3	13.9
New: Pay Award at 3% (1% above base assumption of 2%)	3.2	4.0	4.0
New: Operational skills payments	2.5	2.5	2.5
Capital Financing Charges (2)	0.0	5.2	9.8
Unwinding of last year's departmental savings*	2.2	3.1	3.1
Unwinding of last year's Efficiency review and targeted rolling review savings*	2.2	4.7	4.7
Budget Gap after Pressures Identified	**29.8**	**31.1**	**31.4**
Departmental Savings Proposed	(3.8)	(5.4)	(5.5)
Efficiency Reviews / Targeted rolling review	(2.7)	(5.2)	(5.2)
Forecast Operational Vacancy assumption due to turnover	(4.3)	(4.3)	(4.3)
Additional FRS Vacancy Margin	(1.0)	0.0	0.0
Review of Earmarked Reserves	(4.5)	0.0	0.0
Total Savings Identified	**(16.3)**	**(14.9)**	**(15.0)**
Use of Budget Flexibility Reserve	(3.8)	0.0	0.0
Use of Fire Safety Improvement Reserve	(9.7)	(10.3)	0.0
Budget Gap (+) / Surplus (-) After Savings Identified	**0.0**	**5.9**	**16.4**

* (Please note – this is replaced with a new savings figure below in the table and does not indicate savings are no longer being made)

(2) Further work to be undertaken to assess profiling and deliverability of the current draft capital plan ahead of the final budget in March.

3.5 This table above shows that after the proposals for investment and cost reductions there would be a balanced budget in 2024/25, pressure of £5.9m in 2025/26 and £16.4m in 2026/27.

Staff Pay

3.6 National and local negotiations around pay, including through the National Joint Council (NJC) for operational staff, will be key determinants of the pay award. LFB has a standard planning assumption of 2% for pay at the start of the budget process. This has been increased to 3% for 2024/25 but will need to be reviewed for the final budget in March 2024 in light of progress in negotiations.

3.7 The Operational and FRS staff groups are also both undergoing a pay review. As part of the Fire Brigade Union's 2022 pay claim, they set out a number of points for FRS Chiefs to consider which would result in a fair pay increase. This included the introduction of skills payments. The London Fire Commissioner

is committed to ensuring that firefighters are paid fairly for the work they carry out and is grateful for the support previously provided by the Mayor of London and GLA.

3.8 LFB is proposing skills payments for operational staff who possess specific skills that enable them to undertake specialist roles within the Brigade. This will address a long-standing failure to resolve the need to incentivise and appropriately reward those undertaking specialist roles with additional skills and training requirements which are crucial to London's operational response. The proposals are being finalised, with an estimated ongoing cost of £2.5m.

3.9 A key aim of the FRS pay review is to ensure that the pay and reward system for professional support services remains competitive, to enable the LFB to attract and retain talent. The review is still to report its findings and as a result no resulting costs are included in this report. Once that review is complete, this position will be updated in future reporting.

3.10 During 2023/24 LFB has enhanced its maternity and adoption pay. A wider review of other family friendly policies will follow. Subject to the final outcomes from the holistic review it is currently not feasible to assess the financial implications on wider support for parents. However, this will continue to be reviewed in light of further updates.

Budget Process 2024/25 Core Themes

3.11 As discussed above, ensuring the budget process contained a strategic focus on the CRMP was critical, along with allowing departments to submit investment bids for improving core / business as usual services and focusing on opportunities for efficiencies and productivity improvements.

3.12 As part of these three core themes were developed: CRMP Delivery, Business as Usual and Efficiencies and Savings. Heavily linked to the CRMP Programme Delivery is an approach to ensure firefighters are supported for the environments in which they encounter within modern day London and therefore there has been further work in developing investment in Modern Firefighting and Training.

Modern Firefighting & Training

3.13 Firefighting in 21st century London is more complex and multifaceted than it has ever been before with a variety of risks, threats, and challenges to both respond to and prepare for. The Grenfell Tower Fire, Manchester Arena Attack, numerous terrorist attacks in London, wildfire/climate change challenges and new and emerging technologies creating additional complexity, means the need for a significant investment in realistic training is going to be critical for LFB over the short, medium, and longer term.

3.14 The current training offer, whether provided by Babcock or through local delivery, requires a radical overhaul to ensure it meets the demands of an emergency service responsible for the safety of a global city. The LFB currently has a good baseline level of training provision, but it is clear from experiences over the last few years that it is no longer aligned to the risks faced today, or those anticipated for the future, so requires significant investments and resource to address this gap.

3.15 To respond to this challenge, the LFB is proposing to significantly improve initial training provided to firefighters in development (FFD), including lengthening the course for trainees from eleven weeks to fifteen weeks. Also continuing to deliver large scale exercises such as high rise and basement scenarios but in a more coordinated and joined up way – ensuring firefighters, officers and control staff are exercising ever more realistic scenarios. Finally, to develop an urban firefighting course, based at a new London Centre of Excellence, that will ensure that LFB is providing cutting edge training that tests firefighters, officers and control staff in the most realistic fire and rescue scenarios available. London is the most complex risk environment in Western Europe, with no comparable city in the UK, the LFB therefore requires a training offer that genuinely reflects this complexity, thereby helping to provide a worldclass fire and rescue service and supporting the capital's firefighters to be as safe as possible, even in the

most challenging situations.

3.16 For additional context, all Home Counties' Fire and Rescue Services have Positive Pressure Ventilation (PPV) and water misting technology as part of their firefighting capability. LFB currently does not have this provision yet attends more fires than any other service in the UK. The additional funding being requested will use a phased approach to firstly address this capability gap (which means delivery of a safer and more effective service), thereafter, to deliver more realistic training scenarios that are linked to National Operational Guidance (NOG) and then longer term, develop a new urban firefighting course to be delivered from a new London Centre of Excellence.

3.17 It is a priority for the LFB, as part of its CRMP, to ensure the Brigade is delivering services that reflect the risk in London. How we train our firefighters, officers, control and FRS staff is central to this strategic intent and we know the current provision, whether delivered by Babcock or from within the LFB is not matched to the risk that has continued to evolve over recent years. This is why investment is being sought from FFD provision all the way through to a new urban firefighting course, with the requisite infrastructure and delivery supporting this to ensure the LFB is providing its staff the necessary skills and capabilities to meet the demands London poses both now and in the future.

3.18 Due to the large-scale investment required in this area and past decisions made around training provision (notably the outsourcing to Babcock in a long-term contract), it will not be achievable for LFB to deliver the level of capability uplift required from existing revenue budgets and also to deliver a balanced budget, without making significant reductions to services. Therefore, at this point the LFB is proposing a special investment bid to fund the overhaul in training that is referred to above. The LFB would be looking to contribute £20m from the Fire Safety Improvement reserve over the next two years to improve the safety of Londoners through the investment in training and associated equipment. The LFC would then be looking to support from central and local government to sustain the required investment over the longer term.

3.19 The table below shows the level of investment to align with modern firefighting and training under both the departmental bid from Learning & Professional Development and CRMP Programme 3. Please let it be noted that from 2025/26 these figures are currently indicative and subject to more detailed phasing. The available funding for this work during the 2024/25 and 2025/26 financial years is limited to the £20m available from the Fire Safety Improvement reserve, and more work is being done to phase expenditure to align with that requirement.

	2024/25 £'000	**2025/26 £'000**	**2026/27 £'000**
CRMP Programme 3 – Modern Firefighting	5,303	6,803	8,403
Operational Preparedness & Response (Modern Firefighting Investment with Learning & Professional Development)	4,386	3,511	5,501
Total	**9,686**	**10,314**	**13,904**

CRMP Programmes

3.20 Within CRMP there are 9 distinct programmes of work. These are

1) Work with you to provide localised services that meet your needs.
2) Make it easy for you to access our services.
3) Adapt our services as your needs change.
4) Design services around your needs and concerns.
5) Enable our people to be the best they can be, to serve you better (incorporating work relating to the Independent Culture Review).
6) Work together to provide the best possible services to meet your needs.
7) Driven by evidence to give you the value you expect.
8) Work with other organisations to secure a safer future for everyone.
9) Enable organisational change.

3.21 The below table sets out the investments required for 2024/25 following review and revision as part of Change Group and Director Scrutiny sessions. These sessions involved using metrics of value and effort to ensure prioritisation of investments. Consideration was also given not just to overall financial constraints and the need to have a sustainable budget, but also the capacity to deliver (including the impact on enabling services) alongside the organisational capacity to receive so much change at once;

Programme	**Investment Post Director Scrutiny £'000**
Programme 1	0
Programme 2 & 4	515
Programme 3 – Modern Firefighting	5,263
Programme 3 – Other	1,035
Programme 5	2,850
Programme 6	300
Programme 7	175
Programme 8	588
Programme 9	202
Total	**10,928**

Departmental Investment

3.22 The existing Investment as agreed as part of the 2023/24 budget process that is due to start in 2024/25 can be seen in the table below.

Directorate	**£'000**
Communications	0
Corporate	0
Operational Preparedness & Response	0
Operational Prevention, Protection & Policy	65
People	0
Transformation	0
Total	**65**

3.23 Detailed information can be found within appendix 5.

3.24 In addition to this, as part of the current year's budget process the following investments have been put forward. As part of director scrutiny process and ongoing work, elements of this have been re-phased, amended or removed completely. The below table reflects the latest position.

Directorate	**2024/25 £'000**	**2025/26 £'000**	**2026/27 £'000**
Communications	410	373	373
Corporate	2,214	1,834	1,794
Operational Preparedness & Response*	337	325	325
Operational Preparedness & Response (Modern Firefighting Investment with Learning & professional Development)*	4,386	3,509	5,501
Operational Prevention, Protection & Policy (including Health & Safety)*	1,001	803	803
People (investments and savings already captured through recent People Services restructuring proposals, and through Programme 5 investment proposals)*	285	0	0
Transformation	170	170	170
Total	**8,803**	**7,014**	**8,966**

*Noting investment aligned to temporary director responsibilities.

3.25 More information on the above investments can be found in Appendix 7.

3.26 Whilst there are still relatively large investments considered under BAU, £4.4m of the investment is part of resourcing modern firefighter training and capabilities. The biggest areas of investment in Corporate Services relate to ICT (cyber security, accessibility support to staff and ensuring station staff have same access to MS Office365 as other staff).

Establishment

3.27 The 2023/24 budget process proposed an Average Vacancy Margin (AVM) of 154 operational posts below full establishment, with a planned AVM of zero in 2024/25.

3.28 Since the approval of the 2023/24 budget, 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 working group reporting into the Establishment Board has been considering key aspects of the change in AVM and presenting options for consideration. The conclusion from this work is that the Establishment Board considers that an AVM of 100 is a practical assumption (rather than a goal) into the medium-term due to actual recruitment rates and staff turnover with the potential for one weeks' notice. This will not impact on overtime requirements.

3.29 Currently, operational workforce planning is carried out every month and discussed at Establishment Board. This will be further developed as a new organisational workforce planning strategy is put into place.

Firefighter Pension Valuation

3.30 The actuarial valuation of the firefighter pension scheme is currently under way and is expected to be implemented from April 2024. This will reflect the full impact of the pensions remedy on the LFC as well as changes to actuarial assumptions which are likely to increase the cost of the scheme. This valuation will include any changes necessary to employer and employee pension contribution rates. The LFC is currently assuming that any additional costs will be met by central government. However if central government does not meet this cost, or only covers it in part, this could result in additional financial pressures in 2024/25 and future years.

Savings, efficiencies and productivity

3.31 A total of £16.3m in Budget reductions are proposed for 2024/25, including departmental saving proposals of £3.8m, operational and FRS staff vacancy margin savings of £4.3m and £1.0m respectively,

efficiency review and targeted savings review through Investment and Finance Board (IFB) of £2.7m and finally £4.5m linked to a review of earmarked reserves.

Wider efficiencies and productivity

3.32 The Assistant Director (AD) for Health & Safety oversaw an efficiency review as part of the budget process last year. Due to the effectiveness of this approach, a follow up Review was commissioned.

3.33 The Review noted the significant improvement that has been made in managing Pre-Arranged Overtime (PAO), which has been a key and growing pressure on the LFC budget over the past few years. A plan to reduce reliance on PAO was then agreed by the LFC in March 2023 and published at the below link:

https://www.london-fire.gov.uk/media/7500/lfc-23-025-plan-to-reduce-reliance-on-prearranged-overtime-and-associated-spend-part-1.pdf

3.34 That plan put forward proposals to improve effectiveness and utilisation of our resources, supporting operational resilience and financial sustainability. This included Priority Crewing Guidance, Training as a Watch, reducing the establishment gap, and formalised operational demand forecasting and financial controls. In 2022/23, we had an overspend on operational overtime of around £12.5m (excluding National Insurance), the largest component of which was due to PAO. The Quarter 2 forecast for this financial year (2023/24) is an overspend of around £4.5m, a reduction of £8m. Further actions to reduce the residual overspend will include reviewing sick absence and light duties, addressing skills and training gaps and filling vacancies.

3.35 The follow up Efficiency Review noted its previous recommendations around reform of the Operational support Units (OSUs) is now being reconsidered in a wider context considering the new Response Strategy, which is taking into account changing risks in London such as wildfires, as well as a wider review of specialist units (including Fire Rescue Units). So whilst the savings have not been currently delivered, we do expect a more effective and efficient model to be developed going forward. Other areas recommended for review include reducing mileage/journeys and the Review of Firefighters Compensation (injury awards) made under the firefighters Pension Scheme.

3.36 We have strengthened our processes around business cases and portfolio management which is improving our resource allocations and delivery of value for money. The Investment and Finance Board is playing an important role in scrutinising new expenditure proposals and reviewing existing expenditure through a rolling programme of 'deep dive' reviews. We are also focusing on cost avoidance measures as well as cashable savings, e.g. 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 through the GLA group as and when this is ready.

3.37 LFB have to submit an annual return to the National Fire Chiefs Council (NFCC) on its efficiency and productivity plan, with key targets of 2 per cent of non-pay efficiencies and increase productivity by 3 per cent by 2024/25. Across 2022/23 – 2024/25 the LFB submission included an average of 6.9 per cent of non-pay efficiencies which is well above the target set.

3.38 On productivity of staff, this is not an easy issue to measure accurately or consistently across services. Nevertheless, we are continually looking to improve productivity. For example, firefighters now carry out targeted and specific visits to triage lower risk premises to enable Inspecting Officers to focus on higher risk premises, and increases our reach into the business community. Our proposed change to the way we respond to Automatic fire alarms (AFAs) would allow us to spend more time on protection work, such as fire safety checks in homes and businesses, as well as operational training. It will also reduce the risk to the public through fewer 'blue light' emergency responses. More broadly, the new set of KPIs linked to the CRMP that we have published will enable us to better understand and improve our productivity across a range of disciplines.

People & Culture

3.39 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.

3.40 Following a number of recommendations from both the Independent Culture Review, and the Independent Review of People Services, a number of changes are taking place within the People directorate. These changes are taking place over a number of phases, with Phase 1 covering our People Operations, and Phase 2 looking wider across the Directorate. Within these changes we are establishing a Professional Standards Unit, bringing focus to our transactional processes and strengthen the Business Partnering Model.

3.41 People Services has been through considerable change over the last calendar year with the Director of People, the Assistant Director of People and a number of Heads of roles leaving LFB. This has resulted in the investment of a senior interim team being brought in to provide strategic leadership, direction, and lead on the Transformation programme. These roles will be replaced over the early period of 2024 with permanent resource.

3.42 Over the course of the year, despite the changes within People Services we have continued to invest in delivering a number of critical activities to support our culture change programme and the modernisation of our core People Services offer. These include

- Developed a new People Services Strategy.
- Launched a Transformation Programme across People Services to modernise and develop a best in field People Services.
- Continued the roll-out, and improvement of, our leadership development programmes at all levels within the organisation.
- Improvements to the support provided to neurodiverse staff.
- Ongoing work by the Business Partner team supporting the business in identifying trends and implementing early interventions where possible.
- Creating of a People Dashboard, for all business areas showing trend data to enable both business partners and heads of service to see a holistic, strategic view of the challenges impacting their areas.
- A review of our Policies, and processes to make them simpler, easier to follow and more accessible to the business.
- A full review of our Discipline, Bullying and Harassment Policy and supporting processes.
- We are currently undertaking an external review of our Benefits package, and this is due to report back at the end of November where we will explore improvements to our Total Reward offer.

3.43 In response to the Independent Culture Review we have commissioned a full external review of our historic HR cases and provided an independent phone line for employees to raise concerns.

3.44 In the coming months we will be embedding the new design for People Operations and develop the new Organisation Design for the rest of the People Directorate, alongside continuing the Transformational activity on our core processes and offering. These processes are being aligned to support the implementation of a new HR System.

3.45 The Transformational activity will support a number of efficiencies as detailed below. These will be ongoing and embedded as the operating model matures.

- 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.
- As part of People Services Transformation we will be continuing to identify efficiency savings across the directorate through modernising processes and streamlining Governance. Additionally, as part of the Strategy, we will be using data and insights identify issues early across LFB, and develop interventions which will improve productivity, reduce sickness and give better support to our people. We will be tracking this activity to ensure that we meet previous savings targets identified.

3.46 The LFC is also continuing to work on the outcomes of the Independent Culture Review including the identification of additional activities and resulting financial pressures as set out in programme 5 of the CRMP. This includes allocating funding for leadership training, a talent strategy, uniform and leading culture conversations.

Grants

3.47 The Budget for 2024/25 includes anticipated grant income of £31.8m, 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 2024/25 £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)
Merton Regional Control Centre	1.9	Until 2034/35
Other Grants	1.1	
Total	**31.8**	

3.48 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 £31.8m will continue over the MTFS period but there is a risk that this may not be the case.

Sustainability and Net-Zero Carbon

3.49 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 11 of the LFC's detailed budget submission sets out the actions taken, and resources allocated by LFC to comply with the London Environment Strategy.

Risks

3.50 The Medium-Term financial strategy (appendix 2) sets out the financial risks to the budget figures in this report, including those relating to inflation, pay and pensions.

Equality Assessment

3.51 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 10 to comply with this requirement.

Medium-Term Financial Strategy and Reserve Strategy

3.52 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.

3.53 To meet this requirement a Medium-Term Financial Strategy and Reserves Strategy are attached to this report at Appendices 2 and 9 respectively. The Medium-Term Financial Strategy has been updated to also meet the requirements of an Efficiency Plan covering 2024/25.

3.54 A draft letter to the Chair of the London Assembly's Fire, Resilience and Emergency Planning (FREP) Committee is also attached at Appendix 12 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 2024/25.

The Financial Position as at the end of September 2023

3.55 As at the end of quarter two of 2023/24 the Brigade was forecasting an overall overspend position of £2.8m.

Reserves

3.56 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.

3.57 The Reserves Policy is set out in the Medium-Term Financial Strategy. A statement on the adequacy of reserves is set out in Appendix 9. 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.

3.58 The table below sets out the forecasted reserves position at the end of 2023/24 and the following two financial years.

Reserve	**Forecasted Balance at 31/03/2024 (£m)**	**2024/25 Forecasted Use of Reserves (£m)**	**Forecasted Balance at 31/03/2025 (£m)**	**2025/26 Forecasted Use of Reserves (£m)**	**Forecasted Balance at 31/03/2026 (£m)**
Fire Safety and Youth Engagement	6.8	(2.2)	**4.6**	(1.5)	**3.1**
Emergency Services Mobile Communication Programme	1.0	0.0	**1.0**	0.0	**1.0**
Fire Safety Improvement	29.7	(9.7)	**20.0**	(10.3)	**9.7**
Communications	0.1	(0.1)	**0.0**	0.0	**0.0**
LFB Museum Project	0.1	(0.1)	**0.0**	0.0	**0.0**
Finance Reserve	0.0	0.0	**0.0**	0.0	**0.0**

Pension Earmarked Reserve	0.6	(0.1)	**0.5**	0.0	**0.5**
Compensation	0.9	(0.7)	**0.2**	0.0	**0.2**
ICT Development Reserve	1.7	(1.2)	**0.5**	(0.1)	**0.4**
Sustainability	0.2	0.0	**0.2**	0.0	**0.2**
Vehicle & Equipment Reserve	1.0	(1.0)	**0.0**	0.0	**0.0**
Leadership Reserve	0.3	(0.1)	**0.2**	0.0	**0.2**
FRS Review	0.1	(0.1)	**0.0**	0.0	**0.0**
MTA Reserve	1.0	0.0	**1.0**	0.0	**1.0**
Recruitment Reserve	1.3	(0.7)	**0.6**	(0.6)	**0.0**
Community Risk Management Plan	3.5	(2.7)	**0.8**	(0.3)	**0.5**
Budget Flexibility	9.5	(3.8)	**5.7**	0.0	**5.7**
General Fund	17.0	0.0	**17.0**	0.0	**17.0**
Total Reserves	**74.8**	**(22.5)**	**52.3**	**(12.8)**	**39.5**

Financial Risks and Opportunities

3.59 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

3.60 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 2024/25 and will be reported in the final budget report in March 2024.

Capital Programme 2023/24 to 2027/28

3.61 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 2023/24.

3.62 The overall capital programme is summarised in the table below:

Table 4 : Capital Programme Summary

Project	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**TOTAL**
	£m	**£m**	**£m**	**£m**	**£m**	**£m**
Capital Schemes						
Properties	15.7	22.8	36.9	31.6	21.3	128.3
Fleet Replacement Plan	2.4	1.6	7.3	4.0	2.5	17.8
ICT Projects	5.4	13.4	8.0	5.1	4.7	36.6
Communications Project	0.0	0.1	0.3	0.3	0.0	0.7
Operational Policy Equipment	5.7	0.0	0.0	0.0	0.0	5.7
Total Expenditure	**29.2**	**37.9**	**52.4**	**41.1**	**28.5**	**189.1**
Capital Financing						
Reserve	7.8	0.0	0.0	0.0	0.0	7.8
Capital Receipts	0.2	0.0	11.3	0.0	0.0	11.5
Capital Grants	0.0	0.0	0.0	0.0	0.0	0.0
External Borrowing	21.2	37.9	41.1	41.1	28.5	169.8
TOTAL Funded Financing	**29.2**	**37.9**	**52.4**	**41.1**	**28.5**	**189.1**

Further work to be undertaken prior to March 2024 to assess profiling and deliverability of the current draft capital plan.

3.63 The Capital Strategy for 2024/25 is included within Appendix 8 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 2027/28, 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.

3.64 The Capital Receipt in 2025/26 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.

3.65 The capital programme includes the costs of the purchase of several 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

3.66 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 2024/25 Capital Strategy is detailed in Appendix 8.

3.67 The table below sets out the summary capital ambition from 2028/29 to 2042/43 in five year intervals.

Project	Years 2028-2033	Years 2033-2038	Years 2038-2043	Years 2028-43
	£m	£m	£m	£m
Capital Schemes				
Properties	76.0	79.0	91.0	246.0
Fleet Replacement Plan	57.0	29.0	43.0	128.0
ICT Projects	17.0	47.0	28.0	92.0
Communications Project	0.0	0.0	0.0	0.0
Operational Policy Equipment	0.0	0.0	0.0	0.0
Total Capital Expenditure	**150.0**	**154.0**	**162.0**	**466.0**
Capital Financing				
Capital Receipts	0.0	0.0	0.0	0.0
Capital Grants	0.0	0.0	0.0	0.0
External Borrowing	150.0	154.0	142.0	466.0
TOTAL Funded Financing	**150.0**	**154.0**	**162.0**	**466.0**
Unfunded Capital Expenditure	**0.0**	**0.0**	**0.0**	**0.0**

Strategic Drivers

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

Equality comments

3.69 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to thePublic Sector Equality Duty (section 149 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.

3.70 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, andafter the decision has been taken.

3.71 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, colouror nationality), religion or belief (including lack of belief), sex, and sexual orientation.

3.72 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions,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 protectedcharacteristic 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.

3.73 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 havingdue 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 thatare different from the needs of persons who do not share it.

- Encourage persons who share a relevant protected characteristic to participate in publiclife or in any other activity in which participation by such persons is disproportionately low.

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

3.75 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 dueregard, in particular, to the need to

- Tackle prejudice.
- Promote understanding.

Workforce comments

3.76 LFB's recognised trade unions are being consulted on the savings and investment proposals for 2024/25, 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 several growth FRS posts. 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

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

Sustainability comments

3.78 Please see appendix 11 for more information and detailed analysis of the sustainability impact of activity included in this report.

Procurement comments

3.79 The resource requirements to ensure that Procurement and Commercial can facilitate and meet the required commercial needs of the LFB at both CRMP Programme and Business as usual level are set-out and included in the investment sections of the report.

Communication comments

3.80 The budget paper will be published through the usual mechanism. No wider communication is planned at this point, but relevant themes mentioned in the paper (e.g. investment in training) will be covered as part of future communications about how LFB is changing.

Legal comments

3.81 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 Greater London Authority 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.

3.82 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.

3.83 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.

3.84 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.

3.85 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.

3.86 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."

3.87 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.

3.88 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.

3.89 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.

3.90 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 (I)(a) and or (b) of the GLA Act 1999.*

3.91 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 (MTFS)	None
3	Budget Savings 2024/25 (as part of last year's budget process still to be delivered)	None
4	New Budget Savings 2024/25	None
5	Budget Investments 2024/25 (as part of last year's budget process to start in 2024/25)	None
6	Community Risk Management Plan (CRMP) Investments 2024/25	None
7	Business As Usual (BAU) Investments 2024/25	None
8	Capital Strategy	None
9	Reserves Strategy	None
10	Equality Analysis / Equality Impact Assessment (EIA)	None
11	Climate Budget and Sustainability Analysis	None
12	Draft Letter to FREP Committee	None
13	Budget Submission to the Mayor	None

Appendix 1
Consultation Letter

MAYOR OF LONDON

Date: 01 November 2023
Dr Fiona Twycross
Deputy Mayor for Fire and Resilience
Fiona.twycross@london.gov.uk **Date:** 01 November 2023

Dear Fiona,

Budget Proposals 2024-25

1. The purpose of this letter is to consult you before I prepare a draft component budget for the London Fire Commissioner (LFC) for 2024-25, in accordance with the provisions of paragraph 2 of schedule 6 of the Greater London Authority Act 1999 (the GLA Act). It also allows me to describe in more detail the process for finalising my Budget and clarify the requirements for your budget submission.

2. My intention is to issue the GLA Group Budget Consultation Document as soon as it is practical, in December 2023. As in recent years, it appears that the provisional local government and fire finance settlements will not be published until shortly before the Christmas break, leaving insufficient time to incorporate them into the consultation document. Waiting for the provisional settlements only serves to reduce and delay the time available for consultation.

3. I have not yet received any information from the government that contradicts the council tax referendum assumptions set out in my 2024-25 Budget Guidance. Unfortunately, it is likely that further detail will not be available until the provisional settlement 2024-25 is published. 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. Consequently, there remains significant uncertainty about many of the funding parameters and the total level of resources available to the GLA Group in 2024-25 and future years. 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 1.5 per cent increase in the London-wide taxbase; a £20 increase at Band D to offset reduced fares income for Transport for London; and a 2.99% increase in the non-police element of the council tax precept, which I intend to fully allocate to LFC. The combined effect of these assumptions is an additional £16.4 million in council tax funding for LFB in 2024-25 compared to 2023-24.

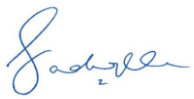
4. Subject to considering any comments that you or the LFC would wish to make and the impact of the provisional settlement when announced, my present intention is to confirm a draft component budget for 2024-25 that will require the GLA to pay to the LFC under section 102 of the GLA Act 1999, as amended, an amount equivalent to £470.4 million.

5. For planning purposes, I intend to set an indicative allocation for 2025-26 of £489.4 million and for 2026-27 of £509.2 million. These amounts remain indicative, given that 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 of yet, there is not sufficient clarity on what these reforms will mean for the overall level of resources available for the GLA Group.

6. On the basis of the funding assumptions set out above, I require that your proposals balance the budget for 2024-25. 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 set out in my Budget Guidance 2024-25. May I also remind you that your budget submission should be placed on your website as soon as practical after its submission.

7. Please send your budget submission, including the requested text to be included in my Consolidated Budget and completed financial templates, to Elliott Ball, Interim Director, Group Finance and Performance at the GLA (email: elliott.ball2@london.gov.uk and GLABudget@london.gov.uk) no later than 5pm on Friday 24 November 2023.

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
Enver Enver, Acting Chief Finance Officer, GLA
Elliott Ball, Interim Director – Group Finance and Performance, GLA

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Appendix 2
Medium-Term Financial Strategy (MTFS)

1 Introduction

This report sets out the Medium-Term Financial Strategy (MTFS) for the London Fire Commissioner (LFC) covering the period 2024/25 to 2026/27.

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 consider 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 contexts

Over recent years the UK economy has seen turbulent times due to several events such as the impact of the Covid-19 pandemic, the UK leaving the European Union, and this has then been further impacted by more recent conflicts both in Europe and the Middle East causing instability to whole regions and economic markets. 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, at one point reaching a 40 year high of over 10%. This is impacting on the LFC not only in the higher costs it must meet for contractual expenditure, but also in staff pay expectations driven by the increasing cost of living. The costs of living crisis have 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 2024/25 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.

Higher interest rates impact on the LFC 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 several years, however these are now largely exhausted and so borrowing will now be required. At higher interest rates, this new borrowing will be at a rate 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 14 July 2023 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 2024/25 annual budgets.

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 2024/25.

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 efficiencies.

4 London Fire Commissioner strategic priorities

Following development in 2022, on 1 January 2023, the London Fire Commissioner published a new strategy which sets out the strategic ambition for the Brigade for the next seven years. It is called *Your London Fire Brigade* and replaces the London Safety Plan 2017; it meets the requirements of Government's Fire and Rescue National Framework for England to produce a Community Risk Management Plan (CRMP).

The CRMP pulls together the Brigade's existing work as well as ideas for the future, so that there is one plan which sets out all the organisational priorities. The Plan incorporated outstanding actions to address findings from Phase One of the Grenfell Inquiry and the previous inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

It was developed prior to the publication of the Independent Culture Review, and results from the second full inspection by HMICFRS. This has meant that the strategy has had to be adapted in the light of those subsequent reports and may require further adjustment once the recommendations from the Second Phase of the Grenfell Inquiry are known. The overarching framework of the plan has not required amendment. It describes six services that the Brigade will provide to London, Londoners and visitor to London in response to the London Fire Commissioner's Assessment of Risk 2022. Three of those services are long-established and encompass our work to help:

- Help prevent fires and other incidents from occurring.
- Ensure the built environment can protect people to enable them to escape should a fire or other incident occur.
- Respond to emergencies.

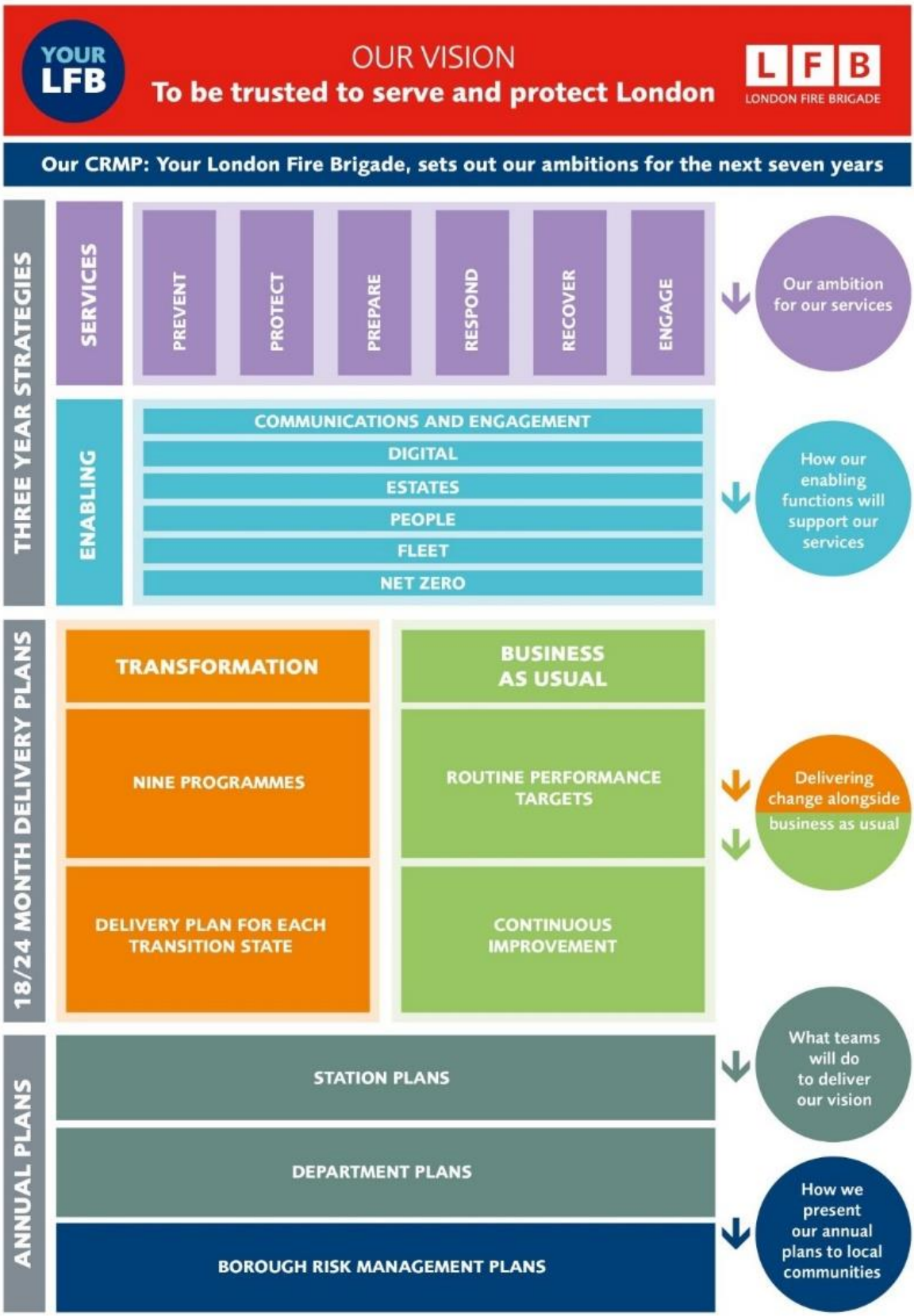
The Plan describes three newly defined services so that the Brigade can work more effectively with people so that they not only are safer, but they also feel safer. Those three new services are:

- Prepare – the Brigade will work with local communities so that they can be better prepared should an incident occur and take action to make themselves safer, prior to our arrival on scene.
- Recover – the Brigade will work with local communities providing advice and signposting people to ongoing support so that they can recover more quickly after an incident has occurred.
- Engage – the Brigade will work more closely with local communities and reach out to communities whose voices are seldom heard to understand their perceptions of safety and work in partnership with them to improve their safety.

The Plan also sets out the LFC's ambition for transformation under eight commitments, which have been translated into programmes within the Brigade's transformation portfolio of change. These are:

- Providing localised, risk-based services.
- Improving access to services.
- Adapting services in response to changing risk.
- Designing services that are responsive to community needs.
- Enabling people to be the best they can be.
- Aligning support services to meet the needs of front-line staff.
- Being more evidence-led.
- Building a safer future for all.

The Plan is supported by service strategies and actions are being translated into local plans at the department, borough and station level, as set out in the figure overleaf.



This has facilitated a developing approach to delivering change and has informed the identification of programme-based budget requirements. Some of these are in addition to existing plans.

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. Additional resource requirements have been identified as part of these commitments and have been considered within programme investment bids as part of this budget process. 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 £23.0m provided in 2024/25, a further £19.0m in 2025/26 and a further £19.8m in 2026/27.
To achieve the requirement for a balanced budget in 2024/25 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 and 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.
- The 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 2024/25 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 2.99%.
- The Council tax base is assumed to increase by 1.5% a year.

The main assumptions in the MTFS are:

- Assumptions regarding staff pay and inflation in each year.
- Each post has pay progression until the top of the grade/operational competence is reached.
- Inflation is applied to other areas based on contractual requirements, linked to CPI, RPI and Average Weekly Earnings (AWE) as appropriate.

7 Medium-Term Financial Strategy 2024-2027

The Medium-Term Financial Strategy sets out the proposed revenue budget for the next financial year (2024/25) 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.

	2024/25 £m	2025/26 £m	2026/27 £m
Operational Staff	314.8	324.5	334.5
Other Staff	74.6	76.7	78.9
Staff Related	42.0	42.7	46.7
Firefighter Pension Scheme	20.8	20.8	20.8
Premises	46.2	47.5	53.3
Transport	18.6	18.6	18.6
Supplies and Services	45.1	43.1	34.9
Third Party	1.3	1.3	1.3
Financing	15.8	21.0	25.6
Income	(54.5)	(56.3)	(57.2)
Savings still to be achieved	0.0	(5.9)	(16.4)
Net Revenue Expenditure Total	**524.7**	**534.0**	**541.0**
Funding			
Reserves (excl. BFR)	18.7	12.8	0.0
Budget Flexibility Reserve	3.8	0.0	0.0
Total – Reserves	**22.5**	**12.8**	**0.0**
Specific Grants	31.8	31.8	31.8
Budget – Mayoral Funding	**470.4**	**489.4**	**509.2**

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.

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 2024/25.

The LFC has a Value for Money (VFM) Principles Framework in place that is 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 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 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.

Section 3.31 of the main budget submission sets out the outcomes of previous and ongoing efficiency reviews, strengthened processes for business cases, aligning investments to strategic priorities. LFB have to submit an annual return to the National Fire Chiefs Council (NFCC) on its efficiency and productivity plan, with key targets of 2 per cent of non-pay efficiencies and increase productivity by 3 per cent by 2024/25. Across 2022/23 – 2024/25 the LFB submission included an average of 6.9 per cent of non-pay efficiencies which is well above the target set.

On productivity of staff, this is not an easy issue to measure accurately or consistently across services. Nevertheless, we are continually looking to improve productivity. For example, firefighters now carry out targeted and specific visits to triage lower risk premises to enable Inspecting Officers to focus on higher risk premises, and increases our reach into the business community. Our proposed change to the way we respond to Automatic fire alarms (AFAs) would allow us to spend more time on protection work, such as fire safety checks in homes and businesses, as well as operational training. It will also reduce the risk to the public through fewer 'blue light' emergency responses. More broadly, the new set of KPIs linked to the CRMP that we have published will enable us to better understand and improve our productivity across a range of disciplines.

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 March 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.
- 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 3 per cent pay award for 2024/25 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 2024/25 pay negotiation process and taking into account inflation, affordability and other factors. In addition to this, role-based allowances will add an additional pressure of approximately £2.5m per annum in pay-related costs on an ongoing basis.

Property and equipment costs

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.

Capital Expenditure and Financing

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.

More widely, the programme to achieve Carbon Net Zero by 2030 carries significant investment which is currently not fully funded and would therefore require additional external borrowing and therefore debt charges which would again impact on the ability of LFC to achieve a balanced budget without making savings.

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 2024/25 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.

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
Budget Savings 2024/25 (as part of last year's budget process to be delivered)

Directorate	Department	Savings Title	Savings Description	2024/25 Saving £'000	2025/26 Saving £'000
Corporate	Property & TSS	EMS	Equipment Management Systems		(69)
Corporate	Finance	Efficiencies	There are two projects underway to replace the LFCs HR and Payroll System and the Finance System. It is anticipated that the implementation of the new systems is likely to deliver efficiencies which will be identified in a review of the staffing resources and work processes.	(40)	(80)
Corporate	Finance	MFB Income	Increase in MFB Act Income due to inflationary pressures.	(531)	(1,062)
Corporate	Information & Communication Technology	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 ingoing savings in subsequent years	(10)	(10)
Corporate	Information & Communication Technology	Finance System Replacement	Changes expected to arise from the project along with the full examination of the options for collaboration with partners.	(113)	(113)
Corporate	Procurement & 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.	(292)	(292)
Corporate	Procurement & Commercial	Lease Car Scheme	Replace the Lease car scheme with alternative – this is now under review	(92)	(127)
Corporate	Procurement & Commercial	Water Team	Extend the Water Team Function to offer a hydrant inspection service to private landlords (new income source).	(10)	(20)
Corporate	Procurement & Commercial	Accident Cost Recovery Income	Third Party Accident Cost Recovery (income)	(40)	(40)
Corporate – Total				**(1,128)**	**(1,813)**
People	People Services	Recruitment Advertising	Saving on Budget for recruitment advertising	(8)	(8)

Directorate	Department	Savings Title	Savings Description	2024/25 Saving £'000	2025/26 Saving £'000
People	People Services	Cross Departmental savings following People Restructure	Savings across LFB formed as part of an initial budget submission is 2022/23, but re-phased to align with delivery of People Services Review.	(300)	(600)
People	Learning & 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 more effective and efficient development. This cost primarily relates to Station and Group Commanders (Cost in 23/24 reducing in future years)	(289)	(296)
People - Total				**(597)**	**(904)**
Operational Prevention, Protection & Policy	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.	(355)	(355)
Operational Prevention, Protection & Policy	Fire Safety	Staffing	Delete the Apprentice posts (once returned to establishment).	(121)	(121)
Operational Prevention, Protection & Policy	Fire Safety		Convert up to 3 SC TL posts to FRS E - delivery is dependent on Officer Review	(90)	(90)
Operational Prevention, Protection & Policy	Operational Resilience	Ballistic Protection	Temporary Investment required in 2023/24 to complete project and therefore base funding from 2024/25 no longer required.	(146)	(146)
Operational Prevention, Protection & Policy - Total				**(712)**	**(712)**
Savings - Total				**(2,437)**	**(3,429)**

Appendix 4

New Budget Savings 2024/25

Directorate	Department	Savings Title	Savings Description	2024/25 Saving £'000	2025/26 Saving £'000	2026/27 Saving £'000
Communications	Communications	Team budgets	Efficiencies will be achieved by reducing spend accordingly across non-staffing budgets where we are not contractually obligated to make payments to suppliers during that period.	(55)	(55)	(55)
Communications – Total				**(55)**	**(55)**	**(55)**
Corporate	Finance	Implementation of Salary Sacrifice for LGPS Pension AVCs	LFB FRS staff can currently pay Additional Voluntary Contributions (AVCs)into their LGPS pension. Under a salary sacrifice scheme an employee will save Income Tax but and National Insurance Contributions. The LFB would also then save 13.8% employer Class 1 NIC on the employee contribution through the reduced employee's pay. On the current take up of AVCs a saving of £15k could be achieved.	(15)	(15)	(15)
Corporate	Finance	Review of Salary Sacrifice for Electric Vehicles (EVs)	It is proposed to consider a salary sacrifice scheme for all staff for them to be able to purchase an electric car. Under a salary sacrifice scheme an employee will save Income tax and National Insurance Contributions through paying for the EVs from gross pay. The LFB will also save 13.8% employer Class 1 NIC on the employee contribution through the reduced employee's pay. For example, on an assumed £10k pa cost of a £50k EV this would equate to a saving of around £1.4k. This is scalable, depending on take up e.g. 10 EVs = £14k, £76k = circa 56 (approx. 1% of workforce) saving used for this budget saving proposal. Other benefits would include helping with recruitment and retention of staff and helping with LFB's green agenda ambitions.	(76)	(76)	(76)
Corporate	Finance	Salary Reduction - Payroll	A saving of 1 x FRS B Payroll post (vacant)from the loss of the GLA payroll shared service	(40)	(40)	(40)
Corporate	Finance	Delay in system	Savings had previously been identified in the 2024/25	0	0	(80)

Directorate	Department	Savings Title	Savings Description	2024/25 Saving £'000	2025/26 Saving £'000	2026/27 Saving £'000
		implementation efficiency savings	and 2025/26 budget due to efficiencies resulting from the projects to implement a new HR & Payroll System and a new Finance system. Both of these projects have had significant delays, so the previously identifiable savings need to be delayed for a further year.			
Corporate	Information and Communication Technology	Mobile Phone Contract	The new provider has realised savings.	(189)	(189)	(189)
Corporate	Information and Communication Technology	Mobile phone replacements	Change in approach to only replacing defective devices.	(51)	(51)	(51)
Corporate	Property & TSS	Operational Equipment	Commitments for the next few years as noted in Briefing Papers however some budget available. Post inventory management.	0	0	(10)
Corporate	Property & TSS	Protective clothing	A conservative review was undertaken to assess the amount of PPE required in the OSG. It is expected that leasing the decontamination machines may reduce this further however it is too early to substantiate this.	0	(100)	(100)
Corporate	Procurement & Commercial	Scientific Services Contract - Attendance Times	Remove the provision of blue light attendance by Bureau Veritas (BV) and restrict the service to an office hours only based operation. This proposed removal of blue light attendance could also reduce insurance costs and some vehicle costs.	(400)	(400)	(400)
Corporate	Property & TSS	Review of contract	Contract is out to tender with expected savings generated.	(5)	(5)	(5)
Corporate	Property & TSS	Fuel	A reduction in the number of diesel vans in the department from 5 down to 1, releasing savings.	(5)	(5)	(5)
Corporate	Property & TSS	Removals	This budget can be removed. Demand in recent years has dropped as removals are largely managed as part of overall projects. Future removals will need to be covered as part of projects, funded by local budgets, or addressed as part of the small works budgets.	(35)	(35)	(35)
Corporate	Property & TSS	Compliance &	Due to the restructuring of the department and	(150)	(150)	(150)

Directorate	Department	Savings Title	Savings Description	2024/25 Saving £'000	2025/26 Saving £'000	2026/27 Saving £'000
		Audit professional services planned	introduction of the technical assurance team and FM audit process, the services for compliance and audit have been amended as part of the new contract that is being procured to generate savings.			
Corporate	Property & TSS	Fixtures & Fittings	This budget can be removed. It was used by the Access and Workplace team for HQ and demand for this has reduced. Any future requirements will be funded from the small works budgets.	(4)	(4)	(4)
Corporate	Property & TSS	Reactive Refuse Collection	Following completion of the big station clean, it is anticipated that demand for this budget will reduce due to better housekeeping.	0	(10)	(10)
Corporate	Property & TSS	Office Equipment	50% of the budget being offered as a saving due to reduced use of Union Street, spend has been monitored and this further saving can be offered from this budget.	(3)	(3)	(3)
Corporate	Property & TSS	Office Furniture	35% of the budget is being offered as a saving due to reduced demand. This budget is used to support DSE requests for additional furniture and spend has been monitored and this further saving can be offered from this budget.	(2)	(2)	(2)
Corporate	Property & TSS	HGV Licenses	A review has confirmed no further requirements for this budget so it can be removed.	(2)	(2)	(2)
Corporate	Property & TSS	Consumables Peripherals	This budget can be removed. Any spending will be captured as part of consumables printing.	(1)	(1)	(1)
Corporate - Total				**(978)**	**(1,088)**	**(1,178)**
Operational Preparedness & Response	London Resilience Group	Increased COMAH cost recovery	We forecast receipts/COMAH income will be c.£80,000 in 2023-24 and in 2024-25. This is an increase from the current £45,000 income budget, therefore representing a £35,000 efficiency saving.	(35)	(35)	(35)
Operational Preparedness & Response	Operational Resilience & Control	Offset savings against income generated by NILO, 911 course & NCLO course	OR & C are unable to provide post savings however can offset 65K per annum in income generated by the NILO course, NCLO course and the 911 course per year.	(65)	(65)	(65)

Directorate	Department	Savings Title	Savings Description	2024/25 Saving £'000	2025/26 Saving £'000	2026/27 Saving £'000
Operational Preparedness & Response	Fire Stations	Additional income	Shut in Lifts	(236)	(236)	(236)
Operational Preparedness & Response - Total				**(336)**	**(336)**	**(336)**
Operational Prevention, Protection & Policy	Operational Policy	NOG	The investment in 25/26 as part of the 23/24 budget process is no longer required as it is expected the implementation period will be completed by the end of 2024/25	0	(297)	(297)
Operational Prevention, Protection & Policy	Health and Safety	Staff training and continuous professional development - reduction in available departmental funds	The department maintains a budget for staff training and continuous professional development because of the high burden on training and CPD for the departmental staff, who require to be trained in general health and safety qualifications (operational and junior staff) and to maintain professional expertise in specific areas (e.g. noise and vibration assessment) and for general CPD for professional staff. This budget could be reduced but it would potentially have an impact on training and development of departmental staff.	(17)	(17)	(17)
Operational Prevention, Protection & Policy - Total				**(17)**	**(314)**	**(314)**
Savings - Total				**(1,386)**	**(1,793)**	**(1,883)**

Appendix 5
Budget Investments 2024/25 (as part of last year's budget process to start in 2024/25)

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000
Operational Prevention, Protection & Policy	Operational Policy	Gas Detection	Purchase and replace existing gas detection monitors at the end of product life cycle on all front-line pumping appliances.	65	0
Operational Prevention, Protection & Policy - Total				**65**	**0**
Investments - Total				**65**	**0**

Appendix 6
Community Risk Management Plan (CRMP) Investments 2024/25

CRMP Programme	Investments Title	Investments Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Programme 1 – Total		It is expected the requirements of this programme can be met by the data platform or OneRisk projects but this will be reviewed again next year.	**0**	**0**	**0**
Programme 2/4	Home Fire Safety Checker campaign	A year-long campaign to promote the Home Fire Safety Checker and meet our performance KPI. Supported by specialist training for LFB staff	45	0	0
Programme 2/4	Chatbot pilot	Develop and pilot and interactive chatbot-style tool that provides tailored advice to the public.	50	0	0
Programme 2/4	Integrated digital channels scoping	Project to scope the work required to meet the outcomes of the initiatives of future transition states of the CRMP.	50	0	0
Programme 2/4	Website operations and maintenance	LFB website operations and maintenance	200	0	0
Programme 2/4	Website accessibility	Maintain and improve the accessibility of the LFB website and specialist software	30	30	30
Programme 2/4	Tailored initial point of contact	A Year-long campaign to provide people with tailored information so that they are informed before an incident and are able to provide us with the information they need before contacting us.	10	0	0
Programme 2/4	Social listening	Creation and development of a social listening service that informs our engagement with communities and the general public (including businesses)	30	30	30
Programme 2/4	Self-Service	Self-service capabilities across channels	100	0	0
Programme 2/4 – Total			**515**	**60**	**60**
Programme 3	Research & Organisational Learning	The provision of a research capability to translate LFB's Annual Assessment of Risk and Orgnisational Learning into operational policy, capability and safe systems of work.	509	509	509
Programme 3	Supporting Corporate Projects	Technical support for command units	225	225	225
Programme 3	Enabling	Procurement – Support to One Risk Project	261	261	0
Programme 3 - Other			**995**	**995**	**734**
Programme 3 – Modern	Modern Firefighting	The provision of a modern Firefighting Strategy to uplift operational firefighting capability to becoming in line with NOG, Firefighter Core Competencies, and the	4,900	6,400	8,000

CRMP Programme	Investments Title	Investments Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Firefighter		London operational risk profile (Risk Register OP9) This encompasses PPV and Fogspikes			
Programme 3 – Modern Firefighter	Programme Mgt Costs	Programme Mgt Costs Deliver the Programme objectives across all transition stages	233	233	233
Programme 3 – Modern Firefighter	Enabling Support	Enabling support costs to Property & TSS to support initiatives that cannot be found from BAU resource.	170	170	170
Programme 3 – Modern Firefighter			**5,303**	**6,803**	**8,403**
Programme 3 - Total			**6,298**	**7,798**	**9,137**
Programme 5		Uniform and Clothing	500	1,500	0
Programme 5	Enabling	Procurement – Lead on Clothing Procurement Projects	95	95	
Programme 5		Leadership model of trust - leadership training & events	910	910	910
Programme 5		Staff increase to support talent strategy and increasing apprenticeship model for the Brigade.	432	432	432
Programme 5		Programme Operating Costs - Travel, events, consultancy, comms	125	125	125
Programme 5		Leading Culture Conversations	200	0	0
Programme 5	Enabling Support	Enabling support costs to Property & TSS to support initiatives that cannot be found from BAU resource, including station clean up costs in 24/25.	176	26	26
Programme 5		Enhanced DBS Checks	167	78	78
Programme 5		U&C: Blue shirts	110	0	0
Programme 5		Quality assurance of HFSVs	100	0	0
Programme 5		Safety First Culture in High Resilience Organisation	20	0	0
Programme 5		Advisory Board	15	15	15
Programme 5 - Total			**2,850**	**3,181**	**1,586**
Programme 6	Discovery Review	Streamlining and automating high volume, transactional activities for improved productivity and capacity for frontline staff. Discovery review of enabling services	300	0	0
Programme 6 - Total			**300**	**0**	**0**

CRMP Programme	Investments Title	Investments Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Programme 7	Data Platform	2 x FRS Fs for data platform and value led KPI definition work streams.	175	175	175
Programme 7 - Total			**175**	**175**	**175**
Programme 8	NOG	As per the NOG implementation report, a request to build in an additional £358k to the 24/25 budget process. This is to replace the previously expected drawdown on the budget flexibility reserve (BFR)	358	0	0
Programme 8	HVO fuel	Additional cost of HVO fuel compared to diesel	170	170	170
Programme 8	Solar PV installation	Solar assessment by consultant	30	0	0
Programme 8	Salix HDP	Heat decarbonisation plans for property. This is required for consultancy to prepare Salix applications and for building CNZ requirements	30	30	60
Programme 8	Telematics	Fleet vehicle telematics project	0	200	100
Programme 8 – Total			**588**	**400**	**330**
Programme 9		Additional Business Change Management resource identified above the central allocation to deliver the change activities	50	0	0
Programme 9		Development and delivery of business case training (to support achieving outcome on value-led assessment for portfolio management)	10	5	5
Programme 9		Development and implementation of automated reporting (to support outcome of project 5 "portfolio management")	10	5	0
Programme 9		Development of an innovation hub (to support achieving outcome of project 4 "agile change delivery")	10	10	10
Programme 9		Development and delivery of change (training) "bootcamps" (to support achieving outcome of project 3 "embedding a change culture")	5	5	5
Programme 9		Additional 2 x FRS D to help support programme delivery	117	117	117
Programme 9 - Total			**202**	**142**	**137**
CRMP Investments - Total			**10,928**	**11,756**	**11,425**

Appendix 7
Departmental/ Business As Usual (BAU) Investments 2024/25

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Communications	Communications	Team Structure	To create a new post in the Establishment for the continuation of a currently temporary staff officer post.	95	95	95
Communications	Communications	Consultation	To operate two consultations a year	70	70	70
Communications	Communications	Team Structure 2	Creating a permanent transformation communications manager (post currently fixed term), to reflect the long-term resource requirement	70	83	83
Communications	Communications	Rota and overtime	Creation of an overtime fund to support the	68	68	68

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
		funding	availability to the press office group, bringing LFB in line with other public sector bodies and greater flexibility and support working.			
Communications	Communications	History of LFB film	Film showcasing the history of LFB to be used across channels	50	0	0
Communications	Communications	Translation and interpretation	Dedicated fund for translation and interpretation services which does not currently exist.	30	30	30
Communications	Communications	Community Engagement	To uplift Community Engagement delivery budget	20	20	20
Communications	Communications	Travel	More effective travel plan, allowing for a fixed allowance consistent with delivery and expectations of role requirements.	7	7	7
Communications – Total				**410**	**373**	**373**
Corporate	Finance	Loss of GLA Payroll Shared Services	The GLA payroll was previously provided by LFB but has now been moved to another provider resulting in a loss of the additional income for the service.	62	62	62
Corporate	Finance		Savings had previously been identified in the 2024/25 and 2025/26 budget due to efficiencies resulting from the projects to implement a new HR & Payroll System and a new Finance system. Due to changes in system implementation, savings need to be deferred but still be delivered overall by 2026/27.	40	40	0
Corporate	General Counsel	Independent Culture Review	External cost pressures in relation to Independent Culture Review	150	0	0
Corporate	Information and Communication Technology	Desktop Licensing	Microsoft 365 licenses - Provide common desktop licensing to all staff (Microsoft Office) – currently, station staff have a lower cost version which prevents efficient working.	409	409	409
Corporate	Information and	Reasonable	Investment in accessibility and reasonable	405	405	405

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
	Communication Technology	Adjustments for Staff	adjustments (meeting our legal obligation and treating staff equally in line with our Independent Culture Review commitments) – active life cycle management for devices, software, and user support.			
Corporate	Information and Communication Technology	Data Backup Integrity	Cyber security - Modernised backup solution (recovery from a cyber-attack)	400	400	400
Corporate	Information and Communication Technology	Cyber Defense	Security Information Event Management (SIEM) solution - gives security analysts full visibility of logs ingested from many sources/systems through a single dashboard, greatly improving capability to detect and manage actual or suspected security incidents.	230	230	230
Corporate	Information and Communication Technology	Supporting Users to use Systems	Increased Systems Support - an FRS E post to do user guides, admin guides, video how-to's, etc. for all systems. Maybe even station/area visits from time to time.	57	57	57
Corporate	Procurement & Commercial	Department Transformation	Specialist Procurement Project/Programme Manager to support the Procurement Improvement Roadmap for 12-month period. Initial 6 months will fall immediately within FY23/24 with a further 6 months required in FY 24/25.	105	0	0
Corporate	Procurement & Commercial	Department Restructure	Additional support to the Department with Enabling Services to ensure the correct ratio of Senior Resource is focusing on Strategy, Influence and leadership oversight of Team and Projects to maximise delivery outcomes and adequately equipped to make informed choices, decisions and reporting.	100	100	100
Corporate	Procurement & Commercial	Department Restructure	Additional role as part of the re-purposed Performance & Assurance (Business Enablers)	83	83	83

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
			team to deliver department wide analysis, reporting and planning data and ensure the provision of a high-quality service as a modern and professional Procurement function.			
Corporate	Procurement & Commercial	Department Transformation	Procurement Training	30	30	30
Corporate	Property	Gym Equipment	Additional cost pressures identified due to expiry of existing contract upon renewal	18	18	18
Corporate	Property	Lambeth River Boat Station	Maintenance costs	125	0	0
Corporate - Total				**2,214**	**1,834**	**1,794**
Operational Preparedness & Response	Learning & Professional Development	FFD Implementation Team	Increase in establishment to support future delivery model and FFD risk controls.	2,989	2,010	2,010
Operational Preparedness & Response	Learning & Professional Development	Training Operations: Major Change	Investment required as part of change in the Incident Command training model, equating to an increase in course requirement for acquisition and revalidation at command levels 1 - 4.	582	619	656
Operational Preparedness & Response	Learning & Professional Development	Internal Quality Assurance Team	The implementation of a training assurance team, following framework development, to monitor and evaluate products and/or services associated with internal and external training, including the assurance and monitoring of Babcock training delivery against legislation, policy and National Occupational Standards.	0	0	550
Operational Preparedness & Response	Learning & Professional Development	FFD Delivery Model	To account for the current in year position due to future changes to the programme, most notably moving from 11 weeks to 15 weeks.	526	578	515
Operational Preparedness & Response	Learning & Professional Development	Training Operations: Staffing	Transition from temporary to establishment roles. This ensures the correct number of personnel to respond to the demands of LFB. This will also allow for the team to develop processes and practices	0	0	371

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
			that future proof the process of managing training.			
Operational Preparedness & Response	Learning & Professional Development	Operational Training Support Team (OTST) Building Acquisition	The purchase or lease of an appropriate training facility for operational training exercises in support of modern firefighter capability.	0	0	300
Operational Preparedness & Response	Learning & Professional Development	Operational Training Support Team (OTST)	Increase to staffing levels (currently 2 x SC) to support continuation of high-rise exercises and the development of further exercises to support DaMOP and the evolving modern firefighting model.	0	0	630
Operational Preparedness & Response	Learning & Professional Development	Training Change - Competency Framework System	The procurement or development of a system to monitor competency levels and track skills requirements at all levels of the organisation to maintain compliance and firefighter safety. There is also a need to support the longer term embedding of the appraisal process and its ability to automate and draw information from other platforms and data sets, which may benefit from an enhanced system.	220	233	233
Operational Preparedness & Response	Learning & Professional Development	Training Change - Competency Framework Development	The creation of established posts that are currently performed through the use of temporary secondments or use of operational personnel.	0	0	167
Operational Preparedness & Response	Learning & Professional Development	Training Operations: Helpdesk incl. out of hours	Reestablishing the helpdesk function as part of LPD customer satisfaction KPI and as a control measure for the delivery of the training plan to maximise delegate throughput and training unit utilisation.	4	4	4
Operational Preparedness & Response	Learning & Professional Development	Modern FF & Training	Overall support to deliver key outcomes of Modern Firefighting and Training investments.	65	65	65
Operational				**4,386**	**3,509**	**5,501**

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Preparedness & Response – Modern Firefighting						
Operational Preparedness & Response	Fire Stations	Staffing	Additional roles for Quality assurance and management for new home fire safety visits approach	125	125	125
Operational Preparedness & Response	Fire Stations	Station Open Day	Open day funding across all stations	26	26	26
Operational Preparedness & Response	Fire Stations	PPE	Reserve PPE - River Boat Station	12	0	0
Operational Preparedness & Response	Operational Resilience	Grant reduction	Recognition of grant reductions	139	139	139
Operational Preparedness & Response	Health & Safety	Safety Event	Due to ongoing pressures within the general management of the safety event reporting database (provided by Sphera) and ongoing concerns regarding the poor quality of safety event investigations and monitoring of investigation outcomes there is a requirement to maintain one post in here that was previously provided as a saving.	35	35	35
Operational Preparedness & Response - Other				**337**	**325**	**325**
Operational Preparedness & Response - Total				**4,723**	**3,834**	**5,826**
Operational Prevention,	Operational Policy	Immediate Emergency Care	To provide the delivery of Immediate Emergency Care (Medical Intervention & Governance) as	160	262	262

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Protection & Policy			aligned to National Operational Guidance, the recommended outcomes of the Manchester Arena Inquiry, the Firefighter core competency framework, and assurance against the clinical governance provided by London Ambulance Service.			
Operational Prevention, Protection & Policy	Operational Policy	Policy Writing	The provision of 2 FRS Technical Editors to sustainably uplift the policy writing skill capability.	154	154	154
Operational Prevention, Protection & Policy	Operational Policy	Project Management	The provision of 2 FRS Project Managers to sustainably uplift the efficiency and effectiveness of OP&A's project delivery.	154	154	154
Operational Prevention, Protection & Policy	Operational Policy	Heatwave Management	LFB enter into a pilot to prove concept for the use of long wheelbase 4x4 crew cab vans for responding to extreme weather events creating an Extreme Weather Vehicle	150	0	0
Operational Prevention, Protection & Policy	Prevention and Protection	HFSV Software	HFSV Software development	150	0	0
Operational Prevention, Protection & Policy	Prevention and Protection	Staffing	Increase by 1 Station Commander Post – Prior years had reduced establishment by greater than envisaged.	86	86	86
Operational Prevention, Protection & Policy	Prevention and Protection	Primary Authority Partnerships Advisory Services Income Reduction	Reduce income figure for Primary Authority Partnership Advisory Income.	85	85	85
Operational Prevention, Protection & Policy	Prevention and Protection	Savings	Partial revision of prior year saving due to establishment requirements.	47	47	47
Operational Prevention,	Prevention and Protection	Petroleum Special Services/Collections	Reduce income of Special Services/Collections	15	15	15

Directorate	Department	Investment Title	Investment Description	2024/25 Investment £'000	2025/26 Investment £'000	2026/27 Investment £'000
Protection & Policy		Income Reduction				
Operational Prevention, Protection & Policy - Total				**1,001**	**803**	**803**
People	People Services	Occupational Health	Identification of one-off increased costs to deliver Occupational Health Services whilst we re-tender for longer term service	285	0	0
People				**285**	**0**	**0**
Transformation	Business Services	Additional staff investment	Investment in 2 additional FRS staff in Business Services	152	152	152
Transformation	Business Services	Training investment	Investment in training budget for Business Services	18	18	18
Transformation - Total				**170**	**170**	**170**
Investments - Total				**8,803**	**7,014**	**8,966**

Appendix 8
Capital Strategy

LFC Capital Strategy 2023/24 and beyond

Description

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.

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.

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.

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.

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.

Intention

1. 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 the Community Risk Management Plan (CRMP) which came into effect on 1 January 2023. 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 has been built on this and set out the Brigade's ambitions for the next six years.

2. 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.

3. The LFC Capital Strategy and capital programme covers a more detailed outlook 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 2028/29 to 2042/43. The format of the Capital Strategy complies with the Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

4. 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.

5. 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.

6. 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 will be approved by the LFC in March 2024. 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 2024.

Benefits

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.

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 Community Risk Management 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

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". LFC vision is to be a world class fire and rescue service for London, Londoners and visitors.

The Capital Strategy has been derived largely from the Asset Management Plan, the ICT Strategy, the Fleet Replacement Plan, the Sustainability Strategy, the Treasury Management Strategy and the CRMP put in place from 2023/24. It has been developed to reflect the LFC's priorities, and will be reviewed for future years to deliver against the CRMP and TOM. It will also support addressing the recommendations from the Grenfell Tower Inquiry and the HM Inspectorate of Constabulary and Fire & Rescue Services.

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.

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.

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.

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.

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 London Treasury Liquidity Fund LP.

Influences
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
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.
- 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

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 has been done in 2023/24 to align the CRMP and TOM with the capital programme.

The LFC capital spending plans for the five years to 2027/28 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 2023/24 to 2027/28.

Project	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Schemes						
Properties	15.7	22.8	36.9	31.6	21.3	128.3
Fleet Replacement Plan	2.4	1.6	7.3	4.0	2.5	17.8
ICT Projects	5.4	13.4	8.0	5.1	4.7	36.6
Communications Project	0.0	0.1	0.3	0.3	0.0	0.7
Operational Policy Equipment	5.7	0.0	0.0	0.0	0.0	5.7

Total Expenditure	**29.2**	**37.9**	**52.4**	**41.1**	**28.5**	**189.1**
Capital Financing						
Reserve	7.8	0.0	0.0	0.0	0.0	7.8
Capital Receipts	0.2	0.0	11.3	0.0	0.0	11.5
Capital Grants	0.0	0.0	0.0	0.0	0.0	0.0
External Borrowing	21.2	37.9	41.1	41.1	28.5	169.8
TOTAL Funded Financing	**29.2**	**37.9**	**52.4**	**41.1**	**28.5**	**189.1**

Revenue Funding of the Capital Programme for the first 5 years
In the medium-term the total capital plan is £189.1m of which £19.3m of the plan is funded by the use of Reserves and Capital Receipts (8AE less capital receipts repayable), and the remaining balance is expected to be funded by £169.8m of external borrowing. The borrowing costs (MRP and Interest charges) will be £15.8m for 2024/25 and increasing in the following years to £21.0m in 2025/26 and £25.6m in 2026/27 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 with the Prudential Code for LFB to set aside sufficient funds to fund the Capital programme should the need arise.

Within the interest charges, this is calculated on the basis of the current PWLB loan interest which stands at 5.62% (5 year re-payment on maturity loan, also assuming the certainty discount rate applies). From 2027/28 onwards the interest rate assumptions are of a borrowing rate of 2.5%.

A further 15 years, from 2028/29 to 2042/43 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 table 2 below and is inclusive of 3% per annum inflationary cost pressures.

Table 2: Capital Ambition 2028/29 to 2042/43 and Ambition Gap

Project	Years 2028/2033	Years 2033/2038	Years 2038/2043
	£m	£m	£m
Capital Schemes			
Properties	76.0	79.0	91.0
Fleet Replacement Plan	57.0	29.0	43.0
ICT Projects	17.0	47.0	28.0
Communications Project	0.0	0.0	0.0
Operational Policy Equipment	0.0	0.0	0.0
Total Capital Expenditure	**150.0**	**154.0**	**162.0**
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	150.0	154.0	162.0
TOTAL Funded Financing	**150.0**	**154.0**	**162.0**
Unfunded Capital Expenditure	**0**	**0**	**0**

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.

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.
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
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.

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 longterm 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 London Treasury Liquidity Fund LP 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.

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.

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.

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. The table below summarises capital expenditure and debt charges (loan interest and annual MRP change) compared to the estimated debt charges budget from 2026/27 onwards. The future debt charge budgets have been based on the 2026/27 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 2028/29 to 2042/43

Future Years	Capital Expenditure £m	Financed from external borrowing £m	Debt Charges* £m	Budget £m	Budget Pressure £m
2028/29	30.0	30.0	30.0	13.0	17.0
2029/30	35.0	35.0	30.0	13.0	17.0
2030/31	24.0	24.0	30.0	14.0	16.0
2031/32	34.0	34.0	29.0	14.0	15.0
2032/33	27.0	27.0	31.0	14.0	16.0
2033/34	27.0	27.0	32.0	15.0	17.0
2034/35	47.0	47.0	30.0	15.0	15.0
2035/36	32.0	32.0	36.0	16.0	20.0
2036/37	23.0	23.0	38.0	16.0	22.0
2037/38	25.0	25.0	39.0	17.0	22.0
2038/39	21.0	21.0	39.0	17.0	22.0
2039/40	22.0	22.0	38.0	18.0	21.0
2040/41	33.0	33.0	38.0	18.0	20.0
2041/42	47.0	47.0	32.0	19.0	13.0
2042/43	38.0	38.0	32.0	19.0	13.0

(Minimum Revenue Provision and interest has been calculated at 2.5% and MRP has been mostly estimated on a 15 year asset life for property and 5 years for ICT for the purposes of the above calculations)

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 £39.0m 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.

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 2025/26. 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.

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

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

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	2024	2025	2026	2027	2028	2033	2038	2043
	£m	£m	£m	£m	£m	£m	£m	£m
Existing PWLB Debt	46.7	43.2	38.2	38.2	35.5	26.5	23.5	14.5
New External Debt	21.2	37.9	41.1	41.1	28.5	26.9	25.4	38.4

Interest charges are based on PWLB interest rates fixed when the borrowing was taken out.

The table below sets out the prudential limits for 2024/25 to 2028/29.

Table 5: Prudential Limits

Approved Borrowing Levels £k	2023/24	2024/25	2025/26	2026/27	2027/28
Operational Boundary	240,000	240,000	240,000	240,000	240,000
Authorised Boundary	245,000	245,000	245,000	245,000	245,000

Other Long-Term Liabilities

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	2024	2025	2026	2027	2028	2033	2038	2043
	£m	£m	£m	£m	£m	£m	£m	£m
PFI	39.9	38.3	36.7	35.1	33.6	26.4	13.6	0.0
Finance Lease	18.4	18.4	18.3	17.3	16.2	9.4	0.0	0.0
Total	**58.3**	**56.8**	**55.0**	**52.5**	**49.8**	**35.8**	**13.6**	**0.0**

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.

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 is 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
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.
- 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.

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
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 Investment & Finance 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).

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.

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 Investment & Finance 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.

The Capital Programme is approved by the London Fire Commissioner before submission to the Mayor as part of the annual budget submission.

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.
- Supports the Mayor of London in meeting the approved objectives and strategic plans.

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 Investment & Finance Board. 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.

The Capital Strategy will continue to be refined and assessed against deliverability, affordability and risk in addition to ensuring this delivers the CRMP. Any further updates will be reflected in the final budget in March 2024.

Chief Finance Officer Sign Off
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 9
Reserves Strategy

LFC Reserves Strategy

Introduction and Background

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.

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.

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

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.

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

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.
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.

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 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.

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.

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 retendered, and potentially renewal, in discussion with key stakeholders.

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.

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.

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.

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 totaling £1.8m from the GLA and £5.5m from the Home Office.

Risk Assessment to Determine the Adequacy of the General Reserve

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.

The LFC has been strengthening its approach to managing risk.

Under its Reserve Policy the LFC has set its level for the General Reserve at 3.5% of net revenue budget.

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, 2024/25, has been prepared as part of the budget setting process.

Annual Review of Earmarked Reserves

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.

As part of the annual review of reserves it has been identified as part of the budget process that £4.5m of earmarked reserves are no longer required and can therefore be re-purposed. It is from this review that these will be released to support a balanced budget in 2024/25.

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.

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 5) became reality and this has been assessed against the adequacy of general fund reserves. The financial risks are set out in further detail within appendix 2 to this report as part of the MTFS Strategy.
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. However, this needs to be considered against the probability of more than one significant risk materialising in any one year.

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.

Conclusion

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.

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% (£17m) can currently be deemed to be adequate given the corporate governance and control arrangements in place across the organisation.

Annex A Projected Reserve Balances over Medium-Term Financial Plan Period (2024-2027)

Reserve	**Forecasted Balance at 31/03/2024 (£m)**	**2024/25 Forecasted Use of Reserves (£m)**	**Forecasted Balance at 31/03/2025 (£m)**	**2025/26 Forecasted Use of Reserves (£m)**	**Forecasted Balance at 31/03/2026 (£m)**	**2025/26 Forecasted Use of Reserves (£m)**	**Forecasted Balance at 31/03/2027 (£m)**
Fire Safety and Youth Engagement	**6.8**	(2.2)	**4.6**	(1.5)	**3.1**	0.0	**3.1**
Emergency Services Mobile Communication Programme	**1.0**	0.0	**1.0**	0.0	**1.0**	0.0	**1.0**
Fire Safety Improvement	**29.7**	(9.7)	**20.0**	(10.3)	**9.7**	0.0	**9.7**
Communications	**0.1**	(0.1)	**0.0**	0.0	**0.0**	0.0	**0.0**
LFB Museum Project	**0.1**	(0.1)	**0.0**	0.0	**0.0**	0.0	**0.0**
Finance Reserve	**0.0**	0.0	**0.0**	0.0	**0.0**	0.0	**0.0**
Pension Earmarked Reserve	**0.6**	(0.1)	**0.5**	0.0	**0.5**	0.0	**0.5**
Compensation	**0.9**	(0.7)	**0.2**	0.0	**0.2**	0.0	**0.2**
ICT Development Reserve	**1.7**	(1.2)	**0.5**	(0.1)	**0.4**	0.0	**0.4**
Sustainability	**0.2**	0.0	**0.2**	0.0	**0.2**	0.0	**0.2**
Vehicle & Equipment Reserve	**1.0**	(1.0)	**0.0**	0.0	**0.0**	0.0	**0.0**
Leadership Reserve	**0.3**	(0.1)	**0.2**	0.0	**0.2**	0.0	**0.2**
FRS Review	**0.1**	(0.1)	**0.0**	0.0	**0.0**	0.0	**0.0**
MTA Reserve	**1.0**	0.0	**1.0**	0.0	**0.0**	0.0	**0.0**
Recruitment Reserve	**1.3**	(0.7)	**0.6**	(0.6)	**0.0**	0.0	**0.0**
Community Risk Management Plan	**3.5**	(2.7)	**0.8**	(0.3)	**0.5**	0.0	**0.5**
Budget Flexibility	**9.5**	(3.8)	**5.7**	0.0	**5.7**	0.0	**5.7**
General Fund	**17.0**	0.0	**17.0**	0.0	**17.0**	0.0	**17.0**
Total Reserves	**74.8**	**(22.5)**	**52.3**	**(12.8)**	**39.5**	**0.0**	**39.5**

General Reserve

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

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 or underspends emerged. The reserve provides balances to support 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 2023/24 financial year includes a transfer to the general reserve to maintain it at the minimum level, following the forecast overspend in that year.

Earmarked Reserves

In addition to the general reserve and Budget Flexibility 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 or released to balance the budget.

The Fire Safety and Youth Engagement reserve was established in 2016/17. The reserve now includes funding received in the form of specific grants from the Home Office to enable a Protection Uplift.

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.

The Fire Safety Improvement Reserve will be utilised to fund the Modern Firefighter and Training Investment in 2024/25 and 2025/26, after which it's planned use will be reviewed. This will ensure Firefighters will be faced with the most realistic scenarios in a training environment and therefore ensure the safety of Firefighters and the public are maintained when facing similar scenarios in a real-life situation.

The Finance reserve holds funding to support training within the Finance Department.

The Pension Reserve will be used to fund resourcing and delivery costs associated with the Pension Remedy of staff (Predominantly operational staff).

The compensation reserve is used to fund compensation claims in excess of budgeted amounts. There is currently a base budget of £1.8m.

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.

The sustainability reserve was set up to deliver the LFC's programme of investment in enhanced energy efficiency and renewable technologies and so most notably will be used to help deliver resources on the Net Zero Carbon strategy.

The recruitment reserve will be used to help support successful recruitment within the Fire Safety department, including the use of market rate supplements and accounting for pension abatements incurred by impacted roles.

The Community Risk Management Plan (CRMP) will be utilised to deliver the ambitious change programme throughout LFB.

The Communications, LFB Museum, Vehicle and Equipment, Leadership, FRS Review, and MTA Reserves are no longer required and will be released to fund Investments as part of the MTFS. Any requirements in any of

these areas have been considered and any requirements included within base budgets.

Appendix 10
Equality Analysis / Equality Impact Assessment (EIA)

A. Name and the nature of the programme/ activity

London Fire Brigade Budget Submission 2024/25

B. Reason for Equality Impact Assessment

- Proposed change to an existing programme/ activity
- Undertaking a review of an existing programme/ activity

C. Person responsible for the programme/ activity

Name: James Buttery

Job title: Principal Budget Planning Accountant

Department: Finance

D. Equality and diversity considerations

Describe the ways in which the groups below may be impacted by your activity. There are some example questions below to aid your thinking (delete any that are not relevant):

The purpose of an EIA is to give as much information as possible about potential equality impacts, risks or opportunities that your policy, activity or project may have on different groups of people.

This Equality Impact Assessment should demonstrate due regard for the provisions of the Public Sector Equality Duty by considering the following:

1. identify possible negative impacts of decisions on individuals and groups with protected characteristics and plan mitigating action accordingly; and,
2. identify additional opportunities to advance equality within policies, strategies, and services.

- Age (e.g. are their ways older or younger people may find it difficult to engage in your project or process?, are there young/old people who need support)
- Disability/Barriers (do you need to consider large print or easy read of any surveys /questionnaires?)
- Race (including ethnicity and nationality) (does your project take into account the needs of people from different groups, if not do you need to make any adjustments?)
- Religion or belief (do people from faith groups experience any specific disadvantage in relation to your research project)
- Gender
- Sexual orientation (is your language inclusive of LGBT+ groups?)
- Trans and non-binary – is your language inclusive of trans and non-binary people?
- People experiencing multiple needs such as homelessness, mental health problems, being involved in the criminal justice system or substance misuse.
- Pregnancy and maternity
- Social deprivation- e.g. people who may be prohibited from attending your event due to the cost of travel, people who live in deprived areas and homes which may be at risk, responsibility of the council (if the activity is in the community)

Consultation will be ongoing with RBs, ESGs and Belonging, Inclusion and Wellbeing team. Individual discussions with staff members who are affected by post-deletions will be had and

this will consider the possible negative impacts on certain individuals or groups of people as listed above.

Relevant information will be sought from People Services if the information is readily accessible and will be used for the purposes to which the information is contained such as age, gender etc to assess potential impacts on certain groups of people and how mitigations can be put in place.

E. Evidencing Impact

Please answer each of the following questions

i. **What information have you used to understand all people who will be involved in or affected by your programme/ activity*? (e.g. if your activity refers to all employees, how did you learn about what they need and think, especially those with protected characteristics – did you ask directly? Did you generalise based on wider researcher, did you consult, if so, how many and when and what did they tell you, or what did you learn?)***

Consultation will occur throughout the budget process for any of those people directly impacted upon.

The following budget proposals signify the potential for staffing reductions to be made;

1. Finance - There are two projects underway to replace the LFCs HR and Payroll System and 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.

2. People - Savings across LFB formed as part of an initial budget submission is 2022/23, but re-phased to align with delivery of People Services Review.

3. 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.

4. Finance – Payroll - A saving of 1 x FRS B Payroll post (vacant) from the loss of the GLA payroll shared service

Further to this, a mitigation action plan will be developed to address any issues prior to any project starting.

ii. **Explain any gaps in evidence/ insufficient information to properly assess the impact of your programme/ activity, and how will this be addressed? e.g. further research or working with a voluntary sector organisation?**

Further research will be undertaken in respect of savings within finance post system implementation to assess the potential for savings to be made and in which areas.

The saving within payroll will be through the deletion of a currently vacant post.

Across People Services, this is dependant on organisational wide savings and are not currently targeted to a specific department or employee group. Any implications of the people services saving for 2024/25 will be considered as part of separate reporting in line with governance requirements.

iii. **Explain whether your programme/ activity disproportionately affects any group named above?**

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.

iv. **Describe whether this programme/ activity may potentially lead to discrimination (direct or indirect), harassment, victimisation, or less favourable treatment of people with protected characteristics?**

All managers are reminded of their duty of care and responsibilities under the Public Sector Equality Duty.

v. **Describe whether your programme/ activity contribute to advancing equality of opportunity?[1]**

Investment opportunities and growth within certain departments will be undertaken using fair recruitment practices, ensuring the needs of certain groups are considered and any flexible arrangements sought where required.

vi. **Describes where there an opportunity for your programme/ activity to foster good relations between groups?**

Various stakeholders, such as trade unions will be consulted on the range of proposals contained within the budget report (including in relation to pay and skills payments) and the potential positive impacts and opportunities available alongside putting in mitigating factors as far as possible to minimise the impact on any one individual or group. Such actions may include; assimilation or re-deployment.

vii. **Identify any reasonable adjustments to your programme/ activity to avoid discrimination or advance equality of opportunity?**

Those impacted heavily throughout any of the proposals in the budget report will be contacted and consulted with as part of the process if on long terms sickness or maternity/paternity leave.

viii. **How is the programme/ activity's communication made accessible to all groups?**

The budget report is available online, circulated to key stakeholder groups such as the Industrial Relations Team and Union Groups.

ix. **How are you engaging people with a wide range of protected characteristics in the design, implementation and monitoring of the programme/ activity?**

The proposals within this report will be included as part of the LFC's Budget Submission to the Mayor, where it will then be consulted on as part of the GLA's consolidated consultation budget for 2024/25.

Appendix 11
Climate Budget & Sustainability Analysis

Overview
Following extensive public consultation LFC published the Community Risk Management Plan (CRMP) in 2022 (which came into force on 1 January 2023). This 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 in accordance with methodologies laid out in the Greenhouse Gas Protocol.

Scope 1 – All Direct Emissions from the activities of LFC or under their control

Emissions will be included from all the following inputs to make up the total Scope 1 direct emissions for LFC:

- 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
- Air Travel
- 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 their control

Emissions will be included from all the following inputs to make up the total Scope 2 indirect emissions for LFC:
Electricity Consumption from:

- Building consumption
- On-site EV charging from LFC owned charge points
- Off-site EV charging from 3rd party owned public charge points
- Diesel Generator Data
    - No data is currently available, so this has been estimated based on allowing for a typical monthly test run on a generator
- Fugitive Emission Data
    - No data is currently available, so this has been estimated based on the assumption of around 60g of R410A leakage per year for all sites with air conditioning units and the possibility of a major leak of around 5kg per year

Scope 3 – Scope 3 emissions are the result of activities from assets not owned or controlled by LFC, but what indirectly affects our supply chain.

Scope 3 emissions include all sources not within our scope 1 and 2 boundaries.

LFC in 2021, along with other GLA Group Functional Bodies participated in an initial study to understand our scope 3 supply chain emissions baseline which was based on a spend based analysis. This resulted in hot spotting specific carbon intensive categories for further analysis and supplier engagement.

Recently LFC is working to identify opportunities within the supply chain to reduce carbon emissions. LFC will continue to work with GLA Group to share approaches and learning.

Under the requirements of the GLA group Responsible Procurement Implementation Plan (RPIP) we are working with suppliers to reduce supply-chain carbon emissions.

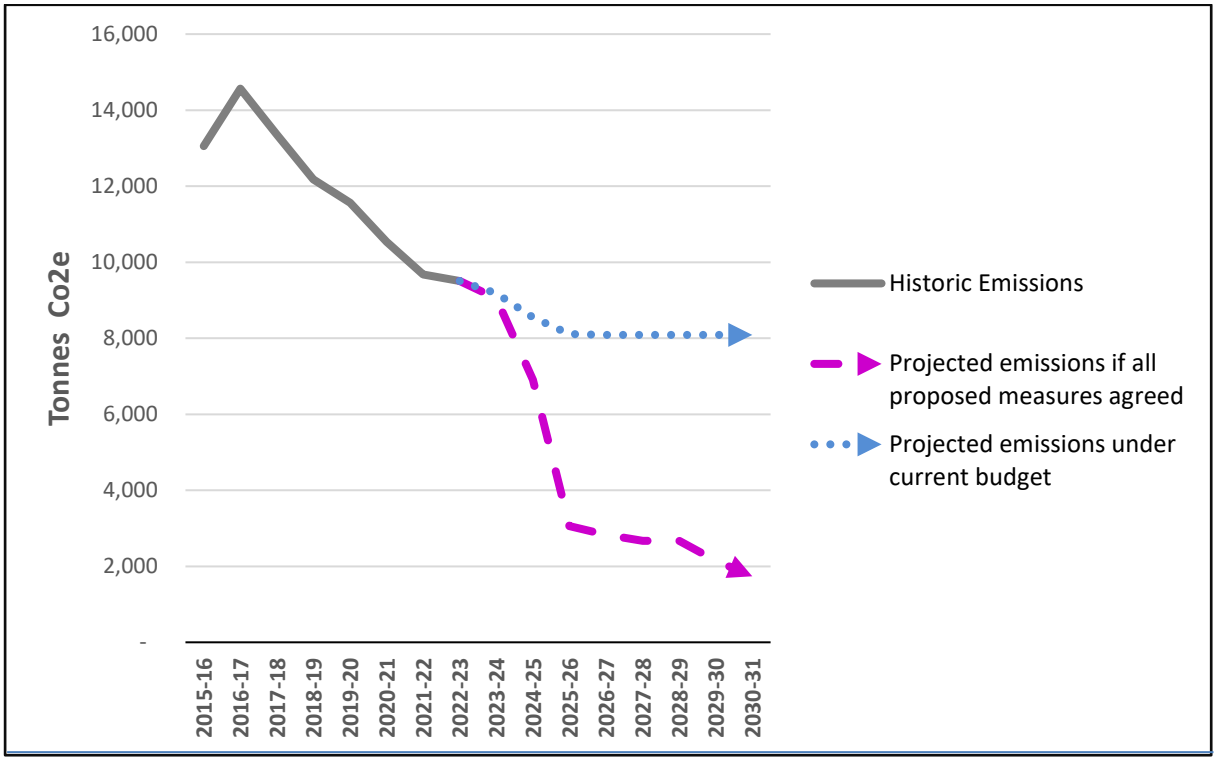
- LFC has committed to require every new contract over £5m in value to produce an organisational Carbon Reduction Plan.
- LFC has committed to reduce emissions associated with last-mile deliveries, with all new contracts to require freight and servicing vehicles under 3.5 tonnes to GLA Group buildings to be zero-emission from 2025.
- LFC are supporting the delivery of the interim target for Non-Road Mobile Machinery (NRMM) to meet stage IV requirements by 1 January 2025, as part of the longer-term vision for all NRMM procured by the GLA Group or used by suppliers and subcontractors on behalf of the GLA, to be zero-emission by the end of 2040.

LFC 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 LFC control	85,791	kWh	20
Fugitive Emissions	11	Kg/R410A	23
Fleet Fuel	1,167	MLitres	2,965
Air Travel	5,304	Miles	0.9
Grey Fleet (should be scope 3)	376,994	Miles	100.71
Total			11,091

The graph below outlines:

- Historic emissions for the given scope (grey line below)
- 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-23-079) has further details outlining the LFC carbon emission reductions and progress to date. Highlights include-

Total LFC CO2 emissions have reduced to 61.18 per cent CO2 reduction in 2022-23 from the previous agreed baseline of 1990, against a target of 60 per cent reduction by 2025.

LFC has introduced a new target of net zero Carbon by 2030. In 2022-23 emissions reduced by a further 1.5 per cent from the previous year to -9.8 per cent from the new baseline year of 2020-2021.

Fleet

- Emissions from fleet vehicles increased by 15.87 per cent compared to the previous year. The increase in frontline fleet emissions aligns with the increase in incidents attended. 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.
- Nearly all LFC buildings have electric vehicle (EV) charge points, accessible for LFC vehicles and personal staff usage. A further three fire stations have publicly accessible rapid charging.
- LFC have started a pilot trial to run existing vehicles on Hydrotreated Vegetable Oil (HVO) as a "stepping stone" carbon reduction solution for LFC whilst it continues to operate existing diesel vehicles.
- The LFC's main delivery hub- the Operational Support Centre (OSC) devised a series of new routes that save more than 15,915 miles of travel each year.

Buildings

- Onsite renewable energy generation has remained consistent at 11 per cent, this year's data does not include PFI Stations. A continued focus on maintenance of existing systems resulted in a reduction of CO2 emissions from buildings by 9.3 per cent compared to the previous year.
- LFC achieved its target of an average Display Energy Certificate (DEC) rating of a C across all sites, with an average of 79 per cent of sites with a rating of C or above.

- LFC has developed a Carbon Net Zero Strategy, which is a detailed account of the modelling and analysis underpinning the latest LFC carbon footprint, trajectories to net zero and the interventions required to achieve carbon net zero by 2030.
- LFC unveiled its first ever Carbon Zero fire station, which demonstrates its commitment to sustainability and improving the environment. We have been able to remove the use of gas at Walthamstow Fire Station which has been replaced by a new electric heat pump. When solar power isn't providing enough electricity, the station runs on electricity from 100 per cent renewable sources.
- LFC has recently approved the electrical infrastructure project to increase the electrical capacity at fire stations, with approval received for the first phase of 30 stations (which will then be followed by a second phase of a further 25 stations). GLA Green Finance Funding has been applied for this project. This will enable the carbon net zero work streams to de-carbonise the property and fleet operations of LFB. The increased electrical capacity will enable future projects to move away from gas and replace this fuel with electrically powered heating and cooking equipment. It will additionally provide the electrical infrastructure to electrify the future fleet and provide high speed charging facilities for LFC appliances. There is £22.4m in total as part of the revised Capital Strategy from 2024/25.

Air Travel

- Air travel decreased compared to last year, continuing the downward trend of air travel use over the last five years. Domestic travel continues to reduce, which is the most likely area that would readily be replaced by virtual meetings.

Air Travel	2018/19	2019/2020	2020/2021	2021/2022	2022/2023
Miles Travelled	288,403	167,541	5,304	184,420	39,268
CO_2 from Air Travel (t)	54	46	0.9	22.28	4.94

- 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 lows as that of the LFC.

Behaviour change/ Enabling Actions

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

Green tariffs

- The LFC purchase all electricity from the Laser framework which is a green tariff energy supplier.

Climate Adaptation

The LFC do not consider adaption can be made regarding reducing emissions, outside of wild fires which are considered an operational challenge. Our staff behaviour is subject to carbon literacy training courses.

Summary of measures included in the 2024-25 climate budget
Uncertainties around the climate budget include the requirements to increase the electrical capacity at all fire stations to manage the move away from Greenhouse Gas (GHG) and the availability from electrical distribution network operators.

The LFC's major concern is that reducing GHG emissions are mainly replaced by electrical equipment and presently electrical energy per kilowatt hour is ten times the cost of natural gas and therefore this continues to present return on investment feasibility concerns.

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 CO2te savings to 2030 of 41 tonnes CO2te.

- 3 sites have been identified for new ASHP to replace gas boilers, this has been costed into the Estate Capital Investment Programme (ECIP).
- Install 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:

- Window replacement
- Appliance bay doors
- Roof replacement

As noted above, approval has also been received to increase the electrical capacity at fire stations, with the capital investment starting from 2024-25.

Fleet
The Replacement of LFC Fleet Cars/Officer Pool Cars (LFC-0562y) details the replacement of the LFC's 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 LFC 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.

Future- project pipeline- process of identifying funding options.
To achieve Carbon Net Zero LFC have produced a Carbon Net Zero Strategy (FP1568) this Strategy has adopted 6 principles, demonstrating how LFC 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

LFC will continue to explore available options for funding including through future Budget submissions, grants and Green Finance.

Principle 1: Opening the infrastructure
Delivering carbon net zero across LFC 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 LFC's portfolio currently have some sort of Solar Photovoltaic System (SPV) on-site. LFC 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 LFC 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 LFC 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 LFC 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 LFC'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 LFC'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 LFC 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 LFC. 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 LFC. 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 LFC 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.

LFC 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.

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 principle 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 first 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 LFC, focusing on climate science, how climate change is impacting the LFC - both now and in future - and the actions that can be taken 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 LFC 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 LFC will continue to be involved in the National Energy Saving Competition, encouraging stations to implement best practice and reduce their energy consumption.

Funded Commitments

ID - 1	Climate Action	Description	Funding source	Year funding starts	Year funding ends	Lifetime cumulative CO2e savings, tonnes
A.1	Reduce scope 1 GHG emission	Replace 30 gas powered cookers with Electric	LFC	2024	2025	9,998
A.3	Energy reduction	Instal 4 Solar PV arrays	LFC	2024	2026	132
A.4	Energy reduction	Window replacement	LFC	2024	2026	1500
A.6	Energy reduction	Appliance bay doors	LFC	2024	2026	45.5
A.7	Energy reduction	Window replacement	LFC	2024	2026	325
A.8	Energy reduction	Roof replacement	LFC	2024	2026	1170
A.10	HDP	HDP at 9 buildings salix funding project	Salix/LFC	2024	2026	1,234
A 11	HDP	HDP at 5 buildings salix funding project	Salix/LFC	2023	2024	1,234
A 12	Tailpipe emission reduction	Replacement of 2 driver training cars	LFC	2024	2025	1,185
A 13	Carbon impact training	LFB staff- to have carbon literacy training for awareness and actions	Internal staff res	N/A	N/A	N/A
A 14	HDP	provision of HDP for the remaining estate buildings in conjunction with project order lists	LFC	2024	2029	enabler
A 15	Enabling	Provides essential infrastructure for CNZ	LFC/GFF	2024	2027	enabling measure

ID - 1	Year emissions savings start	Average annual CO2e savings to 2030, tonnes	Co-benefits	Responsibility	Milestones for 2024-2025	Total Exp. 24-25 £'000	Total Exp. 25-26 £'000	Total Exp. 26-27 £'000
A.1	2022	399	CO improvement	LFB property	project completion	160	-	-
A.3	2024	39	reduce energy usage	LFB property	Funding agreed for assesments	1,000		
A.4	2024	18	maintenance	LFB Property		300		
A.6	2024	430	maintenance	LFB property		4,415		
A.7	2024	15	maintenance	LFB property				
A.8	2024	40	maintenance	LFB property				
A.10	2024	296	Plant lifetime	LFB property	Project completion	4,337		
A 11	2026	296	Plant lifetime	LFB property	Grant awarded	2,715	2,715	-
A 12	2025			LFB FLEET				
A 13	n/a			LFB Sustainable Development				
A 14	enabler	enabler	Preparation for future Salix funding bids and GFF bids	LFB property				
A 15	n/a	n/a	allows property and fleet to de-carbonise	LFB carbon reduction team	DNO engagement	6,252	10,210	6,000

Unfunded Commitments

ID - 2	Climate Action Area	Climate Action	Description	Funding Source	Year funding starts	Year funding ends	Lifetime cumulative CO2e savings, tonnes or Enabling Measure	length of service	Year emissions savings start	Average annual CO2 savings to 2030, tonnes
B.1	Scope change	Electrical supply upgrade	Increase electrical capacity all 47 buildings	N/A	2024	2028/2029	enabling	50	N/A	N
B.2	Scope change	Removing gas dependency	Replace Gas powered boilers at 86 fire stations	N/A	2024	2028/2029	1180	25	2023	32.
B.3	Scope change	Removing gas dependency	Replace gas powered appliance bay heaters at 86 stations	N/A	2024	2028/2029	795.5	25	2025	3
B.4	Scope change	Renewable generation	Increase the solar PPV arrays	N/A	2024	2028/2029			2024	
B.5	Scope change	Remove gas dependency	Replace gas cooking equipmen	N/A	2023/2024	2028/2029	333.25	25	2025	13.
B.7	Scope change	Smart Energy Use	Telematics fitted to vehicles		2022/2023	2023/2024		50	n/a	
B.8	Scope change	Asset Replacement Programme	Replacement of OSUs		2022/2023	2023/2024	12			
B.9	Scope change	EV Asset Replacement Programme	Replacement of the hybrid SOG cars		2023/2024	2024/2025	5		0	
B.10	Scope change	EV Asset Replacement Programme	Replacement of the 6 hybrid commissioner cars		2024/2025	2025/2026	5			
B.11	Scope change	EV Asset Replacement Programme	Replacement of 11 vans		2024/2025	2025/2026	7			
B.12	Scope change	Charging Infrastructure	Install of chargepoints		2024/2025	2025/2026	n/a			
B.13	Scope change	EV Asset Replacement Programme	Replacement of 29 vans		2025/2026	2026/2027	7			
B.14	Scope change	EV Asset Replacement Programme	Replacement of 5 x Hose Layer Units		2025/2026	2026/2027	12			
B.15	Scope change	EV Asset Replacement Programme	Replacement of 1 Cold Cut Vehicle		2025/2026	2026/2027	7			
B.16	Scope change	EV Asset Prototypes	Purchase of 5 x ZEPA2 vehicles		2025/2026	2026/2027	12			
B.17	Scope change	Charging Infrastructure	Install of chargepoints		2025/2026	2026/2027	n/a	12		
B.18	Scope change	Charging Infrastructure	Install of chargepoints		2026/2027	2027/2028	n/a	12		
B.19	Scope change	EV Asset Replacement Programme	Replacement of 18 vans		2026/2027	2027/2028	7			
B.20	Scope change	EV Asset Prototypes	Purchase of 5 x ZEPA2 vehicles		2026/2027	2027/2028	12			
B.21	Scope change	EV Asset Replacement Programme	Replacement of 50 electric pool cars		2027/2028	2028/2029	5			
B.22	Scope change	Opening the infrastructure	upgrading of electrical supply capacity at stations 55 in phase one to provide additional EV charging and CNZ power requirements		2024/2025	2028/2029	Enabling	50		
B.23	Scope change	EV Asset Replacement Programme	Replacement of 2 driver training cars		2028/2029	2029/2030	5			
B.24	Scope change	EV Asset Replacement Programme	Replacement of the SOG cars		2028/2029	2029/2030	5			

ID - 2	Climate Action Area	Climate Action	Description	Funding Source	Year funding starts	Year funding ends	Lifetime cumulative CO2e savings, tonnes or Enabling Measure	length of service	Year emissions savings start	Average annual CO2e savings to 2030, tonnes
B.25	Scope change	EV Asset Replacement Programme	Replacement of 53 Dual Pump Ladders (DPL) - Year 1		2028/2029	2029/2030	12			
B.26	Scope change	EV Asset Replacement Programme	Replacement of 41 DPLs - Year 2		2029/2030	2030/2031	12			
B.27	Scope change	EV Asset Replacement Programme	Replacement of the Commissioner Cars		2029/2030	2030/2031	5			
B.28	Scope change	EV Asset Replacement Programme	Replacement of 52 DPLs - Year 3		2030/2031	2031/2032	12			
B.29	Scope change	EV Asset Replacement Programme	Replacement of 42 DPLs - Year 4		2031/2032	2032/2033	12			
B.30	Scope change	EV Asset Replacement Programme	Replacement of 1 All Wheel Drive (AWD)		2031/2032	2032/2033	7			
B.31	Scope change	EV Asset Replacement Programme	Replacement of 1 Detect, Identify and Monitor vehicle		2031/2032	2032/2033	7			
B.32	Scope change	EV Asset Replacement Programme	Replacement of 11 vans		2031/2032	2032/2033	7			
B.33	Scope change	EV Asset Replacement Programme	Replacement of 18 Fire Rescue Units (FRU)		2032/2033	2033/2034	12			
B.34	Scope change	EV Asset Replacement Programme	Replacement of 1 Cold Cut vehicle		2032/2033	2033/2034	7			
B.35	Scope change	EV Asset Replacement Programme	Replacement of 50 electric pool cars		2032/2033	2033/2034	5			
B.36	Scope change	EV Asset Replacement Programme	Replacement of 2 driver training cars		2033/2034	2034/2035	5			
B.37	Scope change	EV Asset Replacement Programme	Replacement of 29 vans		2032/2033	2033/2034	7			
B.38	Scope change	EV Asset Replacement Programme	Replacement of 9 Command Support Units (CSU)		2033/2034	2034/2035	12			
B.39	Scope change	EV Asset Replacement Programme	Replacement of 3 Operational Support Units (OSU)		2033/2034	2034/2035	12			
B.40	Scope change	EV Asset Replacement Programme	Replacement of 5 Heavy Distribution Units (HDU)		2033/2034	2034/2035	12			
B.41	Scope change	EV Asset Replacement Programme	Replacement of the SOG cars		2033/2034	2034/2035	5			
B.42	Scope change	EV Asset Replacement Programme	Replacement of 18 vans		2033/2034	2034/2035	7			
B.43	Scope change	EV Asset Replacement Programme	Replacement of 12 32m Turntable Ladders (TL)		2034/2035	2035/2036	15			
B.44	Scope change	EV Asset Replacement Programme	Replacement of 3 64m TLs		2034/2035	2035/2036	15			
B.45	Scope change	EV Asset Replacement Programme	Replacement of the Commissioner Cars		2034/2035	2035/2036	5			
B.46	Scope change	EV Asset Replacement Programme	Replacement of 5 x Hose Layer Units		2037/2038	2038/2039	12			
B.47	Scope change	EV Asset Replacement Programme	Replacement of 50 electric pool cars		2037/2038	2038/2039	5			

Appendix 12
Draft Letter to FREP Committee

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

City Hall,
The Queens Walk
London
SE1 2AA

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 2024/25 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 2024/25 Budget for the LFC.

Draft versions of these documents are included in the Budget Submission to the Mayor, provided to meet the 24 November 2023 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 2024/25.

Yours sincerely

Andy Roe
London Fire Commissioner

Appendix 13
Budget Submission to the Mayor

The following table sets out LFC's budget on an objective basis.

Objective analysis	Revised Budget 2023-24 £m	Forecast Outturn 2023-24 £m	Budget 2024-25 £m	Plan 2025-26 £m	Plan 2026-27 £m
Operational Delivery	332.1	336.5	345.5	355.5	366.3
Corporate Services	104.2	98.6	102.5	102.2	101.6
People (including training)	40.4	42.6	52.3	53.2	57.7
Transformation	3.6	3.5	9.2	8.6	6.8
Communications	3.3	3.3	3.8	3.9	3.9
Net service expenditure	**483.6**	**484.5**	**513.3**	**523.4**	**536.3**
Capital financing costs	11.5	9.7	15.8	21.0	25.6
External interest receipts	0.0	0.0	(4.5)	(4.5)	(4.5)
Net expenditure	**495.1**	**494.2**	**524.6**	**539.9**	**557.4**
Transfer to/(from) reserves	(15.1)	(14.7)	(22.5)	(12.8)	0.0
Savings to be found	0.0	0.0	0.0	(5.9)	(16.4)
Financing requirement	**480.0**	**479.5**	**502.1**	**521.2**	**541.0**
Council tax collection fund deficit	0.0	0.0	0.0	0.0	0.0
Services Grant	0.0	0.0	0.0	0.0	0.0
Retained business rates	252.3	252.3	258.8	264.0	269.3
Specific grants	32.6	32.1	31.8	31.8	31.8
Council tax requirement	**195.1**	**195.1**	**211.5**	**225.4**	**239.9**

The following table sets out the change in council tax requirement.

Changes in the council tax requirement		**£m**
2023-24 council tax requirement		195.1
Changes due to:		
Net change in service expenditure and income		30.4
Including:		
Inflation	*10.1*	
Investment - Business as Usual	4.4	
Investment - CRMP	5.6	
Investment - Modern Firefighting & Training	9.7	
Use of reserves		(7.4)
Government grants		0.0
Retained business rates funding		(6.6)
Council tax collection fund deficit		0.0
2024-25 council tax requirement		**211.5**

The expected movements over the planning period are shown in the table below.

Movement in reserves during financial year	Outturn 2022-23 £m	Forecast 2023-24 £m	Budget 2024-25 £m	Plan 2025-26 £m	Plan 2026-27 £m
Opening balances	117.0	108.6	74.8	52.3	39.5
Transfers to/from:					
Earmarked reserves	(9.9)	(34.1)	(22.5)	(12.8)	0.0
General reserves	1.5	0.3	0.0	0.0	0.0
Closing balances	**108.6**	**74.8**	**52.3**	**39.5**	**39.5**

The table below sets out the Capital Plan by expenditure type and funding requirement.

Draft capital plan	Forecast Outturn 2023-24 £m	Budget 2024-25 £m	Plan 2025-26 £m	Plan 2026-27 £m	Plan 2027-28 £m
Expenditure					
IT projects	5.4	13.4	8.0	5.1	4.7
Major refurbishments	(0.1)	3.8	22.3	24.5	14.9
New developments	1.2	1.5	0.0	0.0	0.0
Minor works	4.4	8.2	6.6	0.8	0.1
Sustainability works	9.4	8.3	5.9	6.3	6.3
Appliance bay doors	0.7	1.0	2.0	0.1	0.0
Fire Brigade fleet re-procurement	2.4	1.6	7.3	4.0	2.5
Operational Equipment	5.8	0.0	0.0	0.0	0.0
Communications	0.0	0.1	0.3	0.3	0.0
Total expenditure	**29.2**	**37.9**	**52.4**	**41.1**	**28.5**
Funding					
Capital Receipts	0.2	0.0	11.3	0.0	0.0
Capital Grants & Third Party Contributions	0.0	0.0	0.0	0.0	0.0
Borrowing	21.2	37.9	41.1	41.1	28.5
Revenue Contributions	7.8	0.0	0.0	0.0	0.0
GLA Grant	0.0	0.0	0.0	0.0	0.0
Total funding	**29.2**	**37.9**	**52.4**	**41.1**	**28.5**

The following table sets out LFC's budget on an objective basis.

Subjective analysis	Revised Budget 2023-24 £m	Forecast Outturn 2023-24 £m	Budget 2024-25 £m	Plan 2025-26 £m	Plan 2026-27 £m
Operational staff	307.0	311.0	314.6	324.5	334.5
Other staff	71.0	72.1	74.6	76.7	78.9
Employee related (1)	32.0	31.8	42.0	42.7	46.7
Pensions	20.8	20.8	20.8	20.8	20.8
Premises	47.8	46.1	46.2	47.5	53.3
Transport	18.6	20.4	18.6	18.6	18.6
Third party payments	1.3	1.4	1.3	1.3	1.3
Supplies and services (2)	37.0	35.7	45.1	43.1	34.9
Total operating expenditure	**535.5**	**539.3**	**563.3**	**575.2**	**589.0**
External interest receipts	0.0	0.0	(4.5)	(4.5)	(4.5)
Capital financing costs	11.5	9.7	15.8	21.0	25.6
Total expenditure	**547.0**	**549.0**	**574.7**	**591.7**	**610.1**
Fees and Charges	(51.9)	(54.8)	(50.0)	(51.8)	(52.7)
Total income	**(51.9)**	**(54.8)**	**(50.0)**	**(51.8)**	**(52.7)**
Transfer to/(from) reserves	(15.1)	(14.7)	(22.5)	(12.8)	0.0
Savings to be identified	0.0	0.0	0.0	(5.9)	(16.4)
Financing requirement	**480.0**	**479.5**	**502.0**	**521.2**	**541.0**
Council tax collection fund deficit	0.0	0.0	0.0	0.0	0.0
General Services Grant 23-24	0.0	0.0	0.0	0.0	0.0
Retained Business Rates	252.3	252.3	258.8	264.0	269.3
Specific grants	32.6	32.1	31.8	31.8	31.8
Council tax requirement	**195.1**	**195.1**	**211.5**	**225.4**	**239.9**

(1) Includes investment in Modern Firefighting & training
(2) Includes future years targeted rolling review, but saving area subject to change

The table below sets out the Capital financing costs.

Capital financing costs	2024-25 £m	2025-26 £m	2026-27 £m
Provision for repayment of debt	12.7	16.5	19.4
External interest	3.1	4.5	6.2
Total	**15.8**	**21.0**	**25.6**

The table below sets out the authorised limit for external debt.

Authorised limit for external debt	Current Approval 2023-24 £m	Revised Approval 2023-24 £m	Proposed 2024-25 £m	Proposed 2025-26 £m	Proposed 2026-27 £m
Borrowing	175.0	175.0	175.0	175.0	175.0
Long term liabilities	70.0	70.0	70.0	70.0	70.0
Total	**245.0**	**245.0**	**245.0**	**245.0**	**245.0**

The table below sets out the operational limit for external debt.

Operational limit for external debt	Current Approval 2023-24 £m	Revised Approval 2023-24 £m	Proposed 2024-25 £m	Proposed 2025-26 £m	Proposed 2026-27 £m
Borrowing	170.0	170.0	170.0	170.0	170.0
Long term liabilities	70.0	70.0	70.0	70.0	70.0
Total	**240.0**	**240.0**	**240.0**	**240.0**	**240.0**

LONDON FIRE BRIGADE

LFC–23-094

Statement of Assurance 2022 - 2023

Report to: **Date:**

Performance, Risk and Assurance Board .....19 September 2023
Commissioner's Board..... 18 October 2023
Audit Committee ..... 05 September 2023
Deputy Mayor's Fire and Resilience Board ....21 November 2023
London Fire Commissioner .....

Report by:
Jess McMongle Head of Business Services, Transformation Directorate

Report classification:
For decision

For publication

PART ONE
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 2022/23.

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 2022/23.

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 2022/23 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 2022 to 31 March 2023.

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 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 Statement of Assurance for 2022/23. Following the governance process and review and comment by the scheduled Boards and Committees who have a dedicated scrutiny role in the production of the Statement, it is recommended that this be approved as the Brigade's official statement for the 2022/2023 financial year.

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 and Community Risk Management Plan (CRMP) which went live as of 1 January 2023) 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 2022/23.

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

9.7 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).

9.8 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.'

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

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

Greater London Authority Act 1999

9.11 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

9.12 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.

9.13 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.

9.14 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.

9.15 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 2022/23	Not protectively marked
2	Performance data for five years to 2022/23	Not protectively marked

Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

Is there a Part Two form: NO

Originating officer declaration

	Reporting officer to confirm the following by using 'x' in the box:
Reporting officer **Kevin Lendor** has drafted this report and confirms the following:	
1. Assistant Director/Head of Service **Jess McMonagle** has reviewed the documentation and is satisfied for it to bereferred to Board for consideration	X
2. Advice The Finance and Legal teams have commented on this proposal: Thomas Davies **Legal Advisor**, on behalf of General Counsel (Head of Lawand Monitoring Officer). Adrian Bevan **Financial Advisor**, on behalf of the Chief Finance Officer.	X X

London Fire Commissioner

STATEMENT OF ASSURANCE 2022/23

Foreword by the Commissioner

1. In January 2023, London Fire Brigade published *Your London Fire* Brigade, our Community Risk Management Plan for 2023-29, following feedback from over 2,200 people in summer 2022. This plan sets out how the Brigade will continue to change and improve to meet the needs of the communities we serve through the services we provide. This includes focusing on using our resources to protect the vulnerable while making our services easier to access, as well as delivering the remaining recommendations from the Phase 1 of the Grenfell Tower Inquiry and from inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. I look forward to updating Londoners on our progress as we deliver our commitments over the coming years.

2. Importantly, part of this also means ensuring that London Fire Brigade is a safe and professional place to work, where everyone is treated with dignity and respect. In November 2022, our Independent Culture Review was published, and I put in place immediate steps to eliminate the poor behaviour it identified in places, including an independent complaints service for staff. Since, then work has continued to improve information, policies, and structures. Our staff and communities are an important part of this change and we are working together to improve our culture, for our staff and the people we serve.

3. As the Brigade improves as an organisation, we continue to face external challenges. Throughout the summer of 2022, the Brigade dealt with wildfires across the capital following a prolonged period of hot and dry weather. On 19 July 2022, the Brigade declared a major incident and had one of its busiest days since the Second World War when firefighters dealt with 26 incidents that had over 4 or more pumping appliances. Throughout the year, but particularly in the winter, we also managed the increased risk the cost-of-living crisis presented, as we responded to incidents involving dangerous sources of heating.

4. At the end of this period, in March 2023, we also launched our #ChargeSafe campaign to raise awareness of the risks of batteries in e-bikes and e-scooters. We have identified the incorrect use and storage of these batteries as a key emerging risk and we are working to educate the public and drive changes in policy that will keep them safe.

5. Our vision is to be trusted to serve and protect London. To achieve this, we have to meet the requirements of us set out by our regulators and also move forwards in understanding the risks in London, improving our services, working with others, and engaging our staff and communities as we do. I am very proud of the progress we have made in this journey this year, and the impact this will have on the safety and wellbeing of London.

Andy Roe, London Fire Commissioner

Introduction

6. 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.

7. 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 2022/23 financial year.

8. The focus of this Statement is the year 1 April 2022 to 31 March 2023.

Operational Assurance

9. The National Framework outlines the requirements for fire and rescue authorities to provide assurance on operational matters.

10. 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

11. 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.

Meeting the requirement

12. The requirement for an IRMP in London was delivered through the LFC's London Safety Plan (2017)[1] (here) which set out the LFC's plans for improvement in services to address the risks facing Londoners, together with the management arrangements required to implement them. The London Safety Plan (LSP) was replaced by Your London Fire Brigade on 1 January 2023, the LFC's new Community Risk Management Plan (CRMP). The Brigade has adopted the term CRMP in line with other UK Fire and Rescue Services; it meets the requirements of the IRMP.

13. Both the LSP and the CRMP are supported by a risk-based approach to planning emergency cover for London. In the LSP (linked here), this approach is incorporated under the 'Risk in London' section and for the CRMP, the risk assessment is published as a separate document, called the Assessment of Risk (https://www.london-fire.gov.uk/media/6688/crmp-aor-30-may.pdf) and summarised in the CRMP itself.

14. 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.

[1] The LSP in place for the period covered by this statement (up to 1 January 2023) 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 it was extended for a further year to March 2023, to provide time for a second public consultation on the CRMP.

- the full range of incident types that the Brigade attends or could be required to attend in future.
- incident trends.
- assessment of local risk.
- targeting people at risk; and
- London's demography.

15. Details of the public consultation undertaken for the London Safety Plan can be found in the covering report for the Plan (*FEP2723*). For the CRMP, the public consultation details can be found here (https://www.london-fire.gov.uk/media/7293/lfc-0742-community-risk-management-plan-2023-your-london-fire-brigade.pdf).

Moving to the Community Risk Management Plan

16. On 1 January 2023, the Brigade's Community Risk Management Plan (CRMP), 'Your London Fire Brigade' was launched to replace the London Safety Plan. As well as including an assessment of all foreseeable fire and rescue related risks referenced above, the plan demonstrates how prevention, protection and response activities will best be used to prevent fire and other incidents and mitigate the impact of identified risks on the community.

17. Serving and protecting communities who live in, work in, and visit London is the Brigade's vision and is underpinned by pillars and commitments which are captured within programmes of delivery that span the life of the CRMP (2023-29). Those programmes contain the actions that will enable LFB to achieve its vision.

Performance outcomes in 2022/23

18. Performance data along with commentary is published on the London Datastore as part of the Commissioner's quarterly performance report and the monthly LFB KPI Report (here). 2022/23 was a particularly challenging year for Brigade Control, with a 12.5 per cent increase on whole year demand from the previous financial year. June, July, and August 2022 were particularly busy with a monthly increase in 999 calls of 6.7 per cent, 37.3 per cent and 53 per cent, respectively. This was largely as a result of extreme weather conditions that the UK faced with a record high of 40.3 degrees. Prolonged elevated temperatures resulted in an increase of grass fires across the Capital, however, LFB also saw an increase in special service attendance because of risk to health linked to extreme weather.

19. Performance against the London Safety Plan (2017) KPIs as at the end of the 2022/23 reporting period showed that the Brigade is meeting most of its targets but is facing challenges in terms of its protection indicators and people indicators. In terms of the protection indicators, performance was below target due to a combination of being under staff establishment, staff standby movements, and increased operational activity associated with the wildfires of 2022.

20. In terms of the Brigade's people challenges, this is being addressed by a dedicated culture programme (see later section on Culture Review).

21. New Key Performance Indicators (KPIs) were introduced in April 2023 to monitor progress against the pillars and commitments in the CRMP. These were subject to consultation with the public and key external stakeholder and are scrutinised internally on a monthly basis at the Performance, Risk and Assurance and Commissioner's Boards. In addition, they are monitored at the Deputy Mayor for London's Fire and Resilience Board, LFC Audit Committee and the London Assembly's Fire, Resilience and Emergency Planning Committee quarterly.

Operational competence

22. 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).

23. 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.

24. 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.

25. 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.

26. 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 and Assurance, 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.

27. 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.

28. The Senior Officer DaMOP programme (for Station and Group Commanders) was initiated in July 2020. Following numerous workshops in the autumn of 2021 a revised Strategic Officer DaMOP programme (for Deputy Assistant Commissioners and Assistant Commissioners) was introduced. In the summer of 2022, further to completion of a wide ranging DaMOP review, a revised DaMOP schedule was also launched.

29. Fire Stations remain the biggest end user of DaMOP. Work is ongoing with subject matter experts to ensure that schedules are up-to-date and meet the needs of emerging training needs, such as wildfires and asbestos. Training requirement documents will also be revised to ensure compliance with National Occupational Guidance (NOG).

30. In addition to DaMOP developments, progress has also been made in implementing the organisational learning and professional development strategy 2022-24. This includes progress in implementing training evaluation and training assurance frameworks.

31. Training evaluation follows the Kirkpatrick model, which comprises of four levels. Level 1 (reaction) and Level 2 (learning) are already partially embedded in training at LFB, with work ongoing to expand this using a risk-based approach to prioritisation of this work. The new Training Design and Implementation process (TDI), which was introduced in September 2022, requires Level 3 (transfer – behavioural change) and Level 4 (results – organisational performance) to be considered at the point training is commissioned. This sets the foundation for meaningful data analysis and insight, which will begin to flow through in 2023/24.

32. Essential work began in 2022/23 to utilise a mapping tool to document the assurance measures in place for the key processes within the Learning and Professional Development function, which comprises the first line of defence. This will identify gaps in controls and assurance measures and areas for improvement. Once the mapping document has been agreed, this will allow for the second line of defence to undertake an independent review and assessment on the strength of the controls in place.

33. The Brigade is reviewing its contract with Babcock, who are responsible for developing and delivering training for staff as part of a strategic review of training effectiveness.

High rise training

34. 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). In 2021/22 and 2022/23, the focus has been on the delivery of both practical and theoretical training to ensure the new policies are embedded into operational practice and service delivery, and the transition of training into 'business as usual' via DaMOP.

35. The Fire Survival Guidance (FSG) and High Rise Firefighting computer-based training packages are now embedded in DaMOP schedules for completion by operational staff on a recurring basis. A Fire Survival Guidance exercise and walk through-talk through with a high rise attendance and evacuation actions at a local premises was delivered to all stations by the end of autumn 2021. High rise exercises at an unused high-rise block began in October 2021. These exercises have tested new policy, procedure, and technology within a practical training scenario. As of spring 2023, the Operational Training Support Team (OTST) has delivered practical High Rise training at outside venues to over 90 per cent of front-line staff and more exercises are planned through to the end of 2023. OTST have further training inputs planned to commence in the Autumn of 2023 and these include FSG for Senior Officers, Forward Mobilising Training, and Basement Firefighting.

Safety

36. 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 Commissioner's 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.

37. 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 2022/23 of 75 RIDDOR reportable injuries is an increase over the figure reported for 2021/22 (57), although there is still improvement over the high point of the last five years (83 in 2017/18). There are a range of corporate indicators for health and safety, which includes injuries on the incident ground and injuries to members of the public through road traffic collisions involving Brigade vehicles. Work to focus on further reduction of number of road traffic collisions (RTCs) involving Brigade vehicles continued in 2022/23. Through the Management of Occupational Road Risk (MORR) group a range of actions have been undertaken to reduce the likelihood and severity of RTCs.

38. 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 2022/23 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.

39. The Health and Safety department have completed their Enterprise Assurance Framework for health and safety assurance, identifying key areas of assurance of health and safety performance. A number of improvement actions are scheduled for the 2023/24 financial year.

Prevention and Protection

40. In addition to the Grenfell Tower Investigation and Review Team (GTIRT)[2], the Brigade's specialist fire safety teams continue to have a high level of engagement with the fire sector, standards bodies, and government.

[2] GTIRT was disbanded at the end of the 2021/22 financial year when the majority of its functions were completed. Those remaining functions were transferred, along with 5 members of staff, to the General Counsels department. Strategic oversight and specialist support for all matters related to Grenfell Tower has since the beginning of the 22/23 period been provided by the Grenfell Tower Special Advisor, a part time fixed term post, filled by retired Assistant Commissioner Andy Bell, the former Head of GTIRT

The Brigade continues to provide its unique expertise to drive evidence-based change in the built environment where appropriate. In May 2022, revised policies and fire safety audit practices were introduced to account for amendments to the Regulatory Reform (Fire Safety Order 2005) by the Fire Safety Act (2021). New reporting systems for the operators of high rise residential buildings to supply information about those premises were successfully introduced through close working with ICT to facilitate compliance with the Fire Safety (England) Regulations 2022, which came into force in January 2023. Work in this area will continue during as further improvements are made.

41. Brigade officers seconded into National Fire Chiefs Council (NFCC) Protection Policy And 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 ongoing development and revision 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. Further implementation work to meet or exceed standards will continue during 2023 and beyond as part of continuous improvement.

42. With the Fire Safety Act 2021 and subordinate legislation now in force, officers continue to work with the NFCC, 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. That work includes the bringing into force of further amendments to the Regulatory Reform Fire Safety Order 2005 during 2023.

43. 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.

44. 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 introduction of the Fire Safety (England) Regulations 2022 which came into force in January 2023 initiated the introduction of the high-rise building data portal. This allows all high rise residential portfolio owners to share information with fire rescue services following recommendations from the Grenfell Inquiry. The HRPT is managing and triaging the information received and sharing relevant information with front line fire crews. The shared information provides floor plans, external wall risk information and gives the responsible person the ability to report faults in firefighting facilities to the fire rescue services. All LFB operational staff and fire appliances have access to the information, this assists firefighters during an incident and inspection staff undertaking pre inspection checks at these premises.

45. In addition to the work of the HRPT, the Brigade continues to work closely with London Councils and seeks 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.

46. 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. 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.

47. 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 officers work to provide information, raising awareness, and supporting the strategy. LFB are committed to working closely with national and local government, disability groups, high-rise communities, and other stakeholders to help deliver on the intention

of the recommendations of the Grenfell Tower Inquiry on personal emergency evacuation plans (PEEPs) and reach a solution that is workable and maintains or improves the safety of our communities and firefighters. Additionally, in response to the government's consultation, LFB has publicly stated that multiple staircases in tall buildings improves resilience and makes buildings safer.

48. 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.

49. In March 2023, the Brigade launched a campaign to help people keep safe in response to the growing fire risks posed by e-bikes and e-scooters in London. It was launched with the media, our stakeholders, and partners in London. The Brigade also promoted the campaign on social media.

50. Firefighters also carried out targeted engagement with our communities to raise awareness with e-bike and e-scooter users, including leafletting people who work as food delivery drivers.

51. There will be continued communications throughout 2023 as well as working with other key stakeholders to manage the ongoing risks associated with the use of e-bikes and e-scooters.

52. The 2022/23 academic year saw the expansion of the Fire Cadets scheme to enable young people from all London Boroughs access to this service. Fire Cadets provides positive opportunities for young people ages 13-17 to improve self-esteem, community cohesion, and self-confidence, as well as increasing personal resilience. It develops key citizenship skills, and the young people become invested within their communities to make positive contributions.

53. Youth provision offered by London Fire Brigade was officially rebranded to Youth Services in April 2022. Following the review of activities, the Brigade provides to young people under its core outward duty to promote fire safety education, Youth Services now offers primary education through the Education Team, secondary education through the Safety First Blue Light collaboration scheme, the Firesetters Intervention Scheme (FIS), and the Fire Cadets scheme. Youth Services also provides support and guidance to the Junior Citizens partnership programme, delivered at Borough level.

54. The blue light collaborative project 'The London Safety Centre' is well 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. An application for further funding to continue to deliver this collaborative project has been submitted and is currently under review. If successful, this would enable the project to continue to provide joined up working across the blue light organisations for an additional 4 years.

55. The Brigade continued to work to address the HMICFRS Cause for Concern relating to risk prioritisation of Home Fire Safety Visits (HFSVs). A new triage system has been implemented and is currently under review. This enables the Brigade to respond proportionately to the level of risk identified. A new out of hours provision is also now in place via Control. Crews are able to be mobilised to very high risk individuals within 4 hours. Low risk individuals are signposted to the online Home Fire Safety checker, freeing up resources to focus on higher risk individuals. Telephone HFSVs are also planned to be implemented over the coming months for those who are unwilling or unable to access digital resources. 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 (a major high-rise fire in May 2021), to ensure fire safety recommendations are addressed.

56. 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 utilising feedback from community engagement activities, to build more relevant and engaging content on the external LFB website. Paid, targeted advertisement of Home Fire Safety Visits will continue through 2023 and further campaigns are being investigated, such as the new #ChargeSafe campaign. Advice and guidance will also be provided on new legislation.

Mutual aid agreements

57. 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).

58. 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 2022/23 shows that the Brigade mobilised to 862 incidents outside London and the number of over-the-border incidents increased by a third from 2021/22 (649 incidents). The number of incidents attended by neighbouring FRSs in London at 680 also represents an increase on the previous financial year (478), this is likely to be a result of the increase in grassland fires due to the hot and dry weather conditions in July and August 2022. 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 (235) during 2022/23 and covers cross-border intersections of the M25 (the stations of Potters Bar and Cheshunt) and the M1 (the stations of Borehamwood and Rickmansworth).

59. 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

60. 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.

61. 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.

62. 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.

63. The programme consists of several distinct capabilities. These are:
    - Marauding Terrorist Attack (MTA)

- Chemical, Biological, Radiological, Nuclear and Explosive CBRN(E)
- Flood Response
- High Volume Pumping (HVP)
- Mass Decontamination
- Urban Search and Rescue (USAR).

64. 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.

65. 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.

Marauding Terrorist Attacks (MTA)

66. In April 2022, the London Fire Commissioner signed a Joint Collective Agreement with the Fire Brigades Union relating to marauding terrorist attacks (MTA). The agreement allowed the Brigade to move forward with plans to significantly improve our response to an act of terrorism by ensuring all our front-line staff are trained and equipped with the correct PPE, to deliver a search and rescue response at an MTA, including delivering immediate emergency care to those that have been injured.

MTA Training

67. Led by the MTA project team, the initial MTA training covers fire and rescue service responsibilities at a terrorist incident, partner roles and capabilities, protocols for decision making and sharing information with partners, and a tactical decision-making exercise. There are also ballistic personal protective equipment (BPPE) and rescue skeds available to enable crews to familiarise themselves with the equipment ahead of their participation in planned MTA exercises.

68. Training in all initial boroughs was completed in April 2023, and the Brigade now delivers frontline MTA level one and two capabilities from nine boroughs with 26 pump ladders, 10 pumps, five fire rescue units (FRUs), two command units (CUs) and three aerial appliances. CUs and aerials do not carry BPPE, but the crews are MTA trained. The Brigade also have two operational support units (OSUs) that carry a resource pack consisting of nine sets of BPPE each and additional stretchers, that will be mobilised as part of the Incident Type Code mobilisation, with FRUs also carrying additional BPPE. Further MTA theory sessions and multi-agency practical exercises are planned for later in 2023.

Flood response

69. The LFB have two declared 'Type B' flood teams. The last assurance visit carried out by the National Resilience team was in September 2021. The resulting action plan (for recording CPD training) has been addressed. The next (Year 1) self-assessment is due in September 2023.

High Volume Pumps

70. London Fire Brigade hosts six High Volume Pump sets. The 2023/24 self-assessment is due to commence on 1 June 2023 and be completed by 31 August 2023.

Mass Decontamination

71. London Fire Brigade hosts three operational and two training Mass Decontamination units. The last assurance was a self-assessment which was completed in March 2023.

72. During this assessment, six areas of 'good practice and six areas 'requiring improvement were identified. The action plan to address the areas of shortfall has been agreed with the National Resilience team. An assurance

visit will be made by the National Resilience Assurance Team later this year.

Urban Search And Rescue (USAR)

73. London Fire Brigade hosts four USAR 'units' and seven National Tactical Advisors. Year 1 and 2 assurance will be completed in this year's cycle (due to the lack of assurance during the pandemic). QA1 will take place at the end of June 2023.

74. The decision to reduce the number of USAR Units allocated to the Brigade has been postponed until the next comprehensive spending review.

International Search and Rescue (ISAR)

75. London Fire Brigade supports the UK Government international search and rescue capability with a Rescue team and an Equipment Logistics team. The team deployed to the Turkey earthquake in February 2023 saving 11 lives. Soon after, in March 2023, the team deployed to Malawi in response to the floods caused by Cyclone Freddie. During this operation 385 stranded residents were moved to safety by the team in boats and five tonnes of aid was delivered to hard-to-reach areas on behalf of the Malawi Government.

76. An assurance programme for this capability is being developed by the National Resilience capability team and the wider UK team will attend their five yearly assurance exercise undertaken by the United Nations.

Other resilience management arrangements

77. Additionally, the Brigade ensures the resilience of national assets it manages by:
    - The team deployed to the Turkey earthquake in February 2023 saving 11 lives. Soon after, in March 2023, the team deployed to Malawi in response to the floods caused by Cyclone Freddie. During this operation 385 stranded residents were moved to safety by the team in boats and five tonnes of aid was delivered to hard-to-reach areas on behalf of the Malawi Government.
    - 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.

78. 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) and responsible for the delivery of the UK Fire and Rescue Service Counter Terrorism Strategy. The Deputy Commissioner for Operational Response and Preparedness is the 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 Assistant Commissioner for Operational Resilience and Control is the NFCC Counter Terrorism Coordinator inclusive of NILO which includes delivery of the NILO foundation course for all services.

Business Continuity

79. 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.

80. LFB has had an established business continuity programme in place since 2005. The programme has enabled the successful identification of activities that are critical to the organisation, exploration of the dependencies that exist between them, and has assisted in the development and ongoing review of business continuity plans.

81. Under LFB's Business Continuity Framework, day-to-day functions are assessed via Business Impact Analysis (BIA) to determine which functions, and associated activities, are critical to the organisation. The Business Continuity Team (BCT) work closely with the London Resilience Group (LRG) and other teams within LFB (including the Risk team) to align business continuity arrangements with both external and internal risk assessments.

82. In 2022/2023, the BCT started a full review of department and corporate business continuity plans; this will continue into 2023/2024. The review process includes a review of critical activities with relevant owners, with any changes being reflected in revised business continuity plans. In support of this process, the BCT will also be rolling out a new template for business continuity plans that is shorter and more user friendly.

83. The BCT have also rolled out station-level business continuity plans for each of the 103 stations; this plan was developed alongside partner Fire and Rescue Services through LFB's participation in the National Fire Chiefs Council (NFCC) Business Continuity Practitioners' Group.

84. Additionally, the BCT supported LFB's Operational Resilience Team in their review of the LFB Strategic Response Arrangements (SRA). The SRA act as the overarching strategic framework for decision making during a major incident or rising tide business disruption. The SRA define core structures, senior officer roles and responsibilities, and bring together LFB's operational, multi-agency, and business continuity management frameworks.

85. The BCT have developed a central resources hub to enable relevant staff members to access meetings, documentation and other materials required for them to fulfil their business continuity responsibilities.

86. The BCT have incorporated lessons learnt from the Covid-19 pandemic into LFB business continuity management practices and continue to participate in the London Resilience Group (LRG)'s ongoing assessment of the risk related to Covid-19, Influenzas, and potential future Pandemics.

Major Incident Review – 2022 Summer Wildfires

87. In the London Fire Commissioners forward to the 2021/2022 Statement of Assurance, he referred to the issues that the Brigade had experienced due to the summer wildfires.

88. On 19 July 2022, LFB declared a major incident in response to the extreme heat and associated wildfires which resulted in it being one of the Brigade's busiest days in its history. The Brigade initiated a Major Incident Review to identify good practice and learning associated with its response to the extreme weather event.

89. As a consequence of the review , the Brigade has decided:
    - to review its prevention and protection strategies with the objective of reducing the frequency and impact of incidents that occur as a result of extreme heat
    - to review its tactical and strategic operational response to wildfire events to ensure that both operational and strategic leaders are equipped to effectively manage extreme demand on the Brigade's finite resources
    - to review LFB's preparedness strategies with the objective of ensuring that the good practice demonstrated in relation to other short and no notice events is applied to extreme heat warnings.

90. As a result of the 2022/23 demand, Operational Resilience and Control (ORC) initiated a number of measures to prepare for future high-volume days/periods. These include Control-wide training on our response to grass fires, a dedicated training day and tabletop exercise for Operations Managers (Brigade Control Incident Commanders) and the design and delivery of a national 'Operation Willowbeck' training session. Operation Willowbeck is a National call distribution plan for fire Control rooms during spate periods.

91. Brigade Control are developing a High Volume Response Plan initiated across a broad spectrum of incidents, including those that relate to extreme weather. The Control-specific High Volume Response Plan will form part of the Brigade's Escalation Framework (state of readiness protocol) under development via ORC.

92. Central Operations, supported by ORC, have implemented a weekly Strategic Forecast meeting. The purpose of this meeting is to identify forthcoming risks using a range of Intelligence collated from partners and to manage Brigade resourcing and activities, to support periods of expected elevated demand. Brigade Control have often increased crewing to support demand. This practice continues with a heightened awareness and pre-planning approach to Met Office weather warnings as part of the weekly Strategic Forecast meeting.

93. Additionally, ORC have published the Brigade's amended Strategic Response Arrangement policy (PN699), designed to support coordination of Brigade activities during major incidents and significant business disruptions. Principle and senior managers have received training linked to the amended policy, and have undertaken a table-top exercise linked to the management of extreme weather.

Governance Assurance

94. 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.

95. 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.

96. 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.

97. 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.

98. 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

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

100. 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.

101. 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.

102. During 2021/22, there was a reorganisation of the Brigade's board structure with the creation of a high-level, strategic layer of board governance (Corporate Boards) focussed on people, performance and risk, operational service delivery and financial oversight. This was achieved through the establishment of an Investment & Finance Board and a Performance, Risk and Assurance Board, complementing the already-established People Board, Operational Delivery Board, Portfolio Board, and independent Audit Committee.

103. During the 2022/23, there have been further revisions to the corporate board structure. With significant activity emerging from the Culture Review, HMICFRS inspection and the delivery of the new CRMP, there was

a pressing need to create capacity to facilitate delivery of that work at a senior level. It was therefore decided to streamline aspects of the Brigade's board structure by decommissioning Portfolio, People and Operational Delivery Boards and the creation of a new Service Delivery Board which focuses on the service LFB provides to its communities and how it prepares and supports the workforce to deliver a safer and better fire and rescue service for London.

Review of effectiveness of governance arrangements

104. 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 2022/23, Internal Audit reviewed and reported on key areas of the business. The internal auditors' opinion for 2022/23 was that, based on the areas audited, the LFC's control framework is adequately designed although some controls are not operating effectively to mitigate key system risks. 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. There is an end of year report detailing the work conducted by MOPAC.

105. 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 2022/23 details the continuing work to embed the Brigade's internal risk management framework and assessment of assurance. It also highlights the ongoing work to develop the portfolio governance approach required to deliver the programmes of work captured within the CRMP. The Annual Governance Statement forms part of the Statement of Accounts 2022/23.

The Audit Committee

106. The Audit Committee, comprised of independent and experienced professionals, was introduced in November 2020 to provide more robust scrutiny and assurance of LFB's financial, risk and governance and other internal control arrangements.

107. The committee adopts a thematic approach whereby time is dedicated at each of its four meetings to analyse 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.

108. The formal scrutiny work undertaken at Audit Committee meetings is 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 to a number of fire stations.

Transparency

109. The LFC meets the mandatory requirements for the publication of transparency data set out in the Local Government Transparency Code (DCLG, February 2015) and the Information Commissioners definitions document for FOIA publication schemes. There is a dedicated transparency page on the London Fire Brigade website[3] as well as a number of data sets on the GLA London Datastore[4], including data for all incidents attended and resources mobilised to those incidents since January 2009 (updated monthly). The web mapping tool[5] 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 management

110. The Brigade's current internal risk management framework has been in operation since May 2021 and

[3] https://www.london-fire.gov.uk/about-us/transparency/
[4] https://data.london.gov.uk/publisher/lfb
[5] https://lfbincidentmapping.london-fire.gov.uk/

enables the organisation to identify and manage significant risks. The framework is applied across directorates and departments where risks are evaluated for their likelihood and impact and which places them in the framework at either the corporate, directorate or departmental level, whereby they can be monitored, managed, and scrutinised effectively. Risks and risk management action at corporate and directorate level have been reviewed at appropriate monthly board meetings, and at Commissioner's Board at least quarterly.

111. Risk management maturity remains at a basic level across the Brigade, and this is reflected in the sophistication in the handling of risks (such as prioritising key controls and potentially tolerating risks outside the Brigade's sphere of influence), the slow changing nature of the risks already in the system and the growth in the number of control measures documented against those risks.

112. An improvement plan for risk was rolled out in 2022/23 which included:

- A 'decluttering' of risk registers to rationalise and reduce content including the rule of six (which limits risks to having a maximum of six current controls and three future controls).
- Boards focussing on formal direction and decision making for risks.
- Creating space for risk reviews and discussion at other management meetings.
- Moving from Excel (less user friendly) to Microsoft Lists for risk registers.

113. Significant engagement was undertaken with all departments across the Brigade to enhance risk register content, providing the opportunity for management action to focus on key improvement areas and drive down the number of red and amber risks, as well as the overall number of risks in the system. The impact of that intervention will be monitored into 2023/24 and reported through the Brigade's governance boards.

Enterprise Assurance Framework

114. The Brigade's Enterprise Assurance Framework (EAF) was approved at Commissioner's Board in May 2022. It set out the approach to how the Brigade would identify and map its key processes, controls and understand what level of assurance is in place across the four lines of defence. The mapping process is initially focused on assurance in the first line of defence.

115. Following a successful pilot of the evaluation approach was trialled with the Governance team using guidance that defined what constituted a key process, the outcome was shared with the Performance Risk and Assurance Board (PRAB) which concluded that this approach should continue to be utilised and rolled out to other departments.

116. MOPAC has also been consulted as the methodology continues to develop.

117. The approach to the EAF has also been validated by the Service Delivery Assurance team (a temporary project team) which has used the methodology to assure community facing activities as part of the overall mapping activity.

118. The plan is to conclude the departmental mapping process by September 2023, but this will be determined by the availability of suitability trained assurance professionals (including recruitment) and other work pressures within departments which might delay the self-assessment process.

MOPAC - Third line of defence

119. An integral part of building the Brigade's enterprise assurance framework is understanding what other assurance takes place across the other lines of defence, reducing the time to close audit and assurance actions and learn from recommendations. An exercise has been completed to assess what MOPAC audits have been undertaken in each department over the last three years.

120. Further development of this work will take place as a rating will be applied to show where there is significant audit coverage in a department, and where it may need to be increased or reduced to help with the effective allocation of audit resources. As part of this process, it has been agreed to plan audits on a quarterly basis to allow audits to be focused where they are most needed.

121. MOPAC had previously raised concerns relating to how quickly LFB progressed audit actions and the delay in action owners responding to requests for updates. As a result, a new process was introduced in January

2023 to track audits via a database and associated tracker, with progress being reported to the Performance, Risk and Assurance Board. This has resulted in a significant reduction in the first few months in the number of overdue audits at the end of 31 March 2023.

Independent Operational Assurance Advisor (IOAA)

122. 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.

123. The Independent Operational Assurance Advisor (IOAA) has submitted four reports for specific areas of assurance across London Fire Brigade where he identified several recommendations requiring implementation. The reports cover:

- Operational Learning and Improvement – This review was to test whether LFB uses appropriate tools and sources to inform operational learning needs and that there is effective measurement to provide assurance on the skill, competence, and safety of our workforce (health and safety data, operational debriefing, PDR data etc.)
- Incident Command – This review was to check whether the Brigade had learnt lessons from the Grenfell Tower Inquiry and recent HMICRFS reports.
- Training Assurance – This review was to provide assurance that the Brigade is developing and implementing an approach to training and learning that addresses the concerns set out by the Grenfell Inquiry, HMCICFRS and the Scott Report.
- London Operations Centre - This review was to provide assurance following a period of transformational change in the approach to developing and assuring Control capability and competence, review certain areas including how training competence is assured within Control, and the quality assurance process for assuring calls handled by Control.

124. Recommendations from each of the four reports are being progressed to improve current arrangements.

Culture Review

125. In March 2021, the London Fire Commissioner (LFC) initiated an independent review of LFB's culture, following the death by suicide of Jaden Francois-Esprit, a trainee firefighter. Nazir Afzal was appointed to lead the review. He consulted with over 2,000 staff and reported in November 2022. The review highlighted a culture of institutional racism, misogyny, and poor treatment of neurodiverse and LGBTQ+ colleagues, supported by evidence of poor and unfair treatment of marginalised groups across the Brigade. The review included 23 recommendations, all of which were accepted by the LFC.

126. The Brigade was subsequently moved to 'Engage' status by the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). In March 2023 HMICFRS published a report on the Values and Culture in Fire and Rescue Services across England. This report made 35 recommendations for cultural improvement.

127. As part of its response to the Cultural Review, the Brigade implemented an independent review of its People Services directorate. This reported at the end of January 2023 and highlighted the need for transformation of the function in order to drive and sustain desired cultural change across the Brigade.

128. The Commissioner and senior leadership of LFB are committed to making the changes necessary to create a safe, modern workplace where everyone is treated with dignity and respect, and is free from discrimination, bullying and harassment. To this end, a detailed programme of works is being developed to make sustainable improvements across the organisation and to holistically address the recommendations from the Culture Review, the HMICFRS Values and Culture report and the independent review of People Services.

129. The programme will be co-produced and co-created with staff and London communities, under the following key areas: (i) Creating a workplace where everyone is afforded dignity; (ii) Better engagement with London communities; (iii) Building a leadership model of trust; (iv) Improved wellbeing; (v) Transforming People Services. Below sets out some of the progress the Brigade has made within each of the key programme areas.

Creating a workplace where everyone is afforded dignity

130. Immediately following the publication of the Culture Review, the LFB implemented a zero-tolerance approach to discrimination, harassment, and bullying, and launched an external complaints service. The service is also undertaking an historic review of discrimination, harassment, and bullying cases from the last five years to enable the Brigade to learn lessons from the past staff experiences and to ensure correct case handling.

131. The Brigade is fully committed to gender equality. Through the accelerated delivery of the 'Privacy for All' programme, the Brigade will provide sufficient secure facilities for all women on stations by the end of 2024; with facilities already completed at 11 stations and four more due to complete in the next 6 months. Improved maternity leave and maternity support arrangements for women have been approved by the Brigade and are awaiting final approval.

132. The Brigade has adopted the NFCC Code of Ethics and through the involvement of the community and staff is creating values which will promote the desired behaviours across the Bridge.

Better Engagement with London Communities

133. In April 2023, Borough Risk Management Plans (BRMPs) for all 33 London boroughs were published, with all Borough Commanders now having received community and EIA training to facilitate delivery of fully co-produced BRMPS by 2024. In September 2022, the LFB Community Forum was established and meets monthly to build a shared understanding of community issues. The Brigade has commissioned a series of Community Conversation events giving a voice to marginalised groups and those with protected characteristic. The series will be launched in June 2023 in-collaboration with the Deaf and Disabled People's Organisations (DDPOs) Forum, followed by a Black Equity event.

Building a leadership model of trust

134. The Brigade has delivered a number of training initiatives since the publication of the Cultural Review; 130 senior leaders have attended Inclusive Leadership training (EDI), 1,600 leaders have participated in Leadership Academy courses, and 1,200 leaders have attended Leading Culture Conversations events. The Brigade is reviewing its entire leadership programme with gap-analysis work currently underway to determine whether any additional leadership development is required.

Improved wellbeing

135. To support staff mental wellbeing, 800 managers have received awareness training for stress, anxiety, and depression (SAD) and 200 staff are now trained Mental Health First Aiders (MHFAs). The Brigade is also working with Mental Health First Aid England to deliver internal MHFA trainers, as well as with the Centre for Anxiety, Stress & Trauma (CAST) to deliver Peer Trauma Support Volunteers that can provide immediate support to staff exposed to traumatic incidents.

136. To better develop mental health interventions, the Brigade undertook an analysis of SAD within LFB. The findings identified the main causes of SAD absence and further work is now being targeted to support staff. New procedures have been introduced to respond to the suicide or attempted suicide of a member of staff. The Brigade is seeking to assure its provision for both suicide prevention and postventions.

Transform People Services

137. An independent review of People Services was completed in January 2023 by Dr Jenny Simnett. Following this review, additional staff have been brought in to support the changes required and to modernise the current HR operating model. A new People Strategy and workforce plan are being developed, which will be underpinned by the new digital system (iTrent) and a new approach to data and analytics.

138. A People Dashboard tool has been developed that pulls together key HR data enabling managers to better identify potential areas where there is a poor workplace culture. In addition, workforce planning improvements are currently being made that will result in more efficient training for firefighters, a clear promotions schedule, and a better process for new recruits joining the Brigade.

139. Several policies including bullying, harassment, grievance, discipline, and promotions are being reviewed and updated. This will consider and align to the standards set by the NFCC.

Engagement

140. In the weeks immediately following the publication of the Cultural Review, ten 'All Staff' online briefings were delivered by senior managers. Since then, all 412 watches and all support services teams having received face-to-face leader briefings. Over 300 staff also joined the 'Your LFB Live' staff conference in February 2023. 'All Staff' briefings now take place monthly, as do 'Briefing Forums' for the top managers, to ensure the cascade of key organisational messages. A 'Your LFB Your Voice' people survey was also launched in April 2023 and has achieved a record 70% response rate to date.

141. Since the publication of the Culture Review, some Equality Support Group (ESG) leads have been detached to form a central 'Equality Assurance Team'. This team delivers focused ESG Culture Sessions to identify and address priority issues for protected groups. A process is currently underway to provide ESGs with more support and a clearer remit. The 'Community Forum' is also being used to engage and consult with on proposed changes. In addition, a number of 'Community Conversation' events are being held with specific seldom-heard groups to ensure their views are heard and inform future work plans.

Programme management and governance

142. The delivery of the programme is overseen by the Deputy Commissioner and Operational Director for Preparedness and Response, the Senior Responsible Owner, with progress and risks monitored through a programme board within the remit set by the Performance, Risk and Assurance Board (PRAB). LFB have put in place a dedicated team of subject matter experts, programme, and project managers. A Programme Director has been appointed to lead and coordinate the work. Programme and project plans are being developed with objectives and milestones, ensuring that they link to the desired outcomes and benefits. Reporting mechanisms are being established with a measurement framework using key data sources including the staff survey results.

143. Governance is through the Deputy Mayor's Fire & Resilience Board, the GLA Fire, Resilience & Emergency Planning Committee and HMICFRS Fire Performance Oversight Group . An Advisory Panel with an independent chair and representatives from both the community and staff is in the process of being set up.

Financial assurance

144. 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.'

145. For the financial year, 2022/23, the Director of Corporate Services approved the draft Statement of Accounts 2022/23 on 31 May 2023, and these were then published and passed for external audit.

146. An independent audit of the accounts is undertaken by an external audit provider. For the year 2022/23, this work was undertaken by Ernst and Young LLP.

147. 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.

148. A copy of the Statement of Accounts for 2022/23, including the external auditor's opinion can be found: here. (NB – the auditor's opinion is not yet available)

Efficiency Plan

149. 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.

150. 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 (LFC-0766y) 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 2023/24.

Inspection, Intervention and Accountability

Grenfell Tower Inquiry

151. 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.

152. 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 and made a total of 46 recommendations, which incorporated 14 recommendations directed solely at the Brigade, together with 15 recommendations aimed at other fire and rescue services and other emergency services, including the London Fire Brigade In addition, a further 11 recommendations were directed at building owners and managers and His Majesty's Government, and require some action by the Brigade once implemented by building owners, managers and His Majesty's Government. The remaining six recommendations have no impact on the Brigade.

153. 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 (further detail provided in the below sections).

154. As at the end of 2022/23, 30 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.

155. 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 completed its evidential hearings in November 2022. It is anticipated that the Phase 2 report will be published in early 2024.

156. The deliverables are now monitored through the Brigade's Performance, Risk and Assurance Board, which has replaced the previous Portfolio Board. 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

157. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) 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.

158. 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.

159. Following the 2019 inspection the HMICFRS issued a cause of concern around training for staff in risk critical skills, such as incident command and emergency fire engine driving. Some staff had not received continuation training in these skills for many years, and there was no individual reassessment of competence for incident command.

160. Following the second full inspection in 2021/22 the HMICFRS recognised that considerable work has been carried out to support improvements in risk-critical training, given the progress made by the Brigade in these areas, the HMICFRS considered enough action had been taken to close the cause of concern.

161. This second inspection concluded that the Brigade required improvement across all 3 areas and the report included 46 areas for improvement. The Brigade accepted all the HMICFRS's recommendations and returned an action plan outlining how these areas would be addressed in October 2022.

162. Included in these 46 areas for improvement were 2 causes of concern: The first focuses on Home Fire Safety Visits (HFSVs). The HMICFRS stated that "The brigade doesn't adequately prioritise HFSVs on the basis of risk. It doesn't have a system in place that allows for the consistent assessment of risk levels among those people it has already identified as being at greatest risk from fire."

163. The second cause of concern focuses on culture. The HMI stated that "The Brigade has shown a clear intent to improve the culture of the Brigade, with some staff reporting improvements under the new commissioner. However, more needs to be done. We found evidence of behaviours that are not in line with Brigade values, including discrimination and bullying. Brigade values and behaviours are not always demonstrated by senior leaders."

164. Separate action plans have been put in place to deal with these causes of concern. The Brigade received a revisit in January 2023 where the HMICFRS looked at progress made against the HFSV cause of concern, they concluded that good progress had been made on this to date. The HMICFRS will perform another revisit at the end of July 2023 to further assess progress against this cause of concern.

165. Following the publication of the Culture Review, HMICFRS moved the Brigade into enhanced monitoring, known as 'Engage.' The Brigade welcomes the support that enhanced monitoring will bring as we introduce radical changes.

Assurance Declaration

166. 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 internal or external assessment, appropriate action plans 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 Functions[6] London Safety Plan (LSP) active from Q1-Q3; CRMP adopted in Q4		
Identify and assess	▪ 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.	**(Active from Q1-Q3) London Safety Plan** ▪ **London Safety Plan incorporating sections on:** - 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**
		(Active in Q4) CRMP (Delivery Plan 2023-2029) Programme 1 | Work with you to provide localised services that meet your needs Programme 2 | Make it easy for you to access our services Programme 3 | Adapt our services as your needs change Programme 4 | Design services around your needs and concerns Programme 5 | Enable our people to be the best they can be, to serve you better Programme 6 | Work together to provide the best possible services to meet your needs Programme 7 | Driven by evidence to give you the value you expect Programme 8 | Work with other organisations to secure a safer future for everyone Programme 9 | Enable organisation change
	▪ 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.	**(Active from Q1-Q3) London Safety Plan** ▪ **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**
		(Active in Q4) CRMP (Delivery Plan 2023-2029) Programme 1 | Work with you to provide localised services that meet your needs Programme 2 | Make it easy for you to access our services Programme 3 | Adapt our services as your needs change

[6] Section 1 of the National Framework (2018) is the Introduction

		Programme 4 | Design services around your needs and concerns Programme 5 | Enable our people to be the best they can be, to serve you better Programme 6 | Work together to provide the best possible services to meet your needs Programme 7 | Driven by evidence to give you the value you expect Programme 8 | Work with other organisations to secure a safer future for everyone Programme 9 | Enable organisation change
Prevent and protect	▪ 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.	**(Active from Q1-Q3) London Safety Plan** ▪ **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)**
		(Active in Q4) ▪ CRMP (Delivery Plan 2023-2029) Programme 1 - Programme 9
Respond	▪ 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.	**(Active from Q1-Q3) London Safety Plan** ▪ **London Safety Plan – Responding in an emergency** ▪ **Cross border agreements (Section 13/16 agreements)**
		(Active in Q4) CRMP (Delivery Plan 2023-2029) Programme 3 | Adapt our services as your needs change Programme 4 | Design services around your needs and concerns Programme 5 | Enable our people to be the best they can be, to serve you better Programme 7 | Driven by evidence to give you the value you expect
	▪ 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.	▪ **Cross Border agreements (Section 13/16 agreements)** ▪ **National resilience assets** ▪ **National operational guidance programme**
	▪ 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.	▪ **Strategic Response Arrangements** ▪ **Corporate Business Continuity Policy** ▪ **Capital Guard** ▪ **London Local Authority Coordination Centre** ▪ **London Local Resilience Forum**
Collaboration	▪ Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver	▪ **London Local Resilience Forum** ▪ **National Inter-agency liaison officer – LFB officer**

	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.	▪ **Inter-agency liaison offers (ILOs)** ▪ **JESIP** ▪ **NOL/JOL learning.** ▪ **Joint statement of intent** ▪ **London blue light collaboration**
Section 3: National Resilience		
National Resilience	▪ 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.	▪ **London Fire Commissioner – National Resilience Lead Counter-Terrorism** ▪ **Resilience partnership working with NFCC**
	▪ 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.	▪ **London Fire Commissioner – member of FRSRB** ▪ **Operational Policy Department management and risk assessment of operational policies**
Gap Analysis	▪ 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).	**(Active from Q1-Q3) London Safety Plan** ▪ **LSP commitment: LSP15** ▪ **Operational Resilience Department** ▪ **Special Operations Group** ▪ **Assessment by NRAT**
		(Active in Q4) CRMP (Delivery Plan 2023-2029) Programme 5 | Enable our people to be the best they can be, to serve you better Programme 7 | Driven by evidence to give you the value you expect Programme 9 | Enable Organisational Change
	▪ As part of their analysis, fire and rescue authorities must highlight to the Home Office or	▪ **LFB lead in CONTEST strategy** ▪ **Home Office/FRSRB review and meetings**

	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.	▪ **Cross Border agreements (Section 13/16 agreements)**
National Coordination and Advisory Framework	▪ 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.	▪ **Commissioner – member of NFCC** ▪ **LFB support and senior officer secondment for NFCC (and NCAF)**
Response to Terrorist Attacks or Marauding Terrorist Firearms Attacks	▪ 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.	▪ **Special Operations Group – Counter terrorism work streams** ▪ **MTA agreement in place with representative bodies (MTA)**
National Resilience Assurance	▪ 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: ▪ existing national resilience capabilities are fit for purpose and robust; and	▪ **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**

	▪ risks and plans are assessed and any gaps in capability that are needed to ensure national resilience are identified.	
	▪ Fire and rescue authorities with MTFA teams must work with police forces and ambulance trusts to provide tri-service assurance of this capability.	▪ **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	▪ 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.	▪ **Mayor appoints LFC** ▪ **Deputy Mayor for Fire and Resilience** ▪ **Deputy Mayor's Fire and Resilience Board** ▪ **Fire Resilience and Emergency Planning Committee** ▪ **Audit Committee**
	▪ 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.	**(Active from Q1-Q3) London Safety Plan** ▪ **London Safety Plan** ▪ **LFB quarterly performance reports** ▪ **Development of Community Risk Management Plan (CRMP)** **(Active in Q4) CRMP (Delivery Plan 2023-2029)** Programme 1 | Work with you to provide localised services that meet your needs Programme 2 | Make it easy for you to access our services Programme 3 | Adapt our services as your needs change Programme 4 | Design services around your needs and concerns Programme 5 | Enable our people to be the best they can be, to serve you better Programme 6 | Work together to provide the best possible services to meet your needs Programme 7 | Driven by evidence to give you the value you expect Programme 8 | Work with other organisations to secure a safer future for everyone

		Programme 9 | Enable Organisational Change
Documents to be prepared: **i) Integrated Risk Management Plan**	▪ 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.	**(Active from Q1-Q3) London Safety Plan** ▪ **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**
		(Active in Q4) CRMP (Delivery Plan 2023-2029) Programme 1 | Work with you to provide localised services that meet your needs Programme 2 | Make it easy for you to access our services Programme 3 | Adapt our services as your needs change Programme 4 | Design services around your needs and concerns Programme 5 | Enable our people to be the best they can be, to serve you better Programme 6 | Work together to provide the best possible services to meet your needs Programme 7 | Driven by evidence to give you the value you expect Programme 8 | Work with other organisations to secure a safer future for everyone Programme 9 | Enable Organisational Change
ii) Annual statement of assurance	▪ 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	▪ **Statement of Assurance 2022/2023 (this document)**

	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').	
iii) Financial plans	▪ A medium-term financial strategy, an efficiency plan, and a reserves strategy. These can be combined or published separately.	▪ **March – LFB Budget submission 2022/2023**
Section 5: Achieving Value For Money		
Achieving Value for Money	▪ 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.	▪ **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**
	▪ 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).	▪ **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	▪ Each fire and rescue authority must demonstrate that it is achieving value for money for the goods	▪ **GLA Collaboration Board** ▪ **London Blue Light Collaboration**

	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.	▪ **LFB Procurement policies and procedures**
	▪ 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.	▪ **ESN programme** ▪ **PPE contract**
	▪ 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.	▪ **LFB Procurement policies and procedures** ▪ **Contracts Management Team** ▪ **General Counsel and legal review of contracts**
Trading	▪ 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	▪ **LFBe – currently dormant**

	State Aid implications and obtain their own expert advice where necessary.	
Section 6: Workforce		
Fitness principles	▪ 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)	▪ **Fitness policy** ▪ **Wellbeing Strategy**
Re-engagement of Senior Officers	▪ 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.	▪ **LFB recruitment policies**
	▪ 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.	▪ **LFB principal officer posts - advertised externally**
Section 7: Inspection, Intervention and Accountability		
Inspection	▪ 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.	▪ **Strategy and Risk internal inspection support team** ▪ **Provision of data to HMICFRS by Information Management**
	▪ 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	▪ **LFB's HMICRFS inspection report July 2022** ▪ **GT/HMICFRS action plan**

	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.	
Accountability	▪ 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.	▪ **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**
Transparency	▪ 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	▪ **Data and transparency arrangements - London Fire** ▪ **London Datastore**

	of how they can access data and information on their performance.	

APPENDIX 2

Statement of Assurance 2022/23

Performance data for five years to 2022/23

May 2023

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

LFB
LONDON FIRE BRIGADE

About this publication

Publication date: May 2023

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This document, and the accompanying tables, are available to download from the London Datastore at https://data.london.gov.uk/publisher/lfb

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The London Fire Commissioner and the London Fire Brigade

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

The London Fire Brigade *Fire Facts* publications are:

- Fires incident response times – **here**
- Fires in Greater London – **here**
- Fatal fires in Greater London – **here**
- Finance and performance reporting 2022/23 – **here**

Other data available

The LFB publishes a range of data on the London Datastore. Much of these data are updated on a monthly basis. 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 2023.

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Introduction

This document sets out key performance information for five years to 2022/23 to support the Statement of Assurance (SoA) for 2022/23.

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 to14.
- 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.

London Safety Plan

The London Safety Plan 2017 was approved in March 2016 and initially covered a four-year period from April 2017 to March 2021 (2017/18 to 2020/21). However, the impact of COVID-19 initially led to an extension to March 2022 being agreed by the Mayor of London and it was extended for a further year to March 2023, to provide time for a second public consultation on the Community Risk Management Plan (CRMP) otherwise known as Your London Fire Brigade. It is available on the LFB website here.

Your London Fire Brigade

The most recent plan, known as 'Your London Fire Brigade', was approved in January 2023. The Brigade also publishes a Local Assessment of Risk in London which is available on the LFB website –here to look at how we understand risk in different areas of London.

Impacts on performance in the period since LSP5 to 2022/23

Performance in 2018/19 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

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

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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 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.
- **In 2022/23 –** the SoA year. There were no changes to fire stations or fire appliances this year.

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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.

The Brigade 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 Brigade's web site (here – search for *performance*) and also on the London Datastore; 2022/23 – here

The data published in this document for 2021/22 is consistent with the end of year *Our Performance* report (available on the London Datastore here).

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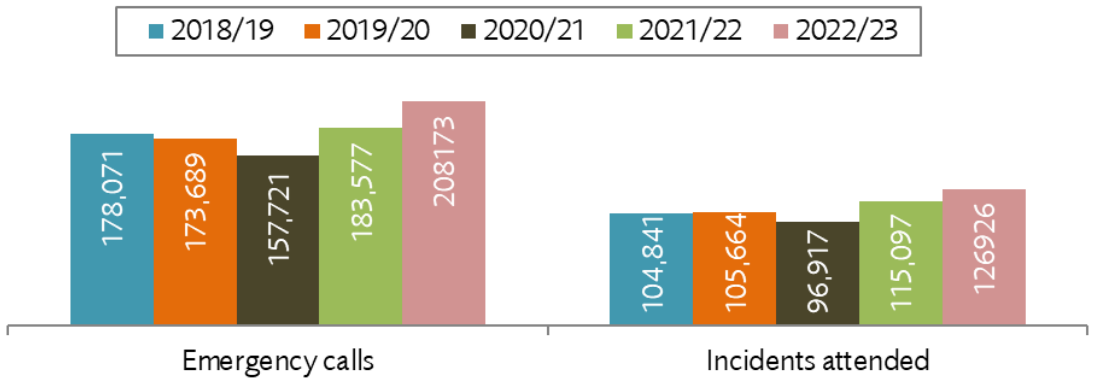
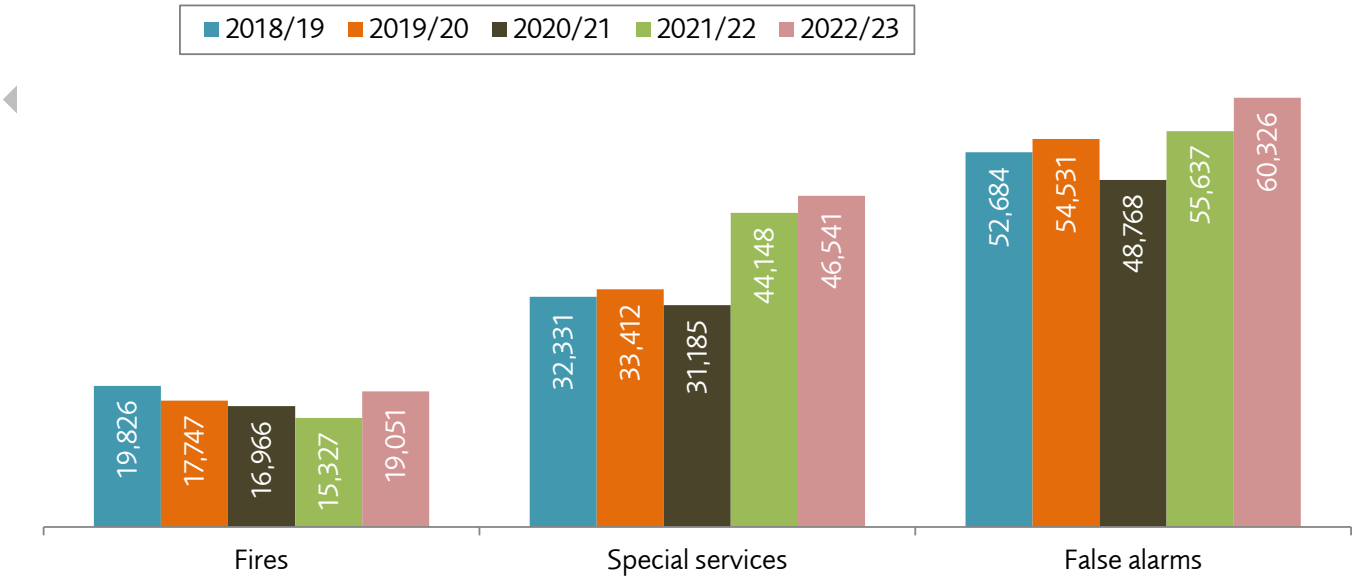
Emergency calls received and incidents attended

- The numbers of emergency (999) calls received, and the incidents attended over the five years to 2022/23 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.

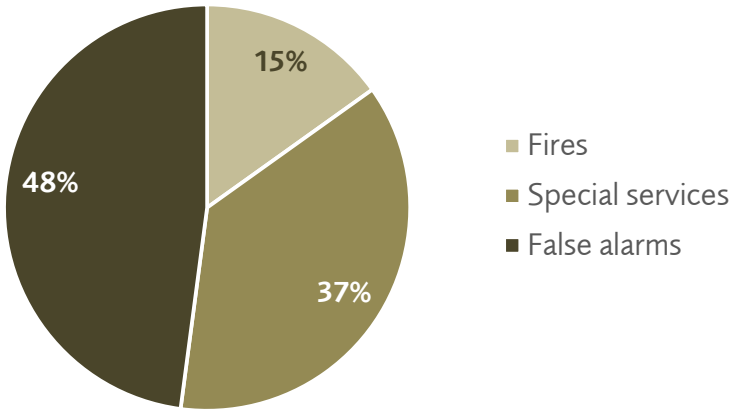
- The number of London-wide **incidents attended** by the Brigade in 2022/23 increased by 10 per cent compared to the previous year and was nine per cent higher than the five-year average. The number of **emergency calls received** had been gradually decreasing until 2021/22, in 2022/23 it increased by 16 per cent compared to the five-year average.



- The total number of **fires** attended was some seven per cent higher in 2022/23 compared to five years earlier and remains below 20,000 annually. The number of **special services** attended in 2022/23 was five per cent higher than the previous year, the number is 34 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 2022/23 it increased by eight per cent and increased by 13 per cent across the five years.



- In 2022/23, 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 37 per cent and fires at 15 per cent.



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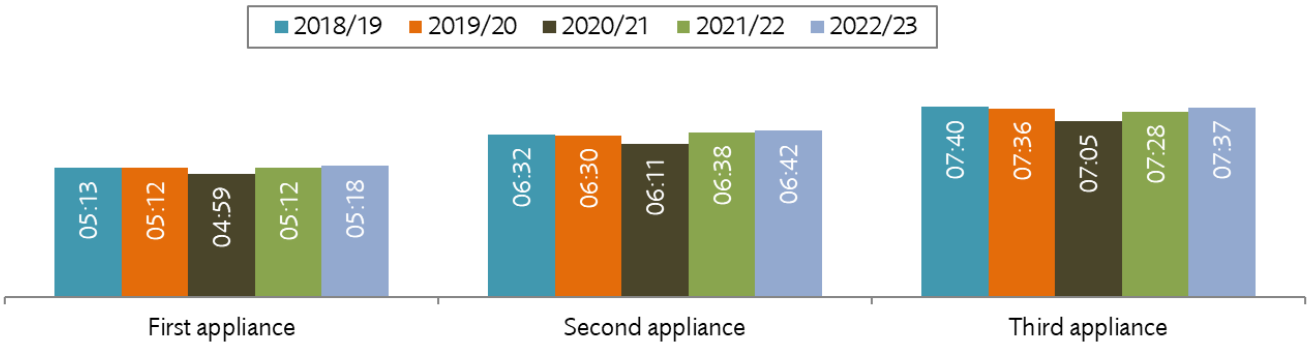
Attendance times

First, second and third pumping appliances

- The London-wide attendance time performance[2] 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). The Brigade's 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 2022/23, at 5m:18s, six seconds slower than in 2021/22. In 2022/23, three boroughs fell outside of the six minutes average target for first appliance.

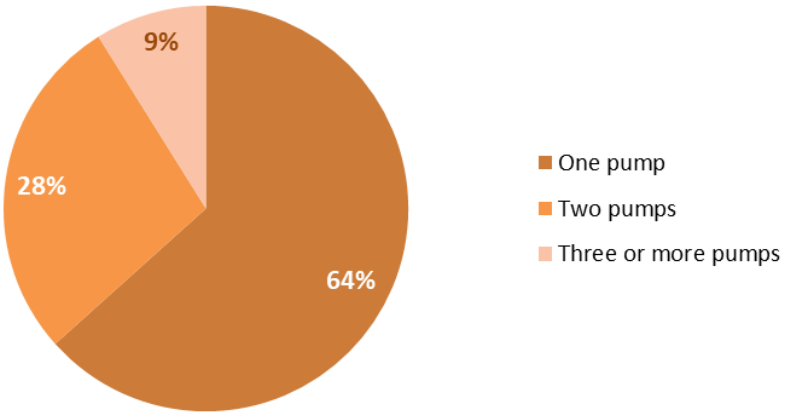
- London-wide, **second appliance** average response time to incidents in 2022/23, at 6m:42s, was four seconds slower than in 2021/22. In 2022/23, two boroughs were outside the second appliance average attendance target of eight minutes.

- London-wide, the average **third appliance** response time in 2022/23, at 7m:37s, was 11 seconds slower than in 2021/22.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 2022/23 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 64 per cent of all incidents were attended by only one appliance; 28 per cent of incidents received two appliances, with just nine 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 2022/23



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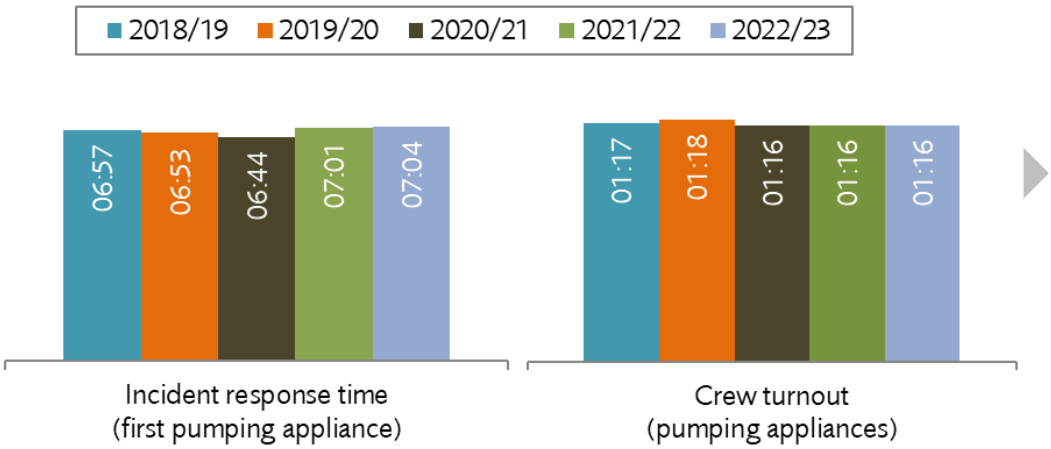
Overall pumping appliance 'incident' response time and crew turn-out time

- The overall **incident response time** (from time of call to arrival of first appliance) in 2022/23, at 7m:04s, was 3 seconds slower than the previous year (2021/22). 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 consistent with 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.

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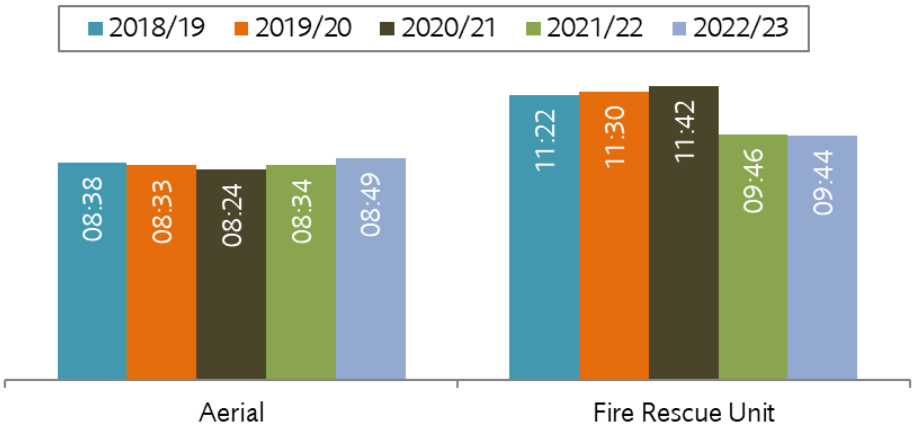
Special appliances

- 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 2022/23. Data for borough and ward performance is shown in annex 1B and annex 2A respectively.

- London-wide, average **aerial appliance** response times were 8m:49s in 2022/23. This time is some 15 second slower than the year before (8m:34s). 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:44s in 2022/23, this is faster than the year before, and 1m:24s 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.



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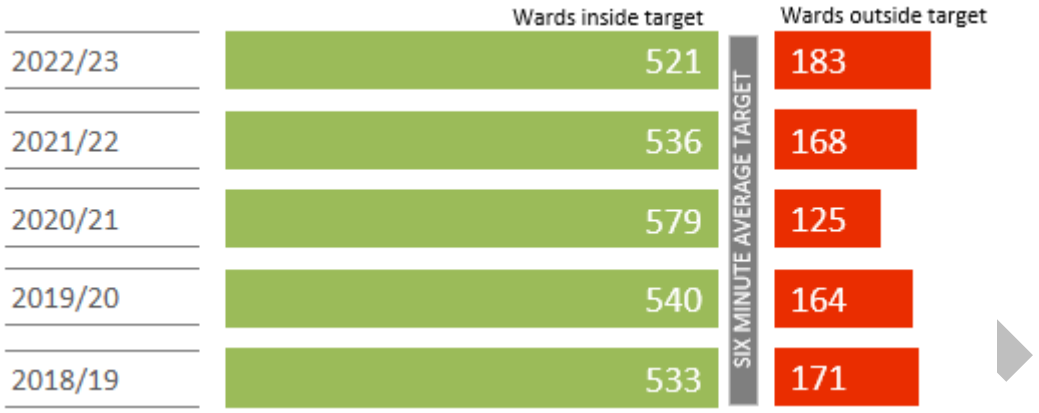
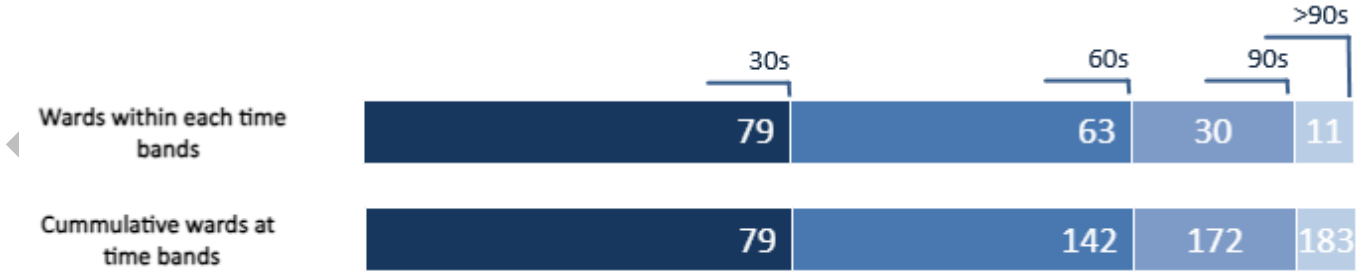
Ward pumping appliance attendance times

- [3]Ward data for first and second pumping appliance attendance times is in annex 2A. The Brigade does not undertake to meet its attendance standard at ward level.

- 74 per cent of wards in 2022/23 had a **first appliance** within the average six-minute target (it was 76 per cent in the previous year, 2021/22). Comparing performance in 2022/23 with 2018/19, there were 12 more wards outside target in the most recent year (2022/23).

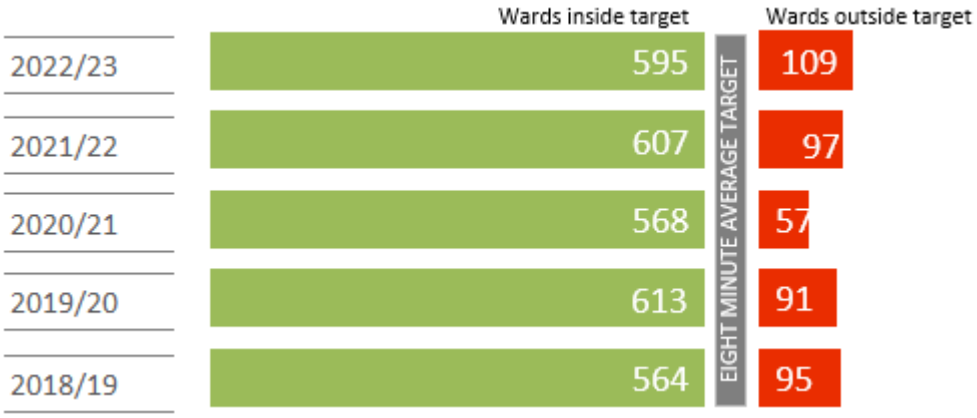


- Performance for **first appliance** comparing 2022/23 with 2018/19 shows more wards outside the target. Of the 183 wards outside the first appliance average six-minute target in 2022/23, 79 wards were within 30 seconds or less of the target with 104 wards more than 30 seconds outside the target. The 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.

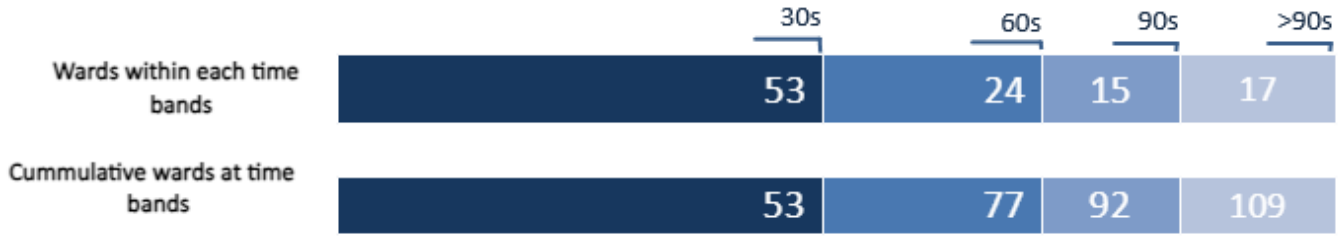


[3] Note: in May 2022 new ward boundaries came into force after a programme of electoral reviews of London Boroughs by the Local Government Boundary Commission for England (LGBCE)

- Performance for second appliance comparing 2022/23 against 2018/19 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 109 wards outside the second appliance average eight minute target in 2022/23, 53 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.



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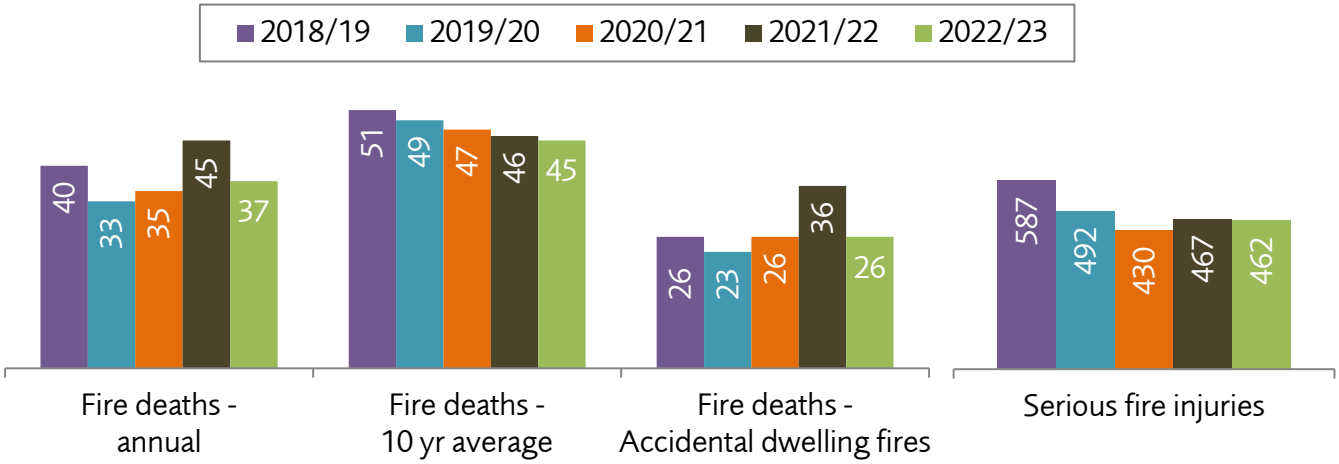
Fire casualties (fatal and non-fatal)

- 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 2022/23.



Note: serious fire injuries not to same scale.

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 faulty appliance/ supply reduced in 2022/23.

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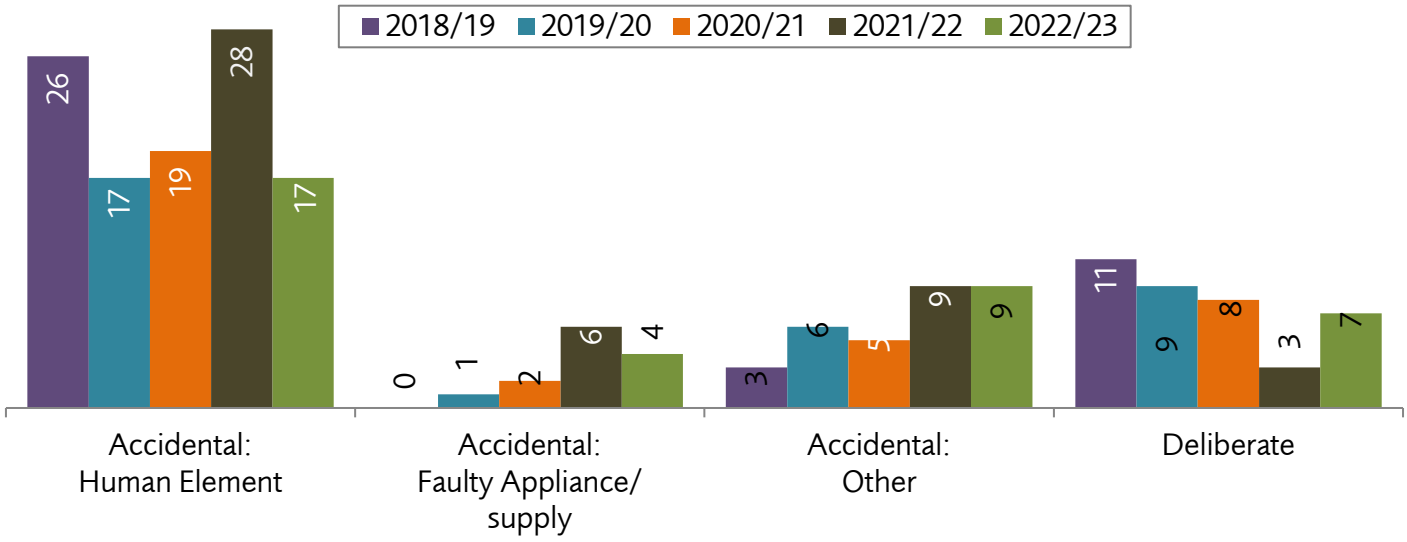
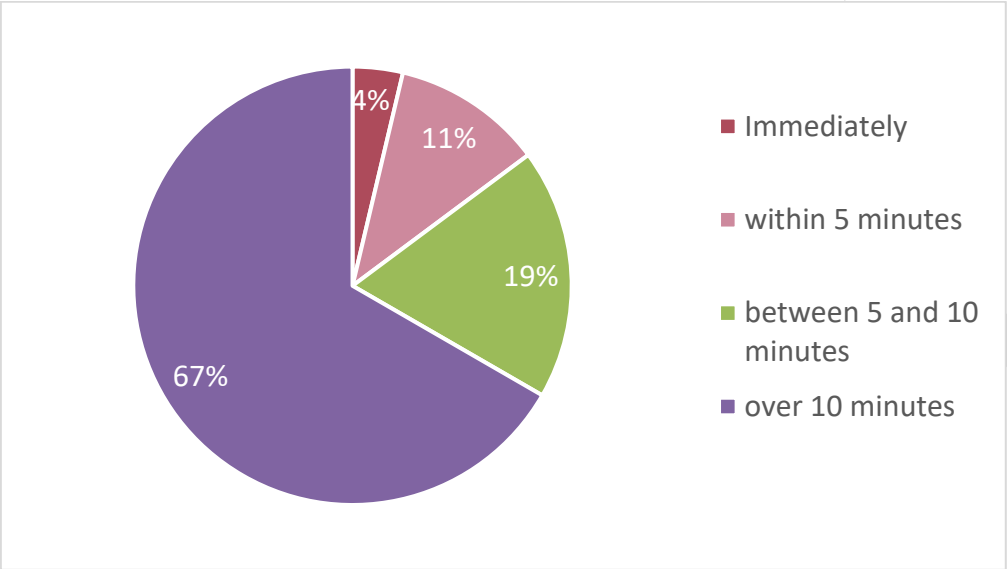


- One factor that is key to whether a person is injured or dies in a fire, is the **delay in discovering the fire and calling the fire brigade**. The chart below shows the estimated delay between ignition of the fire and calling the brigade, based on the work of crews and fire investigators. The five-year average to 2022/23 shows that 85 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.

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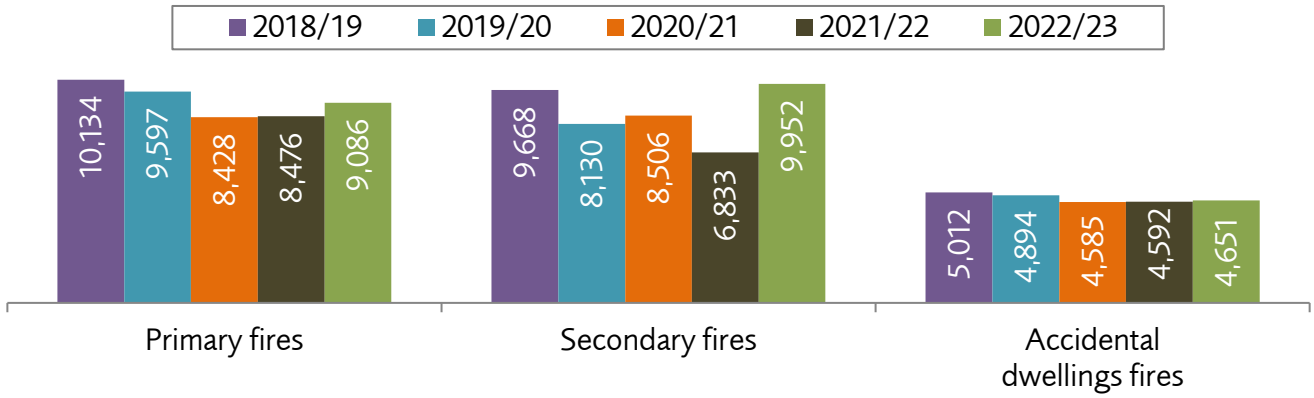
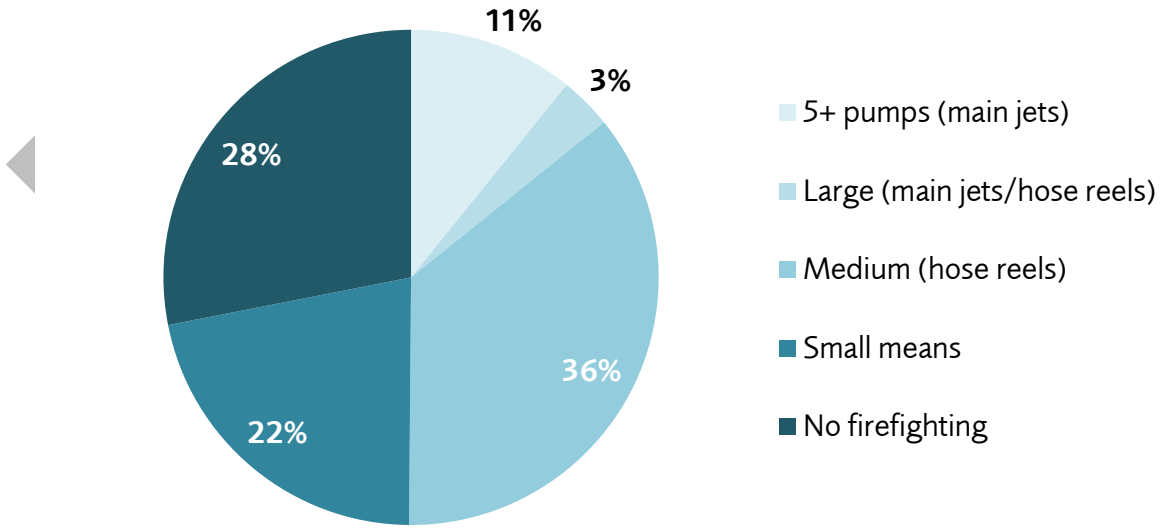
Fires

- 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 2021/22 figures. The number of **secondary fires** 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 2022/23.



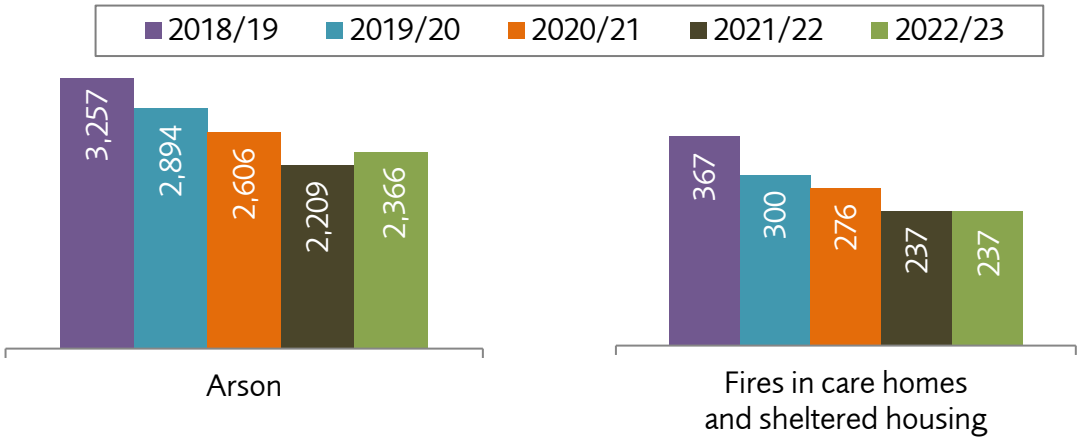
- The total numbers of **primary fires** include incidents of different types; some will require no firefighting whilst others will require the attendance of a large number of fire engines. In 2022/23, over 50 per cent of primary fires either required no firefighting or 'small means' (22 per cent), e.g. stamping out, bucket of water. Only 14 per cent of fires were attended by five or more fire engines[4], or were larger fires (the use of main jets/hose reels).



[4] 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 in previous years 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, the Brigade 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 2022/23 remaining the same as the pervious declining year.



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

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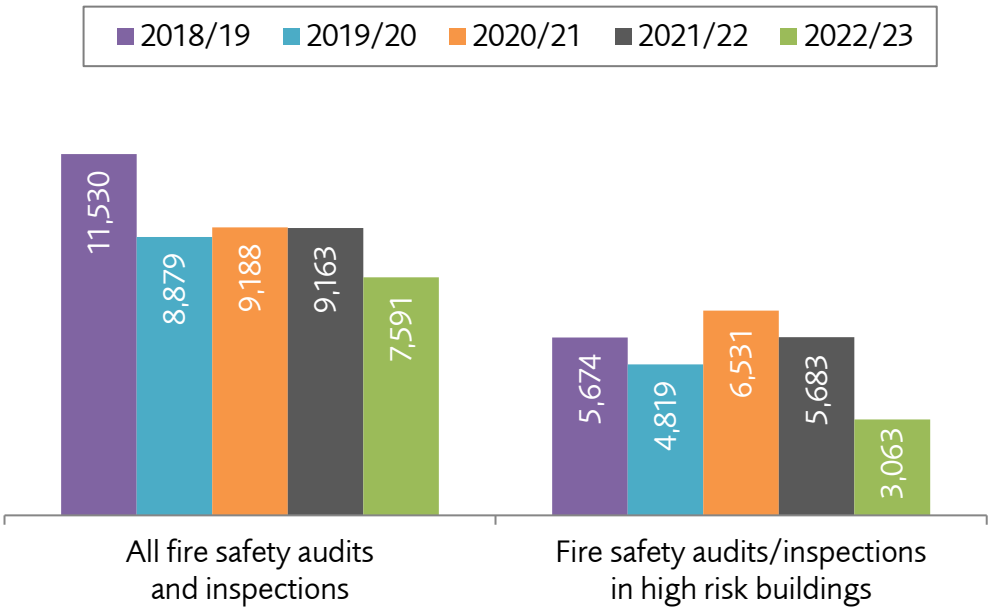
Fire safety

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 2022/23, 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.



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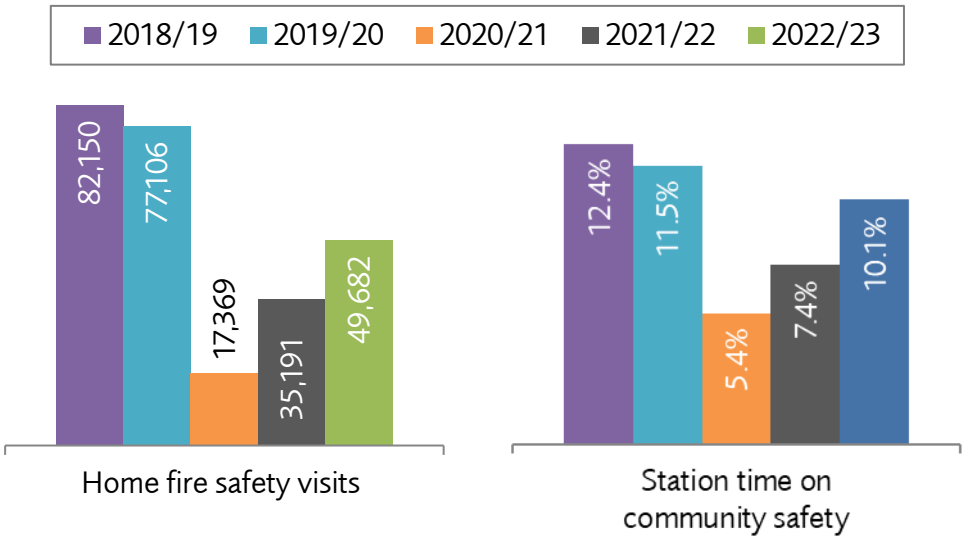
Community safety

- 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. Home Fire safety visits increased in 2022/23 due to Covid-19 restrictions being lifted.



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

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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 Office[5]. The results for England (with London added using Brigade statistics[6] 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).*

Non-fire incidents (special services)

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).

[5] Fire and rescue incident statistics: England, year ending March 2021. 12 August 2021 (Home Office)
[6] Fire Statistics Data Tables (Home Office Data Tables)

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- *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.*

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Notes on data

Correction to data for earlier years

This document includes some minor corrections to some data for years before 2022/23 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 2022*** 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.

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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 need in interpreting ward level data.

To summarise:

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

- In 2022/23, just under one quarter (24 per cent) of wards had fewer than two incidents a week (170 wards). Also, as outlined earlier, in 2022/23, nearly two thirds (64 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:**
  Ward boundaries changed in May 2022 based on a three-year programme of electoral reviews by the Local Government Boundary Commission for England (LGBCE). There data for this report is consistently based on the wards as they were after May 2022 even for periods before the change. It is not, therefore, possible to makes a direct comparison with ward data published in this document and the data published during LSP5 consultation.

- **temporary changes due to station rebuild programmes:**
  A number of boroughs and many 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 year[7].

[7] Dagenham, Dockhead, Leytonstone, Plaistow, Purley, and Shadwell.

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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.

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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	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Barking and Dagenham	05:47	05:36	05:29	05:42	5:45	06:35	06:32	06:23	06:49	6:38	08:18	08:09	07:30	07:36	7:31	06:06	06:05	05:52	06:11	6:06	01:25	01:26	01:25	01:20	01:24
Barnet	05:44	05:37	05:22	05:46	5:53	07:04	07:03	06:40	07:23	7:33	08:35	08:39	07:55	08:49	9:02	07:08	07:07	07:05	07:42	6:53	01:20	01:19	01:17	01:19	01:18
Bexley	05:42	05:43	05:35	05:36	5:45	07:12	07:22	06:58	07:23	7:19	10:06	09:47	08:41	09:31	9:49	07:35	07:19	07:17	07:32	7:35	01:11	01:16	01:13	01:15	01:14
Brent	05:38	05:44	05:27	05:48	5:48	07:01	07:02	06:38	07:08	7:08	08:23	08:18	07:46	08:17	8:14	06:46	06:50	06:19	06:41	6:46	01:20	01:25	01:19	01:17	01:18
Bromley	06:03	05:53	05:47	05:50	5:58	07:25	07:18	07:02	07:31	7:31	09:36	09:04	08:46	09:00	9:31	06:58	06:49	06:43	07:02	6:54	01:27	01:29	01:27	01:26	01:26
Camden	04:55	04:56	04:40	04:58	4:59	05:58	06:01	05:46	06:15	6:27	07:04	07:02	06:36	06:58	7:15	07:48	07:20	07:06	07:41	7:37	01:16	01:18	01:13	01:13	01:15
City of London	04:47	04:51	04:32	04:31	4:41	06:01	05:33	05:37	05:39	5:39	06:47	06:33	06:05	06:27	6:23	13:04	13:31	13:13	13:35	13:43	01:24	01:24	01:16	01:12	01:15
Croydon	05:15	05:10	05:00	05:04	5:13	06:35	06:24	06:07	06:40	6:34	08:08	08:06	07:18	07:48	7:50	06:59	07:07	06:52	07:13	7:09	01:21	01:21	01:16	01:15	01:16
Ealing	05:22	05:21	05:06	05:23	5:35	07:00	06:55	06:32	07:08	7:14	08:44	08:05	07:44	08:13	8:37	07:00	06:47	06:46	07:02	6:55	01:18	01:18	01:19	01:17	01:18
Enfield	06:00	05:56	05:30	05:50	6:05	07:26	07:16	06:55	07:31	7:36	08:42	08:46	08:26	08:32	9:16	07:06	07:14	06:57	07:24	7:30	01:19	01:21	01:17	01:16	01:15
Greenwich	05:18	05:18	05:01	05:12	5:19	06:25	06:31	06:06	06:22	6:23	07:55	07:51	07:28	08:02	8:08	06:43	06:35	06:30	06:47	6:44	01:20	01:21	01:19	01:15	01:19
Hackney	04:49	04:49	04:43	04:56	5:00	05:50	05:52	05:36	06:19	6:18	07:02	06:51	06:49	07:18	7:08	07:05	06:59	06:48	07:02	7:20	01:17	01:19	01:19	01:20	01:20
Hammersmith and Fulham	04:46	04:53	04:42	04:52	4:53	06:02	06:04	05:35	06:00	6:08	06:51	07:12	06:39	07:06	7:20	07:27	07:05	06:57	07:10	7:15	01:17	01:17	01:12	01:12	01:12
Haringey	05:14	05:21	05:07	05:17	5:22	06:02	06:09	05:52	06:28	6:20	07:43	07:46	07:22	07:36	7:47	06:24	06:23	06:12	06:25	6:23	01:19	01:20	01:21	01:22	01:14
Harrow	05:30	05:40	05:19	05:43	5:51	07:13	07:06	06:55	07:30	7:30	08:07	08:27	07:57	08:05	8:47	07:27	07:15	07:04	07:22	7:39	01:06	01:09	01:07	01:07	01:06
Havering	05:51	05:53	05:43	05:53	6:04	07:49	07:50	07:35	08:01	8:19	09:02	08:52	08:04	09:38	9:09	06:13	06:15	06:14	06:30	6:33	01:16	01:15	01:10	01:09	01:11
Hillingdon	06:15	06:09	05:58	06:16	6:18	07:53	07:49	07:33	08:07	8:11	09:44	09:55	08:47	09:49	9:25	07:35	07:45	07:32	07:55	7:54	01:15	01:18	01:18	01:16	01:14
Hounslow	05:37	05:32	05:16	05:30	5:44	06:48	06:50	06:22	06:59	7:11	08:29	08:26	07:49	08:32	8:37	06:24	06:11	06:08	06:14	6:20	01:19	01:21	01:20	01:22	01:22
Islington	04:34	04:37	04:30	04:47	4:53	06:05	06:07	05:49	06:09	6:18	06:44	06:47	06:23	06:44	7:15	06:29	06:31	06:20	06:31	6:25	01:02	01:03	01:08	01:14	01:15
Kensington and Chelsea	04:27	04:25	04:12	04:24	4:26	05:47	05:49	05:30	05:51	5:57	06:39	06:52	06:14	06:50	6:45	06:32	06:31	06:21	06:48	6:42	01:18	01:16	01:15	01:14	01:14
Kingston upon Thames	05:44	05:23	05:14	05:29	5:27	07:37	07:23	07:00	07:28	7:42	08:30	07:57	08:09	08:13	8:01	06:45	06:57	06:43	06:52	7:04	01:10	01:13	01:10	01:10	01:12
Lambeth	04:41	04:34	04:26	04:36	4:35	05:24	05:19	05:06	05:42	5:35	06:45	06:34	06:20	06:33	6:45	07:22	07:24	07:09	07:27	8:10	01:20	01:21	01:13	01:16	01:15
Lewisham	04:48	04:46	04:49	04:57	4:57	06:29	06:33	06:26	06:33	6:34	06:56	06:57	06:51	07:06	6:58	06:35	06:32	06:22	06:36	6:38	01:12	01:14	01:16	01:16	01:16
Merton	05:06	05:18	05:04	05:11	5:18	07:06	07:13	06:59	07:04	7:12	09:00	09:37	08:00	08:54	8:57	06:26	06:33	06:08	06:23	6:25	01:10	01:14	01:15	01:16	01:17
Newham	05:09	05:03	04:57	05:08	5:12	06:47	06:41	06:28	06:40	6:42	07:50	07:32	07:29	07:35	7:42	07:06	07:05	06:55	07:01	7:03	01:14	01:18	01:21	01:21	01:20
Redbridge	05:39	05:38	05:19	05:41	5:57	07:15	07:13	06:48	07:22	7:26	08:58	08:47	08:19	08:50	8:25	06:31	06:33	06:28	06:43	6:45	01:06	01:10	01:08	01:14	01:14
Richmond upon Thames	05:26	05:32	05:18	05:38	5:42	07:06	07:11	06:40	07:23	7:37	08:46	09:11	08:41	08:34	8:59	07:54	07:39	07:19	07:33	7:56	01:12	01:13	01:15	01:19	01:18
Southwark	04:51	04:47	04:34	04:45	4:54	06:04	06:01	05:39	05:55	6:12	06:54	06:57	06:30	06:47	6:47	07:23	07:27	07:12	07:31	7:35	01:16	01:15	01:12	01:09	01:11
Sutton	05:26	05:34	05:22	05:24	5:16	07:06	06:59	06:34	07:02	6:38	08:38	08:19	07:52	08:07	8:12	06:36	06:30	06:29	06:25	6:37	01:21	01:24	01:20	01:16	01:15
Tower Hamlets	04:37	04:33	04:24	04:34	4:39	06:10	06:02	05:39	06:00	5:57	07:00	06:50	06:32	06:55	6:59	07:46	07:36	07:32	07:47	7:38	01:11	01:12	01:11	01:13	01:12
Waltham Forest	05:03	04:53	04:42	04:58	5:05	06:39	06:28	06:17	06:40	6:49	08:15	07:31	07:24	07:47	7:51	06:25	06:21	06:29	06:35	6:39	01:13	01:20	01:17	01:16	01:16
Wandsworth	04:50	04:52	04:42	05:01	5:03	06:25	06:20	06:08	06:23	6:27	07:22	07:13	07:09	07:22	7:28	08:01	07:58	07:44	07:58	8:03	01:14	01:15	01:15	01:17	01:17
Westminster	05:08	05:11	04:41	05:03	5:07	05:47	05:56	05:25	06:01	6:07	07:00	07:08	06:18	06:55	7:06	07:06	07:13	07:02	07:27	7:29	01:23	01:25	01:22	01:23	01:22
	05:13	**05:12**	**04:59**	**05:12**	**5:18**	**06:32**	**06:30**	**06:11**	**06:38**	**6:42**	**07:40**	**07:36**	**07:05**	**07:28**	**7:37**	**06:58**	**06:55**	**06:45**	**07:00**	**7:04**	**01:16**	**01:18**	**01:16**	**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 reciept 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).				

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

	Fire rescue unit					Aerial appliance				
Borough	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Barking and Dagenham	11:42	11:41	12:47	11:39	10:40	08:13	07:46	08:47	09:16	08:58
Barnet	15:43	15:58	15:34	14:25	14:08	16:13	16:25	16:05	15:11	14:43
Bexley	10:57	09:07	10:18	11:08	11:05	19:49	19:41	18:28	18:02	16:28
Brent	10:02	10:04	10:40	09:35	10:05	08:07	08:12	08:40	08:11	08:28
Bromley	13:48	15:05	14:30	14:06	14:08	13:22	12:29	13:34	12:13	13:22
Camden	10:10	08:22	09:47	07:07	07:18	07:20	06:58	07:12	07:11	07:10
City of London	11:52	13:00	12:39	09:19	07:22	08:56	09:25	09:12	08:36	09:17
Croydon	08:43	09:12	09:29	07:17	07:54	15:39	16:06	15:05	14:13	15:09
Ealing	11:17	12:23	12:50	12:25	13:08	13:21	13:24	12:23	12:11	12:38
Enfield	11:45	09:43	11:41	10:22	09:50	11:34	10:50	10:51	10:03	11:32
Greenwich	12:15	11:49	13:31	12:11	12:12	10:50	11:29	09:59	09:44	10:42
Hackney	10:15	11:05	10:10	08:22	08:32	10:53	11:00	10:07	10:29	10:46
Hammersmith and Fulham	12:07	12:19	12:26	09:16	09:01	10:35	10:22	10:20	10:32	10:03
Haringey	12:03	11:37	13:09	10:55	11:11	08:30	07:31	07:36	06:52	08:30
Harrow	12:13	12:56	13:37	14:13	12:54	12:14	11:38	12:23	09:41	10:12
Havering	19:20	16:29	19:01	18:57	18:05	09:06	10:16	10:58	09:05	09:28
Hillingdon	16:22	16:52	16:19	17:41	16:32	08:25	09:53	09:20	08:40	10:04
Hounslow	09:32	10:03	11:23	09:52	10:50	16:08	15:04	15:57	15:32	16:26
Islington	09:29	09:30	07:36	07:19	07:01	09:51	09:29	08:48	08:58	09:16
Kensington and Chelsea	09:02	09:45	08:08	08:24	08:09	08:49	08:49	08:32	08:44	08:49
Kingston upon Thames	13:51	14:15	13:57	15:04	16:22	14:18	12:23	14:08	13:15	11:31
Lambeth	12:20	11:22	11:17	10:10	10:15	07:32	07:13	07:06	07:07	07:19
Lewisham	10:40	09:39	11:11	08:42	08:47	06:59	06:48	06:33	06:32	06:26
Merton	08:45	10:52	09:45	09:42	10:34	06:59	05:32	07:29	07:20	06:47
Newham	09:59	10:56	10:34	08:36	09:15	16:57	17:12	16:24	15:44	15:40
Redbridge	12:44	13:32	13:24	14:09	13:09	12:17	12:49	12:28	13:21	12:56
Richmond upon Thames	12:25	15:10	14:14	14:05	14:00	16:14	19:42	14:42	14:29	18:51
Southwark	12:22	12:24	12:12	11:32	11:31	06:51	06:52	06:55	06:58	07:22
Sutton	12:10	11:13	11:49	10:00	12:07	12:06	11:01	11:58	11:32	11:03
Tower Hamlets	09:36	09:22	09:03	08:46	08:11	12:40	13:14	12:22	12:56	12:41
Waltham Forest	13:38	14:16	15:39	12:47	13:01	12:12	11:36	10:53	10:21	09:14
Wandsworth	09:59	10:00	08:54	09:12	08:50	08:00	08:36	08:23	08:22	08:33
Westminster	09:27	09:30	10:00	07:10	06:54	06:15	06:06	05:45	06:09	06:11
	11:28	**11:30**	**11:42**	**09:46**	**09:44**	**08:37**	**08:33**	**08:24**	**08:34**	**08:49**

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

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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	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Barking and Dagenham	2,106	1,974	1,930	2,118	2,434	503	473	441	422	533	259	242	198	196	227	83	96	75	82	74	115	118	90	85	99	3	3	5	1	6
Barnet	3,521	3,436	3,357	4,175	4,549	747	612	619	592	710	414	367	306	350	346	115	93	98	93	94	224	201	164	183	191	20	15	12	8	6
Bexley	2,296	2,256	2,042	2,446	2,662	621	515	560	435	657	262	243	229	194	247	144	141	113	87	87	98	101	92	91	107	13	16	6	6	7
Brent	3,347	3,205	3,030	3,733	3,962	667	659	669	511	626	368	347	314	282	292	78	93	107	61	63	197	169	174	164	156	10	9	5	5	7
Bromley	3,006	3,126	2,790	3,354	3,615	728	641	653	609	755	314	322	296	284	328	199	163	147	132	138	132	132	141	142	141	12	12	11	5	11
Camden	4,896	4,921	4,049	5,127	5,378	577	492	400	474	519	339	304	239	267	287	51	44	47	58	39	180	155	145	150	141	13	4	4	6	6
City of London	1,271	1,277	796	1,041	1,073	93	70	48	51	93	62	53	39	40	60	2	3	3	1	3	4	3	9	3	7	0	0	0	0	0
Croydon	4,000	4,119	4,109	4,785	5,429	799	690	767	641	889	453	425	422	367	422	145	110	112	90	117	233	226	226	214	234	18	19	21	9	12
Ealing	3,496	3,601	3,314	3,786	4,490	714	682	716	524	709	342	360	302	289	355	120	105	127	50	85	152	182	159	171	171	12	4	10	5	10
Enfield	3,293	3,136	3,124	3,425	3,946	755	618	673	650	823	379	313	308	334	343	137	126	109	107	114	172	161	157	157	161	18	6	15	5	6
Greenwich	3,279	3,193	2,870	3,413	3,919	816	745	652	613	788	414	393	321	323	360	160	130	94	115	116	190	201	170	157	160	16	13	5	14	14
Hackney	3,957	4,147	3,876	4,643	4,875	587	562	552	480	532	336	310	315	300	291	88	94	60	56	56	201	198	210	174	194	17	7	9	11	8
Hammersmith and Fulham	2,865	2,883	2,672	3,596	3,387	342	337	297	275	354	212	228	196	186	208	32	47	37	38	58	139	136	109	108	105	13	9	8	6	5
Haringey	2,911	3,104	3,285	3,301	3,634	608	615	542	446	542	310	297	277	271	281	103	87	86	46	59	182	151	168	168	186	16	10	12	12	8
Harrow	1,884	1,746	1,690	1,983	2,133	391	332	377	287	349	190	171	157	152	177	51	45	36	33	35	97	79	94	85	106	9	6	2	7	8
Havering	2,269	2,092	2,181	2,589	2,849	628	514	500	493	678	284	260	227	237	245	188	122	94	87	81	109	105	98	97	98	11	8	8	3	10
Hillingdon	3,213	3,356	3,042	3,403	4,086	843	758	635	584	815	393	409	296	322	412	165	140	132	93	135	135	125	113	129	144	7	9	5	9	6
Hounslow	2,807	2,831	2,676	3,026	3,496	762	681	664	538	772	343	344	266	275	326	122	135	124	95	162	148	149	113	145	139	5	9	9	8	10
Islington	3,475	3,353	3,097	3,775	4,266	487	428	377	402	424	282	248	224	255	243	60	54	28	60	49	164	144	146	144	145	5	7	7	5	8
Kensington and Chelsea	3,339	3,573	3,126	4,052	4,139	259	261	250	239	269	190	200	173	167	187	20	19	22	12	19	113	134	124	116	115	12	5	7	7	1
Kingston upon Thames	1,521	1,467	1,255	1,376	1,669	314	271	218	197	266	163	149	131	116	129	36	28	23	26	30	80	85	74	59	58	9	6	7	3	4
Lambeth	4,137	4,299	4,095	4,938	5,298	664	569	573	528	621	359	312	300	311	332	101	61	47	48	64	200	188	198	199	202	17	10	8	11	11
Lewisham	3,817	3,760	3,528	4,037	4,489	590	575	620	470	619	357	349	350	315	326	92	97	105	51	93	195	201	209	205	185	8	17	14	8	9
Merton	1,746	1,756	1,701	1,901	2,143	388	334	358	311	359	206	190	176	178	148	59	53	37	43	46	124	112	102	94	79	8	7	3	3	7
Newham	3,333	3,409	3,176	3,830	4,062	780	719	697	687	755	408	364	344	366	356	185	180	177	136	90	180	170	164	191	207	8	5	6	8	7
Redbridge	2,535	2,429	2,353	2,684	2,853	652	542	551	441	578	332	288	246	229	251	98	95	65	73	47	144	124	110	107	116	16	12	13	8	11
Richmond upon Thames	1,690	1,759	1,579	1,871	2,060	298	297	274	247	297	154	148	118	145	151	44	50	49	34	42	74	68	65	67	83	11	9	6	9	4
Southwark	4,646	4,626	4,304	4,983	5,183	725	595	602	675	651	405	330	347	355	369	96	60	52	82	67	239	203	237	214	218	7	11	14	12	8
Sutton	1,683	1,739	1,631	1,978	2,368	393	338	380	293	328	204	182	188	166	148	81	63	63	63	50	97	86	97	87	79	17	8	8	8	5
Tower Hamlets	4,343	4,473	4,010	4,974	5,450	794	704	673	654	815	381	350	329	345	373	205	172	147	109	124	193	193	181	213	223	11	6	6	9	6
Waltham Forest	2,977	3,013	2,776	3,152	3,277	814	745	665	495	607	295	338	261	254	237	112	93	94	55	40	144	174	135	150	119	11	14	10	7	6
Wandsworth	2,985	3,190	2,944	3,665	3,817	524	520	441	429	507	308	346	241	264	288	50	58	61	69	67	176	223	143	140	140	10	15	9	10	5
Westminster	8,199	8,427	6,497	7,941	8,986	963	853	522	636	811	416	414	305	347	341	39	37	35	24	22	181	197	168	182	142	4	9	11	9	5
	104,843	**105,676**	**96,905**	**115,101**	**125,977**	**19,826**	**17,747**	**16,966**	**15,329**	**19,051**	**10,134**	**9,596**	**8,441**	**8,482**	**9,086**	**3,261**	**2,894**	**2,606**	**2,209**	**2,366**	**5,012**	**4,894**	**4,585**	**4,591**	**4,651**	**367**	**300**	**276**	**237**	**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	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Barking and Dagenham	2	1	1	0	2	0	0	0	0	2	15	6	13	8	14
Barnet	1	2	1	2	2	0	2	1	2	2	18	29	8	8	19
Bexley	0	1	1	4	0	0	1	1	4	0	12	8	15	15	15
Brent	1	2	4	1	1	1	0	2	1	1	15	16	28	17	26
Bromley	0	2	1	0	0	0	0	1	0	0	22	32	12	12	9
Camden	3	1	1	0	3	2	1	1	0	2	12	13	13	20	10
City of London	0	0	0	0	0	0	0	0	0	0	1	0	0	0	6
Croydon	1	0	1	3	3	1	0	1	3	2	31	35	18	32	34
Ealing	1	2	2	0	1	1	1	1	0	0	31	29	24	19	14
Enfield	4	0	1	2	1	2	0	1	1	0	22	14	9	13	18
Greenwich	2	1	4	0	2	1	1	1	0	2	20	15	21	22	15
Hackney	1	2	0	2	2	1	2	0	1	1	24	21	10	15	6
Hammersmith and Fulham	2	2	1	1	1	2	2	1	1	1	14	16	9	10	13
Haringey	3	0	1	3	0	3	0	1	3	0	20	12	15	9	18
Harrow	2	0	0	0	0	1	0	0	0	0	16	7	6	5	9
Havering	0	1	1	2	0	0	0	1	1	0	19	12	10	9	7
Hillingdon	0	0	0	0	0	0	0	0	0	0	18	10	14	14	13
Hounslow	2	2	0	0	1	2	2	0	0	1	22	14	20	14	15
Islington	1	1	2	1	2	0	0	2	1	2	25	18	11	18	10
Kensington and Chelsea	3	0	2	1	0	2	0	2	1	0	8	10	10	16	7
Kingston upon Thames	0	0	0	0	2	0	0	0	0	1	4	2	4	9	3
Lambeth	1	2	0	1	2	1	2	0	1	1	20	9	21	28	19
Lewisham	1	1	0	0	2	0	1	0	0	1	30	29	16	17	18
Merton	1	2	1	2	1	1	2	0	1	0	8	9	7	14	7
Newham	0	1	2	1	2	0	0	2	1	1	26	6	23	17	24
Redbridge	1	1	0	3	0	1	0	0	2	0	24	8	13	8	18
Richmond upon Thames	2	0	0	0	1	1	0	0	0	1	6	10	2	8	5
Southwark	0	2	1	1	2	0	2	1	1	2	22	14	14	20	20
Sutton	1	0	1	9	0	1	0	1	8	0	9	14	9	10	3
Tower Hamlets	0	1	1	1	1	0	1	1	1	1	16	17	11	26	25
Waltham Forest	3	0	1	1	3	1	0	1	1	2	17	16	11	7	8
Wandsworth	1	3	1	0	0	1	3	1	0	0	17	25	18	15	18
Westminster	0	0	3	4	0	0	0	2	1	0	23	16	15	12	16
	40	**33**	**35**	**45**	**37**	**26**	**23**	**26**	**36**	**26**	**587**	**492**	**430**	**467**	**462**

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	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Barking and Dagenham	301	221	214	207	125	106	104	136	139	46	2275	2205	496	1175	1312	10.4	11.0	7.7	9.9	10.5
Barnet	381	254	232	187	99	285	193	183	139	43	3487	3268	480	937	1182	13.6	12.1	4.9	6.4	10.8
Bexley	172	109	112	123	176	98	71	68	72	46	2367	2194	489	1037	1863	12.7	12.4	8.6	11.7	9.9
Brent	256	217	241	300	137	152	131	180	223	62	1760	1542	415	674	1691	9.1	9.3	4.0	5.5	12.4
Bromley	261	221	225	227	225	187	122	143	140	144	3290	3125	520	1484	1592	13.7	13.6	4.9	8.1	10.9
Camden	651	577	818	572	257	278	276	565	363	52	2665	2581	545	846	975	10.6	10.7	4.3	4.5	12.8
City of London	434	259	70	122	132	41	22	21	15	14	547	520	36	180	326	11.5	12.4	4.6	6.4	13.9
Croydon	312	347	394	617	331	188	204	292	304	130	4663	4567	1088	2253	2992	13.4	12.9	5.3	7.5	13.5
Ealing	256	237	207	303	175	150	156	155	215	53	3816	3493	624	1181	1733	12.8	11.9	4.5	6.4	11.2
Enfield	255	237	79	98	52	157	181	55	48	11	2689	2644	713	1321	1576	10.9	10.4	5.5	7.4	7.3
Greenwich	211	245	369	268	246	135	177	317	172	102	4240	3937	792	1949	3459	13.1	12.1	5.9	10.2	11.0
Hackney	612	291	561	449	327	366	150	392	296	145	3000	2837	690	1431	1872	12.2	11.9	5.7	8.0	5.7
Hammersmith and Fulham	218	129	112	200	233	114	90	57	110	88	1879	1638	429	919	1474	14.3	12.7	7.0	8.5	9.2
Haringey	233	196	126	75	57	131	126	86	39	14	2210	2308	441	771	1286	10.5	10.3	5.2	6.9	8.4
Harrow	166	134	81	97	161	108	92	53	74	80	1704	1594	287	510	810	14.7	12.9	5.5	7.8	8.2
Havering	375	434	494	360	281	119	168	399	267	181	2458	2499	662	1267	1564	16.2	14.8	8.1	9.6	10.2
Hillingdon	265	185	182	282	266	126	63	109	173	81	2749	2589	483	939	932	13.0	9.8	4.4	6.2	6.8
Hounslow	256	132	241	345	212	167	95	196	275	65	2381	2281	510	1001	1583	10.1	9.5	3.6	5.9	9.6
Islington	555	226	497	346	222	253	106	322	243	93	1674	1529	486	939	1188	12.2	12.0	5.0	7.0	11.0
Kensington and Chelsea	289	214	138	196	334	184	129	76	97	135	2195	1996	418	762	1057	11.7	10.4	4.5	6.3	10.0
Kingston upon Thames	202	143	98	34	95	64	86	76	6	32	2138	1897	362	751	1502	14.5	12.6	5.8	9.0	11.0
Lambeth	433	234	221	141	275	251	142	151	73	84	4531	4280	736	1167	1895	14.2	11.4	4.2	5.3	13.2
Lewisham	191	164	190	264	278	135	97	152	185	113	2194	2083	595	1375	1850	11.7	11.3	5.7	8.0	10.8
Merton	198	162	108	64	118	92	81	69	37	55	1526	1128	285	614	790	10.8	10.1	3.3	4.8	8.1
Newham	508	400	340	496	323	206	223	244	300	163	1900	2031	575	887	1314	11.0	10.5	5.4	6.6	12.5
Redbridge	411	330	280	212	172	170	163	203	119	90	2739	2619	835	1703	1969	15.4	14.3	11.7	13.9	10.3
Richmond upon Thames	241	143	79	34	153	110	92	61	5	50	1516	1501	309	637	761	13.9	12.5	7.5	7.8	9.7
Southwark	201	215	323	502	427	98	119	268	384	166	1771	1530	429	848	1108	11.9	10.4	4.7	6.6	12.5
Sutton	147	171	198	131	156	98	123	165	88	83	1779	1645	367	828	1464	12.9	12.2	5.0	9.0	8.1
Tower Hamlets	792	733	857	952	471	336	450	649	662	282	3111	2718	493	1411	2596	12.9	11.5	5.1	7.9	7.5
Waltham Forest	447	330	331	341	189	207	112	202	175	92	3113	2857	661	1805	2018	15.4	13.4	6.4	9.7	9.1
Wandsworth	290	215	206	139	106	160	151	153	81	43	2090	1905	740	1156	1352	10.5	10.0	4.7	6.9	8.7
Westminster	1004	773	559	535	779	394	314	317	180	225	1693	1569	388	461	595	8.1	8.3	3.1	3.0	8.2
	11,524	**8,878**	**9,183**	**9,219**	**7,590**	**5,666**	**4,809**	**6,515**	**5,699**	**3,063**	**82,150**	**77,110**	**17,379**	**35,219**	**49,681**	**12.4**	**11.5**	**5.4**	**7.4**	**10.1**
	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 to returned to Lambeth borough retrospectively.				

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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 - 2022-23

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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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2017/18	2018/19	2019/20	2020/21	2021/22	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20
Barking and Dagenham	Abbey	E05014053	04:34	04:44	04:49	05:09	04:56	05:34	06:18	06:02	05:17	06:11	07:14	06:19	06:27	07:18	08:15	09:04	17:12	04:42	08:34	10:14	12:38	12:58	15:54	13:48	12:51	06:07	06:43	06:43	06:42	06:39	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Barking and Dagenham	Alibon	E05014054	05:19	04:57	05:08	05:16	05:45	06:38	06:48	07:00	07:15	06:58	10:30	10:37		10:20	08:56	10:19		20:32	11:27							06:46	06:34	06:47	08:00	07:31	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Barking Riverside	E05014055	04:54	06:26	06:00	06:36	06:05	07:06	07:48	06:45	07:58	07:03	11:29	10:56	08:13	09:07	09:14	13:07	12:55	10:50	11:29	09:46	19:34	13:16	18:14	21:47	13:41	08:53	08:10	07:50	08:24	07:51	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Beam	E05014056	07:06	06:40	06:39	06:59	07:08	08:07	07:57	07:24	09:03	08:01	10:53	09:35	09:04	07:42	06:54	12:53	08:05	17:08	16:40	08:38			10:04	00:12		08:49	08:22	08:25	08:53	08:55	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Becontree	E05014057	06:02	05:40	06:03	05:42	06:01	06:43	06:46	06:13	06:12	06:18	09:02	06:27	07:32	06:12	05:55	10:50	09:47	10:06	08:56	09:08				07:25		07:43	06:54	07:20	07:19	07:35	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Chadwell Heath	E05014058	06:28	06:13	06:11	06:23	06:22	06:32	07:14	06:38	07:34	06:58	09:09	06:58	07:38	04:57	07:26	17:23	16:07	21:32	17:52	15:51	06:30	06:02	08:01	05:15	06:04	08:25	08:09	08:08	07:53	08:11	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Eastbrook & Rush Green	E05014059	05:27	05:19	05:22	04:52	05:53	06:50	05:35	06:59	07:15	06:58	08:56	07:17	10:09	09:31	08:44				19:14	18:57	10:23	04:28	17:41	03:34	07:33	07:00	07:10	07:13	07:24	06:49	07:54	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Eastbury	E05014060	05:38	05:22	05:27	05:56	05:44	07:00	06:48	06:23	07:10	07:18	07:40	08:39	06:22	07:10	05:19	11:54	10:56	10:18	10:50	06:39			14:51		10:43	16:17	07:26	07:15	07:12	07:49	07:22	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Gascoigne	E05014061	05:12	05:01	04:34	04:55	04:33	06:52	05:34	04:59	05:53	05:56	07:33	07:35	06:49	07:39	07:59	12:22	06:06	10:12	07:45	09:40	14:36	13:31	13:47	12:28	15:38	07:13	07:02	06:36	06:50	06:44	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Goresbrook	E05014062	06:47	06:43	06:48	06:43	06:54	07:16	07:10	07:24	06:51	07:36	07:54	09:20	07:32	08:28	08:40	11:30	09:34	10:42	08:58	11:51						08:25	08:26	08:29	08:13	08:40	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Heath	E05014063	04:28	03:45	03:58	04:37	04:02	05:47	05:11	04:53	06:53	05:59	08:14	07:34	07:29	07:17	07:26	12:34	10:00	24:04	16:19	13:38	04:01	04:03	04:12	04:03	05:02	06:08	05:19	05:57	06:30	05:54	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Longbridge	E05014064	05:54	06:04	05:40	06:21	06:04	06:54	07:27	05:46	06:29	06:26	07:48	10:31	06:24		06:49	07:03	16:43	13:53	10:24	16:39	10:42	09:19				07:26	07:43	07:02	08:04	07:44	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Mayesbrook	E05014065	06:18	06:02	05:48	05:56	06:01	06:20	06:14	06:12	06:05	06:06	07:42	07:21	06:58	06:52	06:29	07:52	08:03	08:06	09:17	08:45	08:00	08:22	07:25	07:25	08:17	08:14	07:41	07:24	07:36	07:29	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Northbury	E05014066	06:00	05:58	05:48	05:42	05:50	06:24	06:23	06:16	06:28	06:28	08:43	08:24	08:14	07:23	07:20	12:21	13:46	10:56	09:55	09:48	14:28	11:19	14:32	11:30	11:47	07:58	07:38	07:41	07:36	08:27	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Parsloes	E05014067	06:13	05:57	05:40	06:01	06:07	06:58	06:30	06:56	06:51	06:50	10:14	07:51	10:11	08:15	09:27	21:56	12:46	14:54	17:31	09:12		00:04				07:53	07:36	07:18	07:30	07:34	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Thames View	E05014068	05:10	04:58	04:19	04:23	04:53	05:49	06:05	06:21	05:13	05:44	08:07	07:50	07:45	08:07	06:39	07:07	14:45	20:41	13:38	07:34		14:33				06:57	06:45	06:02	06:33	06:31	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Valence	E05014069	04:59	05:09	05:12	05:09	05:02	06:18	06:04	06:05	06:45	06:29	08:12	07:45	06:41	07:30	08:08	13:02	10:38	14:17	12:13	17:29						06:45	06:32	06:40	06:44	06:30	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Village	E05014070	06:15	06:13	06:02	06:30	06:44	06:41	07:10	07:17	07:32	07:47	08:56	10:03	07:54	08:42	08:12	08:38	09:19	14:22	16:25	10:19	06:37	07:08	06:36	07:04	11:55	08:05	07:45	08:08	08:23	08:36	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barking and Dagenham	Whalebone	E05014071	05:10	05:04	05:06	04:53	05:01	05:48	05:57	06:06	06:33	05:44	06:28	08:30	06:34	06:36	05:45	12:46	13:00	11:01	15:05	13:10	06:35		05:22	05:22	05:05	06:50	06:47	06:34	06:43	06:45	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Barnet Vale	E05013628	04:54	04:08	04:08	04:23	04:27	08:40	08:24	08:09	08:01	08:30	10:31	09:09	08:58	09:41	10:20	24:41	17:01	16:15	10:47	11:37	20:16	15:54	18:54	14:46	12:15	06:53	06:07	05:52	06:04	06:09	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Brunswick Park	E05013629	05:17	05:50	05:14	05:49	05:55	07:29	08:18	08:05	08:08	07:46	11:49	10:54	08:36			11:14	18:27	12:17	21:39	14:18						07:01	07:34	07:24	07:54	07:54	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Burnt Oak	E05013630	05:51	05:49	05:38	06:02	06:11	07:35	07:27	06:59	07:38	07:42	08:27	08:08	07:58	08:13	08:13		14:40	19:35	12:01	12:31	18:31	15:48	15:13	14:15	12:15	07:26	07:21	07:11	07:51	07:53	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Childs Hill	E05013631	05:37	05:32	05:25	05:54	05:55	06:18	06:06	06:16	06:56	07:06	07:08	06:49	07:10	09:11	08:25	14:12	11:37	13:38	14:53	12:44	11:54	14:57	12:12	12:42	12:46	07:07	07:18	07:01	07:25	07:39	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Colindale North	E05013632	05:56	05:55	05:58	06:25	06:08	07:36	06:42	06:34	08:14	07:12	08:59	08:37	08:34	09:14	08:51	20:18	20:02		16:19	14:06	21:26	16:48	18:14	17:16	17:06	07:36	07:40	07:59	08:10	07:51	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Colindale South	E05013633	05:53	05:56	05:29	05:50	05:50	06:56	06:02	06:30	07:21	07:11	08:59	09:54	07:13	09:10	08:53	19:17	14:05		14:36	15:25		15:39	15:37	15:53	19:08	07:59	07:17	08:06	08:00	07:26	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Cricklewood	E05013634	06:21	06:24	05:44	06:29	06:08	06:46	06:56	06:43	07:21	06:35	07:37	07:05	06:52	10:42	07:49	12:13	10:36	12:05	12:05	10:41	19:15		13:43	13:44	06:36	07:50	07:57	07:30	08:24	08:01	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	East Barnet	E05013635	05:34	05:38	05:44	05:25	05:25	07:49	07:29	07:21	06:45	07:07	10:48	11:41	08:38	08:56	09:22	14:05	18:16	14:17	10:21	10:07			23:53	18:10	12:02	07:31	07:11	07:32	07:04	06:53	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	East Finchley	E05013636	05:03	04:54	05:07	04:52	05:12	05:57	05:35	05:33	06:25	06:41	07:30	09:53	07:58	10:10	08:41	17:52	14:58	12:21	14:55	13:28	17:22		17:32	12:47		07:23	06:13	06:50	06:28	06:40	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Edgware	E05013637	05:36	06:13	05:38	06:09	06:10	07:07	07:18	07:11	07:55	07:35	09:28	09:10	07:09	09:15	07:54	17:54	18:01	14:40	16:18	16:44		19:28	17:51	19:15	16:41	07:15	07:52	07:24	07:44	07:49	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Edgwarebury	E05013638	07:18	06:52	06:38	07:17	07:58	09:28	09:00	08:23	08:59	10:10	10:31	10:54	08:39	12:50	11:15	17:46	20:59	21:36	27:52	16:59						09:14	08:34	08:19	08:51	09:41	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Finchley Church End	E05013639	05:00	05:00	04:41	05:01	05:17	05:38	05:22	05:11	06:00	06:34	07:18	07:06	06:41	05:41	08:15	11:39	17:57	21:58	20:47	17:20			14:27		14:29	06:31	07:00	06:05	07:50	06:52	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Friern Barnet	E05013640	06:10	06:39	06:13	06:16	06:32	07:34	07:23	06:56	07:09	07:22	09:02	08:51	08:58	07:03	08:47	13:18	11:02	13:33	14:07	17:46	38:38	13:33				08:11	08:14	08:06	11:06	08:48	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Garden Suburb	E05013641	06:49	06:39	06:13	07:09	06:53	07:33	08:04	07:04	07:46	07:38	08:43	08:48	08:01	07:10	09:23	10:35	15:18	12:13	11:53	09:02						08:10	08:09	07:44	10:46	08:16	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Golders Green	E05013642	05:57	05:58	05:48	06:24	06:27	06:20	06:31	06:12	07:07	07:24	07:48	07:26	07:33	07:43	07:47	14:55	14:57	13:28	13:29	14:40	13:06	13:08	11:19	19:09		07:36	07:53	07:35	08:01	08:11	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Hendon	E05013643	04:22	04:23	04:13	04:37	04:48	05:40	05:36	05:12	06:30	06:51	09:01	09:18	08:08	09:02	08:40	14:14	12:16	15:53	14:06	12:44	13:04		15:14	15:04	12:51	06:01	06:10	05:59	06:18	06:41	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	High Barnet	E05013644	06:37	06:10	05:06	06:20	05:52	08:15	10:45	08:45	10:28	09:11	08:47	08:27	08:17			17:52	15:48	20:42	18:37	26:26		13:08				08:07	07:43	06:48	08:03	07:58	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Mill Hill	E05013645	05:51	05:49	05:30	05:46	05:58	07:42	08:43	07:51	07:55	07:35	10:20	08:57	09:38	12:33	12:04	15:24	18:50	20:23	20:25	16:50						07:47	07:42	07:05	07:12	08:10	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Totteridge & Woodside	E05013646	07:17	07:08	06:25	06:48	06:58	08:04	07:58	07:04	08:01	08:15	08:31	09:01	08:25	09:40	10:02	14:39	14:37	22:06	12:19	16:36			23:07	23:38	20:11	08:36	08:39	07:58	08:21	08:30	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Underhill	E05013647	05:37	05:32	05:03	06:01	05:58	07:16	10:19	09:29	10:42	10:20	10:57	11:06	09:42	11:46	10:18	22:54	19:04	17:49	11:46	15:31						06:55	06:58	06:23	07:27	07:43	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	West Finchley	E05013648	04:57	04:30	04:38	04:47	04:42	06:22	05:53	05:33	06:16	06:15	07:58	05:19	08:12	07:10	05:15	14:42	15:22	15:27	15:24	13:38						06:41	06:09	06:20	06:25	06:23	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	West Hendon	E05013649	05:52	05:10	05:08	05:39	05:58	07:12	06:48	05:43	07:30	07:38	09:30	08:37	08:13	08:33	09:43	11:50	12:33	12:13	13:48	12:54	13:57	13:11	13:59	12:50	14:37	07:37	07:01	07:00	07:23	07:59	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Whetstone	E05013650	06:14	06:03	05:27	05:36	05:47	07:31	07:46	07:17	07:07	07:19	08:24	08:03	07:41	08:53	08:30	19:57	11:21	12:10	16:16	20:53	14:19	20:06	15:51		16:08	07:45	07:40	07:06	07:04	07:38	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Barnet	Woodhouse	E05013651	05:47	05:27	05:34	05:38	05:45	06:49	06:16	06:48	06:54	06:37	08:29	08:29	06:34	07:18	06:36	14:37	11:55	10:29	20:56	14:58	22:04			09:33	15:15	07:20	07:04	07:16	07:37	07:32	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Bexley	Barnehurst	E05011217	05:18	04:33	04:47	04:25	04:59	07:09	06:53	06:46	06:45	06:28	13:19	15:17	08:14			05:33	07:17	05:15	05:39	03:56						06:35	07:50	06:22	05:51	06:30	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Bexley	Belvedere	E05011218	05:14	05:13	05:01	05:21	05:02	06:59	07:32	06:56	07:40	07:45	04:17	09:21	08:01	09:55	11:04	11:57	10:22	07:39	15:14	14:09						06:52	06:51	06:48	07:00	06:41	00:00	00:00	00:00	00:00	00:00	06:56	10:47	08:31	05:33	07:17	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Bexleyheath	E05011219	04:11	04:47	04:21	04:09	04:17	04:14	08:02	07:09	07:33	07:45	10:48	10:26	11:03	09:42	09:19	08:25	04:58	02:43	07:46	08:54			14:38	16:03	13:06	05:56	06:46	06:14	06:06	05:59	11:39	05:37	09:06	11:57	10:22												
Bexley	Blackfen & Lamorbey	E05011220	05:36	05:41	05:41	05:56	05:57	06:44	06:47	05:51	07:47	06:19	07:20	08:21	06:27		06:48	07:53	09:47	09:50	14:37							05:03	10:41	05:31	08:25	04:58	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Bexley	Blendon & Penhill	E05011221	06:23	06:32	06:47	06:31	06:33	08:11	07:26	07:31	08:56	07:15	08:13	09:09	08:27		07:12	07:39	08:25	08:40	11:44	08:11						08:13	07:58	08:36	07:39	08:20	00:00	00:00	00:00	00:00	00:00	17:03	07:47	08:07	15:53	10:51	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Crayford	E05011222	06:35	06:28	06:36	06:26	06:44	08:55	09:05	09:06	09:07	09:37	13:37	15:14	12:28		12:09	13:37	08:53	07:56	11:14	06:58						08:18	08:01	08:27	08:13	08:36	00:00	00:00	00:00	00:00	00:00	07:32	10:59	07:50	07:39	08:25	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Crook Log	E05011223	05:56	06:06	05:41	05:46	05:42	06:53	07:23	07:27	07:08	07:17	09:46	10:10	08:00	06:51	07:40	07:39	09:01	06:50	12:48	06:47	09:46	10:10	08:00	06:51	07:40	07:14	07:07	07:05	07:33	07:38	00:00	00:00	00:00	00:00	00:00	07:52	10:53	07:45	07:37	08:02	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	East Wickham	E05011224	06:17	06:33	06:22	06:23	06:42	07:35	07:28	06:54	07:28	07:19	08:31	08:17	08:14	06:38	13:31	06:38	09:04	09:11	10:35	10:18	20:12	17:05				08:05	08:28	08:09	08:26	08:12	00:00	00:00	00:00	00:00	00:00	06:28	05:39	07:38	06:39	09:39	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Erith	E05011225	04:30	04:44	04:34	04:47	05:08	06:37	06:53	06:27	07:02	07:06	10:45	12:35	11:00	10:38	09:16	14:01	12:56	16:55	23:02	15:34	22:01	21:45				07:02	06:28	06:18	06:26	07:00	00:00	00:00	00:00	00:00	00:00	17:05	00:00				#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Falconwood & Welling	E05011226	06:53	07:06	07:00	06:55	06:46	08:22	08:34	07:49	07:43	08:00	08:21	08:57	07:33		18:47	12:31	08:21	10:04	08:03	14:15						08:32	08:45	08:58	08:36	08:34	00:00	00:00	00:00	00:00	00:00	06:17	10:57	13:00	14:01	12:56	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Longlands	E05011227	03:53	03:22	03:17	03:07	03:35	05:01	04:51	04:27	04:42	04:57	07:17	11:27	06:59	09:19	07:44	06:43	07:46	10:06	08:55	19:12						07:23	06:08	04:50	06:21	06:31	00:00	00:00	00:00	00:00	00:00	08:06	07:48	11:29	12:31	08:21	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Northumberland Heath	E05011228	05:32	05:00	04:46	04:35	05:20	06:10	07:12	05:29	05:39	07:05		08:31	08:07	09:53	11:21		05:56		09:16	10:06						08:38	07:39		08:09		00:00	00:00	00:00	00:00	00:00	14:07	08:30	09:08	06:43	07:46	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Sidcup	E05011230	04:28	04:28	04:36	04:36	04:30	05:31	05:27	05:36	06:13	05:57	08:40	07:53	07:40	08:49	07:39	12:25	15:16	14:11	13:08	14:14	20:25	18:22			09:30	06:01	05:59	06:13	06:14	06:05	00:00	00:00	00:00	00:00	00:00	04:20	03:55	13:32	00:00	05:56	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Slade Green & Northend	E05011231	06:50	06:54	06:48	07:11	06:52	07:25	07:58	07:40	08:54	08:03	13:30	10:44	11:41	12:38	10:14	05:16	10:57	10:22	08:32	07:23	20:53	19:59		20:56	18:50	08:27	08:01	08:13	08:37	08:45	00:00	00:00	00:00	00:00	00:00	16:32	10:35	10:45	12:25	11:16	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	St. Mary's & St. James	E05011229	06:59	06:58	06:45	06:46	07:18	08:30	08:53	08:12	08:23	08:18	11:46	07:16	09:54	10:15		07:39	08:37	16:18	11:25	05:18				04:44		08:58	08:46	08:51	08:26	09:10	00:00	00:00	00:00	00:00	00:00	10:36	16:56	07:26	05:16	06:39	#REF!	#REF!	#REF!	#REF!	#REF!
Bexley	Thamesmead East	E05011232	07:22	07:44	07:14	07:17	07:05	08:01	08:16	08:01	08:24	07:56	10:04	08:47	08:06	07:41	09:41	15:53	14:41	14:03	11:10	11:31	16:52	19:25	19:13	25:17	16:55	09:08

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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2017/18	2018/19	2019/20	2020/21	2021/22	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20
Croydon	Kenley	E05011469	07:08	07:46	06:50	07:03	07:24	10:10	10:59	10:29	09:48	10:12	11:28		11:35	08:03	09:40	14:13			09:52	10:35				33:08		08:47	09:20	08:32	08:49	09:06	18:36	19:37	15:54	18:58	17:08	06:04	04:34	06:54	04:46	05:57	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	New Addington North	E05011470	04:05	03:32	03:38	03:50	03:56	05:38	05:23	04:29	05:44	05:33	09:28	09:22	09:00	08:48	09:20	10:54	08:11	17:08	09:57	10:31	22:02	21:26		14:21	16:04	05:34	05:10	05:18	05:21	05:28	12:00	11:46	03:30	14:13	00:00	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	New Addington South	E05011471	04:04	05:06	05:18	05:05	05:22	05:34	05:54	05:40	06:26	07:02	11:11	11:04	08:07	11:08	05:11	10:42	22:57	13:48	21:19	16:34				25:46		06:41	06:41	06:50	06:59	07:20	18:47	00:00	00:00	26:51	22:02	21:26	00:00	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Norbury & Pollards Hill	E05011472	02:56	03:08	02:34	03:27	03:18	04:36	04:05	04:00	05:34	05:34	06:57	07:27	06:37	05:46	07:00	06:12	09:05	12:18	11:21	09:48	10:17	11:13	13:15	11:40	14:07	04:45	04:52	04:13	05:33	05:18	10:54	13:11	14:40	10:42	22:57	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Norbury Park	E05011473	04:10	04:26	04:21	04:44	04:35	04:57	05:24	05:04	06:02	06:00	06:33	07:43	05:36	07:50	05:45	10:31	10:45	10:07	12:38	11:35				13:37		13:22	17:08	13:11	10:17	11:13	08:33	07:49	08:02	06:12	09:05	11:09	10:37	14:19	10:08	15:58	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Old Coulsdon	E05011474	07:04	06:54	07:13	06:50	07:23	10:06	10:57	10:52	10:58	11:10		08:08	13:21	11:12	16:04	10:08	15:58	17:22	11:14	12:18						15:25	00:00	00:00	00:00	00:00	09:52	09:29	08:52	10:31	10:45	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Park Hill & Whitgift	E05011475	05:19	05:27	04:39	05:18	05:24	06:41	06:30	05:29	06:35	06:05	07:41	09:57	07:44	08:24	04:30		06:08	06:52	10:28	03:03						00:37	06:48	06:12	06:42	06:55	11:09	10:37	14:19	10:08	15:58	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Purley & Woodcote	E05011476	05:02	04:42	04:22	04:29	04:39	08:08	07:18	07:14	07:07	07:32	12:27	09:02	08:48	08:53	08:00	11:16	12:38	08:07	07:52	09:58			21:38	13:29		06:53	06:20	05:55	06:04	06:19	00:00	00:00	00:00	00:00	00:00	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Purley Oaks & Riddlesdown	E05011477	05:43	05:29	05:18	05:14	05:52	06:14	06:58	05:51	07:17	07:00		06:49	10:08		07:35	06:33	06:03	08:30	05:35	06:54						07:21	06:52	06:52	07:47	07:28	09:25	08:27	08:59	11:16	12:38	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Sanderstead	E05011478	07:38	07:55	07:28	07:18	07:20	08:31	08:00	08:05	08:11	08:05	09:37	07:31	07:31	07:56		20:30	12:31	16:37	09:18	08:38						08:51	09:26	09:02	08:33	08:45	07:56	07:32	05:16	06:33	06:03	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Selhurst	E05011479	06:01	06:04	05:40	05:36	05:52	06:46	06:30	06:25	06:30	06:38	08:00	06:17	06:39	07:46	07:46	05:38	11:23	05:29	08:33	09:49	08:14	17:29	13:17	13:54	16:35	07:42	07:38	07:12	07:08	07:44	08:37	07:58	07:01	20:30	12:31	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Selsdon & Addington Village	E05011480	06:15	05:56	05:54	05:31	06:20	08:03	06:46	05:56	07:37	08:07	08:55	10:13		07:34	04:09	13:05	08:33	07:01	09:45	10:02						08:18	07:25	07:32	07:01	08:15	08:01	07:03	06:58	05:38	11:23	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Selsdon Vale & Forestdale	E05011481	06:40	06:33	06:15	05:25	06:31	06:21	08:10	07:00	06:47	07:48	04:34	11:11	11:02	07:49		08:42		08:19	09:45	10:32						08:21	08:32	07:57	07:03	08:04	00:00	00:00	00:00	00:00	00:00	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Shirley North	E05011482	05:39	05:22	05:03	05:21	05:34	08:00	08:15	08:00	07:57	07:51	09:23	09:49	08:41	11:23	09:42	09:31	13:10	11:48	10:30	08:29						07:30	06:54	06:50	08:21	07:02	15:21	18:03	08:24	08:42	00:00	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Shirley South	E05011483	06:44	07:21	06:23	06:42	06:47	09:19	07:58	07:51	08:29	08:12		10:45	08:52		09:45	10:07	08:12	08:46	07:17	13:10						08:46	09:04	08:20	08:44	08:35	10:00	07:43	09:44	09:31	13:10	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	South Croydon	E05011484	05:33	05:10	04:54	05:01	04:48	05:23	06:09	05:32	06:20	05:52	07:46	09:10	06:44		06:03	08:22	08:22	04:13	05:58	05:31						07:11	06:59	06:39	08:22	06:27	00:00	00:00	20:37	00:00	16:10	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	South Norwood	E05011485	06:12	06:08	05:41	05:49	05:52	07:20	07:07	07:13	07:01	07:15	07:58	07:47	07:07	07:50	08:19	09:38	10:06	12:08	09:14	10:44	13:04	12:05	11:23	12:02	12:18	07:58	07:36	07:20	07:17	07:22	04:16	07:16	07:21	08:22	08:22	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Thornton Heath	E05011486	05:50	05:47	05:31	05:33	05:44	06:58	06:18	06:14	06:54	06:17	08:05	07:47	07:36	08:06	07:32	10:43	10:28	09:25	09:18	08:38	13:49	14:08	15:15	14:32	13:04	07:34	07:26	07:02	12:53	13:04	12:15	00:00	12:53	13:04	12:05	#REF!	#REF!	#REF!	#REF!	#REF!
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Croydon	West Thornton	E05011488	04:42	04:41	04:27	04:49	04:54	05:28	05:09	05:16	05:37	05:20	06:27	07:14	06:10	07:18	07:23	07:17	07:33	08:43	08:43	05:44	14:24	13:24	10:35	14:53	14:33	06:31	06:19	06:04	06:23	06:34	13:43	00:00	13:43	11:33	16:10	05:23	05:00	07:34	06:19	04:19	#REF!	#REF!	#REF!	#REF!	#REF!
Croydon	Woodside	E05011489	05:13	05:14	04:54	05:14	05:21	06:23	05:57	07:25	08:13	08:01	07:12	08:24	07:00	07:40	08:59	21:09	10:15	12:33	09:56	14:07	17:12	19:22	10:57	12:52	20:11	06:41	06:28	06:38	07:55	06:58	07:43	08:12	08:20	07:33	15:53	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Central Greenford	E05031518	06:54	06:26	06:28	06:56	06:44	08:09	07:01	06:52	08:50	07:44	13:22	07:47	08:11	12:34	07:00	10:41	14:23	12:22	13:29	08:55				09:37		08:46	07:54	08:21	08:42	08:24	09:04	08:44	11:36	21:09	10:15	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Dormers Wells	E05031519	04:22	04:37	03:53	03:58	04:40	05:46	05:43	05:02	06:22	06:57	09:01	08:04	07:55	08:33	09:23	14:19	14:15	11:44	11:05	13:12	14:01	13:20	15:30	12:05	11:40	06:24	06:29	05:33	05:51	06:43	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Ealing Broadway	E05031520	03:56	03:57	03:53	04:03	04:35	06:17	06:24	06:07	06:39	06:51	08:22	07:53	07:36	07:04	08:55	10:59	15:38		12:03	12:54	14:09	14:37	14:11	11:39	12:40	05:31	05:31	05:22	05:22	05:46	06:12	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Ealing Common	E05031521	04:43	04:38	04:20	04:36	04:55	05:46	05:53	05:42	05:47	06:02	06:57	06:17	06:40	08:07	07:47	10:48	10:24	10:43	12:25	10:33	11:49		04:24	00:00	31:02	06:57	06:17	06:04	06:21	06:32	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
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Ealing	Greenford Broadway	E05031523	06:44	06:18	06:08	06:25	06:56	07:11	07:12	06:57	07:30	07:33	09:11	07:10	05:30	07:34	10:20	16:09		14:54	13:12	18:35	11:43	11:31	11:07	12:35	10:17	08:31	07:48	07:52	08:17	08:49	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Hanger Hill	E05031524	06:36	06:32	06:13	06:38	06:47	07:43	08:08	07:47	08:31	07:36	09:40	08:32	08:42	08:11		08:41	09:36	12:15	09:59	13:26			07:46	09:05		08:29	08:09	08:04	08:22	07:51	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Hanwell Broadway	E05031525	04:42	04:43	04:45	04:49	04:45	06:45	07:04	07:00	06:37	06:49	08:58	07:01	07:11	08:06	07:24	16:03	14:03	08:22	15:17	10:47	18:30	13:44	14:18	11:16	12:35	06:18	06:25	06:21	06:17	06:27	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Lady Margaret	E05031526	05:11	05:44	05:16	05:23	05:35	06:33	06:59	05:41	06:58	07:04	06:07	07:48		08:20		11:47	11:06	11:24		14:47					13:25	06:36	07:08	06:49	07:00	07:02	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	North Acton	E05031527	05:27	05:28	05:13	05:39	05:36	06:49	07:18	06:57	07:27	07:29	09:06	06:28	08:02	08:32	08:12	11:11	14:06	11:04	12:43	12:21	10:46	12:13	12:10	12:04	12:30	07:02	07:09	06:52	07:10	07:26	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	North Greenford	E05031528	04:46	04:41	04:41	04:49	04:47	06:48	06:28	05:28	07:00	06:34	09:56	08:28	08:09	09:00	04:56	06:27	06:47	07:10	09:22	13:26		08:05		10:24		06:36	07:08	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	North Harwell	E05031529	06:22	06:29	06:02	06:27	06:33	07:57	07:49	07:18	08:06	07:54	09:33	08:40	09:34	08:53	08:56		15:58	18:09	13:00	15:14	13:22	14:30	11:24	13:30	11:18	07:57	07:49	07:49	07:52	08:10	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Northfield	E05031530	05:17	05:27	05:10	05:55	05:36	06:37	06:20	06:40	06:16	07:09	07:36	08:52		07:03		08:57	07:15		08:36	14:28						06:41	06:56	06:41	07:22	07:18	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Northolt Mandeville	E05031531	05:19	04:50	04:20	05:19	05:34	06:11	07:09	05:47	08:16	06:50	08:02	09:34	08:13	08:23	09:26	10:17	11:18	14:02	14:04	12:37	11:09	10:28	11:47	09:41	13:15	07:09	07:14	05:57	06:58	07:08	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Northolt West End	E05031532	06:59	06:59	06:52	07:18	07:26	08:42	07:52	07:45	08:37	08:56	09:18	07:50	08:37	08:56	09:18	12:32	14:12	14:57	14:17	15:41	10:45	12:18	11:52			08:29	08:09	08:04	08:21	07:58	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Norwood Green	E05031533	06:17	05:57	05:50	06:15	06:04	07:19	06:22	06:52	07:31	07:01	09:35	09:33	06:07	08:38	09:47	12:06	12:13	09:08	11:01	15:04	11:48	18:04	09:36	11:54	14:08	08:14	07:48	07:44	07:59	08:04	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Perivale	E05031534	07:40	07:05	06:52	07:11	07:52	08:13	08:37	08:15	07:53	09:33	08:33	09:29	10:21	09:40	12:16	09:59	09:45	16:15	06:34	16:23					08:55	09:27	08:52	08:27	08:44	09:26	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Pitshanger	E05031535	05:54	05:37	05:39	06:04	06:07	07:24	06:48	07:13	08:12	08:27	09:56	08:36	08:22	08:44	10:01	11:21	13:41	11:47	14:13	10:49	11:45	10:39	12:04	00:58	12:34	07:26	07:10	07:39	07:35	07:34	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	South Acton	E05031536	04:07	04:16	03:57	04:14	04:20	06:32	06:42	06:16	06:21	06:36	07:04	07:36	07:15	07:58	08:03	11:23	12:43	11:51	11:55	11:53	14:40	14:27	13:09	14:01	12:15	05:51	05:46	05:33	05:40	05:53	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Southall Broadway	E05031537	03:55	04:05	03:36	04:26	04:15	06:22	05:40	04:55	07:01	06:38	07:38	18:33	14:22		09:11	09:53	09:08	17:54	08:53	09:47						05:34	05:47	05:10	06:08	05:40	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Southall Green	E05031538	06:04	05:42	05:51	05:58	06:05	07:39	06:30	06:35	07:00	07:29	11:32	08:07	10:46	11:35	06:29	09:00	13:11	15:20	12:58			09:10				07:40	07:20	07:29	08:37	07:47	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Ealing	Southall West	E05031539	04:47	04:20	04:31	04:58	04:42	06:39	05:47	05:50	07:56	06:49	09:22	22:27	07:48	07:19	09:14		13:21	15:21	16:56	17:39	17:44		09:48	11:32	19:12	06:08	05:54	05:46	06:26	06:39	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
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Ealing	Walpole	E05031541	03:51	04:16	03:45	03:59	04:28	06:58	06:56	06:17	06:27	07:22	09:22	07:15	06:20	07:31	08:33	10:31	08:28	10:40	10:36	11:07	14:43	14:15	11:35	12:22	13:34	05:36	05:42	05:31	05:29	06:01	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Arnos Grove	E05013672	04:37	04:58	04:33	05:10	05:23	08:11	08:48	08:13	09:19	09:27	08:33	10:41	08:51	10:32	10:44	08:37	12:47	12:51	21:42	07:52	13:58					05:54	06:39	06:05	06:32	06:59	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Bowes	E05013673	06:55	06:51	06:20	06:40	07:06	09:01	08:55	07:53	08:09	08:37	13:17	09:50	05:23	10:18		17:22	06:40	05:33	09:04	08:49						08:38	08:35	08:05	08:25	08:32	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Brimsdown	E05013674	05:21	05:40	04:59	05:10	05:27	06:40	06:43	06:11	06:47	07:23	07:50	10:49	07:54	07:59	10:10	17:46	10:23	14:44	13:05	11:33		13:19	16:53	12:52	14:19	06:49	07:11	06:32	06:43	07:01	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Bullsmoor	E05013675	06:38	06:09	05:55	06:08	06:39	09:29	07:36	07:53	07:37	08:26	12:07	05:37	10:27	12:23	11:58	16:09	09:13	14:42	10:50	15:07					16:37	08:30	07:38	07:56	07:49	08:16	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Bush Hill Park	E05013676	06:15	05:38	05:22	05:30	06:17	07:28	06:52	06:23	07:11	06:41	09:15	07:13	07:56	07:31	07:40	09:55	07:29	05:42	04:15	06:38		11:19				08:15	07:24	07:00	07:20	07:06	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Carterhatch	E05013677	04:26	04:16	03:48	04:08	04:33	06:06	05:57	05:03	06:09	06:51	09:11	09:20	06:58	07:56	13:38	12:13	09:29	11:58	13:01	07:00	13:33	12:23	13:59			06:39	05:50	05:44	05:58	06:32	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Cockfosters	E05013678	06:27	06:27	05:52	07:02	06:58	08:19	07:40	07:16	08:39	08:47		09:42	10:49	14:36		13:04	16:07	10:44	14:22	10:01				18:48		08:05	08:00	07:48	08:44	08:59	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Edmonton Green	E05013679	05:49	05:35	05:26	05:33	05:47	06:50	06:28	06:18	07:19	07:33	08:10	08:26	08:03	08:03	08:39	08:47	07:27	09:00	08:23	08:44	10:23	08:51	09:07	08:40	10:04	07:52	07:20	07:11	07:17	07:42	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Enfield Lock	E05013680	07:17	07:28	06:37	07:09	07:19	08:02	08:29	07:42	07:49	07:47	11:53	11:22	11:04	10:27	10:59	21:57	13:12	14:54	10:37	11:18	17:23			18:55	09:29	07:56	07:29	07:13	08:52	09:13	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Grange Park	E05013681	06:46	06:02	05:50	06:09	06:35	07:48	07:23	06:41	07:19	07:10	08:00	08:49	06:38	06:37	09:27	08:02	07:11	06:26	09:03	11:18	14:01			24:00		08:29	07:34	07:13	07:26	08:38	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Haselbury	E05013682	04:52	04:48	04:21	04:50	04:19	06:04	05:23	05:48	07:08	06:26	07:49	10:32	09:11	10:58	08:44	04:17	09:04	10:46	07:05	09:23		07:55				06:54	06:46	06:23	06:46	06:07	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Highfield	E05013683	06:45	06:46	06:27	06:36	06:37	08:08	07:33	07:00	07:57	08:25	09:29	08:36		08:58	08:00	06:01	06:56	06:24	09:49	09:27		07:54				08:25	07:57	08:14	08:30	08:30	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Jubilee	E05013684	06:04	05:48	05:56	06:09	05:43	06:45	06:32	06:37	07:24	06:53	08:41	08:40	07:35	08:45	07:48	07:00	09:09	11:47	07:31	06:09						09:24	07:29	07:38	07:38	07:07	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Lower Edmonton	E05013685	05:18	05:16	04:42	05:26	05:29	05:58	06:12	05:40	07:07	06:48	08:29	09:04	07:26	06:47	07:50	04:34	04:32	09:19	12:44	05:13	10:30	09:33		10:27	11:25	06:51	06:57	06:20	07:14	07:17	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	New Southgate	E05013686	06:10	06:06	05:48	06:20	06:31	08:09	08:05	08:34	08:06	08:50	08:12	10:13	08:20	09:31	07:48	09:46	10:52	12:40	09:44	09:05		25:57	11:14	11:25	09:10	08:08	08:00	07:41	08:14	08:25	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#REF!	#REF!	#REF!	#REF!	#REF!
Enfield	Oakwood	E05013687	06:00	06:10	05:17	05:52	06:28	08:49	07:49	08:39	08:28		09:17	08:19				10:41	08:54	08:08		11:42						08:19	07:30

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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2017/18	2018/19	2019/20	2020/21	2021/22	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20	2015/16	2016/17	2017/18	2018/19	2019/20
Harrow	Belmont	E05013542	04:43	04:36	04:34	05:59	05:35	06:40	05:46	06:11	06:23	07:16	06:48	07:45	09:56		10:54	13:27										06:04	05:54	06:03	07:34	06:57	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Canons	E05013543	04:48	05:18	04:58	05:15	05:40	05:50	06:12	05:29	07:17	07:00	06:56	07:08	06:55	09:04	07:58	15:24	16:27	28:46	24:06	19:07						06:15	06:58	06:30	06:51	07:27	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Centenary	E05013544	03:46	04:51	03:38	04:37	04:32	04:35	05:59	04:25	07:45	08:28	10:33	08:51		13:36	10:13	11:04	13:11	13:38	22:09	12:26						05:54	06:27	05:37	09:27	06:13	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Edgware	E05013545	05:05	05:21	05:12	05:56	05:31	06:08	06:20	06:24	06:54	06:19	08:20	07:41	06:36	07:08	08:19	15:07	14:28	15:54	13:13	13:06	16:11	16:56	14:44	09:19	15:08	06:36	06:49	06:37	07:19	07:35	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Greenhill	E05013546	06:16	06:21	06:02	06:18	06:26	08:12	08:02	07:23	07:38	07:55	07:31	07:53	07:35	08:07	08:41	14:22	15:35		07:57	10:03	10:20	11:12	09:57	09:35	09:09	07:37	07:54	07:44	07:56	08:00	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Harrow on the Hill	E05013547	05:42	05:28	05:10	05:47	05:35	06:42	06:39	05:50	07:02	06:51	07:48	07:17	06:43	07:05	08:31	09:29	06:19	06:08	12:09	19:24		11:02	09:50	09:37	09:12	08:26	07:16	06:35	07:15	07:28	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Harrow Weald	E05013548	06:19	06:41	05:53	06:34	06:47	07:41	07:46	07:00	08:20	08:14	07:36	08:42	07:12	09:25		12:03	18:36	14:30	12:17	10:49						07:49	08:25	07:25	08:07	08:21	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Hatch End	E05013549	05:00	05:32	05:24	05:37	06:03	08:10	09:07	07:54	09:05	09:49	06:30	15:29	08:06	11:49		13:07	12:15			07:28			19:23			06:26	06:52	06:53	07:05	07:28	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Headstone	E05013550	05:11	05:04	04:34	04:39	05:10	07:27	07:31	07:44	07:42	07:44	13:42	05:07	07:32	08:43	10:08	15:10	18:23	12:50	11:52	11:08	11:09	11:17	12:56	11:36	08:10	06:43	06:26	06:11	06:16	06:53	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Kenton East	E05013551	05:09	05:15	05:17	05:09	05:28	06:27	05:58	07:01	06:31	07:43	09:59	09:02	10:33			09:31	10:38	16:59	15:55	12:48						06:38	06:25	06:49	06:41	06:57	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Kenton West	E05013552	07:03	06:18	05:59	06:18	06:22	06:58	07:11	06:21	07:24	07:29	06:32	07:24		07:30		12:57	07:45		16:27	08:15			08:25			08:47	07:46	08:06	07:51	07:50	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Marlborough	E05013553	05:41	06:22	05:49	06:13	06:18	07:53	07:52	09:15	07:52	08:10	10:32	10:38	07:37	07:22	07:47		14:43	11:36	15:36	13:59					13:08	12:34	07:24	07:43	07:39	08:16	07:59	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	North Harrow	E05013554	04:34	04:38	03:59	04:51	04:22	07:47	06:42	05:58	07:02	06:36	07:35	15:20			05:01	10:56	15:00			14:04						45:32	05:55	05:39	06:24	05:56	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Pinner	E05013555	05:03	05:28	04:55	05:09	05:50	08:53	08:53	08:53	08:49	09:04	09:02	11:06	09:20	10:04	07:04	14:37	16:33	14:23	14:59	13:53			24:19			06:33	07:17	06:56	06:50	07:34	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Pinner South	E05013556	04:49	05:23	05:06	05:14	05:17	07:45	07:53	08:21	07:59	06:33	09:34	09:47	11:14	12:53		15:14	11:16		20:21	15:23						06:40	06:47	06:33	06:34	06:34	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Rayners Lane	E05013557	05:58	05:44	05:27	05:44	05:17	07:16	06:48	05:36	05:39	06:52	06:04	05:56			09:31	11:05	12:31		12:31							07:14	07:16	06:45	07:04	07:19	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Roxbourne	E05013558	05:04	04:52	04:37	04:46	05:01	06:36	06:07	05:33	06:14	05:27	07:19	08:03	08:07		07:02		10:55		17:41	20:33						06:15	06:27	06:04	06:27	06:47	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Roxeth	E05013559	04:18	04:48	03:57	04:33	05:02	05:56	06:28	05:43	06:07	07:16	06:32	07:57	08:02	07:00		07:46	09:15	09:08	12:13	08:33						06:12	06:41	05:52	06:37	06:35	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Stanmore	E05013560	05:48	06:00	05:55	06:09	06:42	06:47	06:48	07:08	07:52	07:12	08:20	09:41	09:11	09:55	09:50	13:17	14:32		14:09	14:59	28:16		16:41		13:42	07:28	07:29	07:34	07:40	08:13	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Wealdstone North	E05013561	06:08	06:23	06:21	06:27	06:19	07:38	07:26	07:13	07:45	08:03	06:32	09:51	06:55	05:52	08:23	09:36		13:26	35:06	14:34		10:31				07:27	07:58	08:18	07:52	07:39	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	Wealdstone South	E05013562	05:56	06:49	05:57	06:00	06:16	08:33	07:37	07:50	07:12	06:42	11:19	07:23	07:29		10:47	09:16	09:09	08:47	09:38						10:14	07:43	08:09	07:31	07:56	08:02	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Harrow	West Harrow	E05013563	06:05	05:40	06:02	05:43	06:20	08:59	06:53	07:03	08:48	07:34	09:04	06:12	09:57	00:04	11:57		08:44	13:13	09:22	11:07			13:20			07:15	07:17	07:54	07:04	07:55	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Beam Park	E05013967	07:31	08:17	07:28	07:28	07:54	09:15	08:47	09:15	08:30	09:15	10:21	13:47	10:59	09:40	07:58	14:56	10:09	15:31	15:40	10:32					09:14		09:50	10:03	09:23	09:07	09:35	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Cranham	E05013968	07:44	07:31	07:29	07:28	07:29	09:25	08:15	08:58	09:13	09:38			11:28	12:48		22:28	22:06	24:02	22:33							09:23	09:00	09:17	09:08	09:32	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Elm Park	E05013969	06:18	06:32	06:42	06:33	07:14	08:47	09:00	08:26	09:17	08:37	09:55		08:38			14:37	13:01	19:21	20:30	12:12					09:47	08:04	09:15	08:39	08:24	08:49	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Emerson Park	E05013970	05:21	05:30	05:21	05:00	05:42	07:35	07:15	07:02	07:20	09:21	05:43		09:41			34:09		23:52	18:42	23:35						06:19	07:22	07:02	06:48	07:34	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Gooshays	E05013971	06:07	05:58	05:40	06:21	06:09	07:47	07:49	06:51	08:17	07:58	12:32	11:26	08:20	10:33	11:57		21:24	20:50	38:05	29:54						07:51	07:52	07:25	08:19	08:02	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Hacton	E05013972	05:26	05:20	05:16	05:37	06:01	11:32	10:52	09:27	11:03	11:18	26:50	15:02						13:49								06:59	08:12	06:49	07:14	07:31	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Harold Wood	E05013973	05:33	05:16	05:11	05:52	06:12	07:19	06:54	06:58	07:34	08:01	06:56	05:20	04:10	07:31	09:47		22:00	14:17	19:55	23:28						07:23	07:38	07:13	07:46	08:15	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Havering-atte-Bower	E05013974	06:13	06:21	06:36	06:00	06:08	08:22	07:55	08:17	08:42	08:35	11:04	09:39	08:32	11:34	09:09	22:11		19:40	26:28	18:23		12:15	17:28	12:04	12:09	07:47	08:13	08:26	07:38	07:40	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Heaton	E05013975	04:27	04:28	04:32	04:40	04:39	06:04	06:35	06:02	06:06	06:34	07:26	12:10	09:47	08:16	08:42	25:52	29:54	37:19	24:51	17:34	25:51		13:24	13:26		06:09	05:54	06:03	06:12	06:11	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Hylands & Harrow Lodge	E05013976	05:53	05:38	05:05	05:49	05:58	07:36	06:53	07:03	07:10	06:51	07:46	06:02	05:36	08:03	08:05	21:52	15:36	18:37	16:02	13:58	08:21	05:54		07:43	09:39	07:20	06:54	06:50	07:13	07:41	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Marshalls & Rise Park	E05013977	04:14	04:25	04:25	04:28	03:53	07:10	07:43	07:35	06:49	06:54	11:50	09:34	06:27	08:07	07:02	23:07	13:51	17:44		27:38						06:03	06:27	06:17	06:23	05:41	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Mawneys	E05013978	05:57	05:38	05:30	05:34	06:17	08:13	08:38	07:35	08:25	08:13	07:15	09:02	08:34		07:41	19:37	13:45		20:23							07:26	07:36	07:03	09:18	07:47	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Rainham & Wennington	E05013979	07:32	06:54	06:45	06:37	06:38	09:51	10:15	10:15	10:12	10:34	12:16	11:02	14:24	12:28	14:05	14:25	14:50	14:36	13:34	16:22						09:54	09:24	09:36	09:26	08:56	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Rush Green & Crowlands	E05013980	05:59	05:35	05:47	05:54	05:50	07:50	06:55	06:21	07:03	06:38	09:49	08:54	06:38	07:20	07:14	17:18	11:43	16:53	14:40	14:55	06:09	06:50	06:30	05:21	07:05	07:34	07:09	07:18	07:17	08:17	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	South Hornchurch	E05013984	06:53	07:04	06:53	06:49	07:11	07:37	08:12	07:35	08:40	07:43	08:19	06:34	07:24	07:23	08:29	10:46	10:27	14:46	10:30	14:50						08:41	08:31	08:26	11:47	08:53	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Squirrel's Heath	E05013985	05:10	05:22	05:19	05:11	05:23	06:04	06:40	06:36	06:04	06:58	08:40	07:59	06:30	07:27	08:51	17:15	21:27	15:58	18:04	25:53	10:57	18:00	19:26	10:58	11:02	06:45	06:57	06:49	07:00	06:57	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	St. Albans	E05013981	06:10	07:09	05:52	06:02	05:55	06:46	06:46	06:47	06:39	07:10	07:07	06:48	06:43	14:20		22:00	20:47	06:48	14:20		07:19		09:14			07:47	07:48	07:49	07:39	09:03	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	St. Andrew's	E05013982	03:45	03:47	03:52	04:15	04:34	08:07	09:25	08:17	09:34	09:10	08:26	09:52	09:22	12:56	09:17	24:48	14:14	15:31	17:34	20:43	09:56		10:40	09:57	09:34	05:26	05:20	05:54	06:23	06:20	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	St. Edward's	E05013983	05:07	05:29	05:10	05:02	05:27	06:59	07:09	07:00	07:28	07:26	08:14	08:08	07:11	08:21	08:31	15:40	11:02	21:21	22:44	22:03	08:20	09:53	08:58	09:16	09:53	06:36	07:18	06:44	06:37	07:10	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Havering	Upminster	E05013986	07:40	07:40	07:33	07:53	08:00	11:46	11:12	10:52	12:32	10:55	14:49		10:46	14:32	12:57	23:42	22:02	24:32	21:36	13:17						09:48	09:40	09:22	09:37	10:00	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Belmore	E05013564	04:21	04:40	04:26	03:50	04:16	04:56	04:29	05:27	06:26	06:03	08:15	09:53	09:36		07:48	23:45		13:52	19:29		13:00	12:32	17:44	10:03	13:02	08:07	08:02	07:38	07:37	07:44	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Charville	E05013565	05:49	06:25	05:41	05:56	06:15	06:45	07:09	07:12	08:13	07:02	08:44	07:32	07:29		05:09	19:51		17:55	12:20						09:57	07:24	08:09	07:17	07:19	07:36	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Colham & Cowley	E05013566	04:57	04:58	05:08	04:44	05:32	06:21	06:26	06:37	07:07	07:52	11:00	09:15	09:00	09:56	08:17	19:27	19:53	19:52	14:51	25:33	07:34	10:51	10:32	08:03		06:52	07:08	07:04	06:47	07:18	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Eastcote	E05013567	06:20	06:59	06:25	06:49	06:37	07:52	08:01	07:56	08:14	07:44	08:45	08:34	07:42	02:52		14:00	13:27	18:14	18:31	19:11						07:45	08:52	08:28	08:27	07:58	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Harefield Village	E05013568	08:02	08:22	08:30	08:40	09:07	13:03	12:02	11:47	12:06	14:07	15:15	12:31	11:38	12:54	14:13											10:05	10:32	10:12	10:18	11:13	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Hayes Town	E05013569	06:01	05:43	05:42	06:12	05:53	07:25	07:37	07:42	07:50	07:20	08:18	09:36	08:11	08:58	08:04	11:51	14:49	16:21	17:05	15:09	06:35	08:00	07:36	06:05	06:57	07:36	07:22	07:31	07:49	07:47	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Heathrow Villages	E05013570	06:05	05:49	06:19	06:27	06:30	08:30	08:19	08:01	08:15	08:23	10:13	09:57	09:02	09:55	09:52	14:36	18:02	18:10	18:18	15:43	08:28	08:15	08:40	08:05	09:17	08:09	07:49	08:08	08:18	08:32	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Hillingdon East	E05013571	05:30	05:31	04:43	05:09	05:18	06:32	06:27	06:42	06:18	06:59	07:26	07:32	08:01	08:47	09:06	19:58	15:13	19:01	20:21	09:27						07:30	07:43	07:32	07:38	07:45	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Hillingdon West	E05013572	05:02	05:13	05:02	05:15	04:55	08:22	05:29	06:26	07:35	07:11		10:33	08:46	07:30	10:02		18:51	19:05	17:56	15:47					17:16	07:03	06:50	06:33	07:19	06:57	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Ickenham & South Harefield	E05013573	07:47	07:03	07:12	07:21	06:57	09:04	08:57	08:25	09:41	09:03	11:36	08:48	09:11	13:40	08:54	21:06	18:25	20:42	19:28	22:14			14:00			09:37	08:51	09:06	08:52	08:46	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Northwood	E05013574	06:57	07:01	06:37	06:49	07:11	08:44	09:42	08:28	08:39	09:53	13:24	11:40	11:09			20:27	27:16	16:52	21:43	16:10						08:19	08:24	08:03	08:07	08:35	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Northwood Hills	E05013575	06:25	07:09	06:52	07:04	06:54	08:25	08:01	08:48	08:14	08:18	07:18	11:55	11:51	07:04		12:44	16:22	17:52	15:23	15:56						08:06	08:41	08:38	08:31	08:15	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Pinkwell	E05013576	05:15	04:26	04:32	04:47	04:30	08:12	07:21	07:41	08:47	07:51	11:01	09:03	09:05	09:41	11:06	14:21	14:15	13:40	12:21	17:30	03:05		04:30	19:03		07:03	06:04	06:24	07:05	06:15	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Ruislip	E05013577	05:19	05:03	04:47	05:20	04:59	08:10	08:15	08:00	08:55	09:13		09:07	09:33		10:52	17:57	23:09	17:50	20:21	12:26					17:24	06:47	06:35	06:30	06:51	06:42	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Ruislip Manor	E05013578	05:31	05:04	05:06	06:18	05:47	08:28	08:56	08:00	08:38	08:38	08:10	11:11	06:29		11:01	16:05	22:34	13:31		15:49					17:03	07:59	08:01	07:49	07:30	08:14	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	South Ruislip	E05013579	06:59	06:42	06:28	06:47	06:52	08:21	08:38	07:41	08:13	08:20	09:06	10:54	09:31	07:54	07:30	13:03	15:10	14:26	14:03	15:39			30:50			08:46	08:37	08:13	08:13	08:33	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Uxbridge	E05013580	06:16	06:30	05:55	06:23	06:08	06:42	07:35	06:54	08:44	08:30	11:10	11:37	10:46	11:44	10:45	17:13	17:30	13:07	17:32	17:16	14:27	14:45	12:53	11:14	13:13	07:53	08:15	07:20	07:55	07:39	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	West Drayton	E05013581	06:37	06:14	06:06	06:54	06:55	08:06	07:37	08:08	08:30	08:26	08:38	09:14	09:34	09:40	10:38	14:31	10:42	13:21	24:04	14:07	05:25	07:00	13:58	08:07	13:56	08:17	07:46	07:49	08:44	08:25	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Wood End	E05013582	05:50	06:44	05:37	06:01	05:43	08:06	06:13	05:56	06:50	06:44	07:46	09:03	07:31	08:46	08:29	14:59	14:12	13:07	13:37	13:01	10:08	07:34	06:55	07:08	07:24	07:03	07:24	07:02	07:08	07:15	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A
Hillingdon	Yeading	E05013583	07:24	07:31	06:30	07:08	07:25	07:51	07:41	06:54	07:59	08:32	11:22	08:47	07:45	07:30	10:29	14:00	16:27	17:30	14:16	20:23					09:25	09:02	09:02	08:14	08:40

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)				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2017/18	2018/19	2019/20	2020/21	2021/22	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Lambeth	Streatham Common & Vale	E05014112	05:15	04:50	04:45	04:37	04:41	05:26	05:39	05:10	05:44	05:40	06:27	05:04	06:42	05:42	07:08	12:58	13:27	09:50	12:39	10:46				06:32		06:50	06:30	06:20	06:17	06:28
Lambeth	Streatham Hill East	E05014113	05:45	06:07	05:36	06:01	05:58	06:13	06:46	05:51	06:50	06:44	07:38	07:02	06:24	06:33	07:07	10:56	10:03		09:35	10:15	07:45	09:05	07:57	08:02	08:57	07:10	07:37	07:18	07:31	07:35
Lambeth	Streatham Hill West & Thornton	E05014114	06:25	06:19	06:09	06:11	06:28	06:42	07:26	07:04	07:17	07:00	05:55	05:53	07:10	06:31	07:52	15:57	09:36	13:38	22:07							08:01	08:04	07:33	07:38	08:12
Lambeth	Streatham St. Leonard's	E05014115	05:55	05:26	05:12	05:22	05:20	06:10	06:09	05:40	05:50	05:40	05:37	07:00	06:21	07:13	06:13	14:15	12:41	11:59	10:19	11:25	08:14		09:40	10:43	09:48	08:22	06:58	06:54	06:50	06:49
Lambeth	Streatham Wells	E05014116	06:10	06:02	05:41	05:53	05:54	05:54	06:24	06:24	06:44	06:19	06:34	07:21	06:46	07:49	06:59	16:28	14:07		10:55	11:40	09:49	12:16	08:10	11:07	11:43	07:51	07:26	07:15	07:52	07:39
Lambeth	Vauxhall	E05014117	04:06	03:54	04:05	03:58	04:20	04:53	04:39	04:49	05:32	05:35	07:23	05:55	05:50	06:13	06:11	10:22	11:56	11:51	09:52	08:59	07:20	07:14	06:34	07:23	06:58	06:05	05:36	05:52	05:36	06:04
Lambeth	Waterloo & South Bank	E05014118	04:44	04:45	04:08	04:33	04:32	05:30	05:11	04:39	05:19	05:20	06:40	06:38	06:07	06:01	06:42	09:40	09:57	10:24	08:06	09:29	07:52	07:27	06:24	06:24	06:42	06:48	06:45	06:00	06:23	06:40
Lambeth	West Dulwich	E05014119	05:05	05:45	04:37	05:06	04:58	05:47	06:11	05:29	06:21	05:59	08:59	07:12	06:53	07:15	08:29	11:32	12:05	19:23	12:30	11:16			09:56		10:57	08:58	06:48	07:40	06:09	06:30	06:38
Lewisham	Bellingham	E05013714	06:31	06:27	06:48	06:29	06:23	07:18	08:11	07:42	07:12	07:14	08:51	09:13	09:28	08:30	08:20	16:26	09:26	11:28	08:43	11:10	08:25	11:53	11:58	07:50	05:48	08:11	08:02	08:27	08:05	08:04
Lewisham	Blackheath	E05013715	04:31	04:39	04:10	04:19	04:23	05:44	05:43	05:20	05:31	05:39	06:46	07:42	07:45	06:01	06:06	09:29	08:34	07:27	05:26	07:44	15:37	03:48	05:03	04:04	04:11	06:07	06:02	05:56	05:56	05:58
Lewisham	Brockley	E05013716	05:21	05:12	05:14	04:51	04:57	06:16	06:35	06:08	05:55	05:52	04:59	06:07	06:05	05:38	05:40	09:21	07:32	08:33	08:01	08:04	06:13	06:29	05:20	04:58	05:35	06:44	06:44	06:46	06:21	06:24
Lewisham	Catford South	E05013717	05:52	05:51	05:37	05:53	05:47	07:00	07:10	06:59	07:07	07:17	08:08	08:23	06:07	07:50	07:03	11:33	07:50	07:04	11:57	08:40	09:53	08:17	06:09	07:11	07:03	07:36	07:20	07:09	07:16	07:34
Lewisham	Crofton Park	E05013718	03:39	04:03	04:06	04:10	04:09	06:34	06:38	06:20	06:35	06:22	08:17		07:31	13:29	07:44	10:55		05:40	09:53	16:36					00:35	05:14	05:41	05:42	06:07	06:06
Lewisham	Deptford	E05013719	04:36	04:23	04:18	04:13	04:34	05:55	05:58	05:38	05:30	05:52	06:35	06:28	06:29	06:48	07:11	11:17	10:54	11:32	08:17	10:02	06:16	08:14	07:04	08:03	07:09	06:01	05:56	05:54	06:03	06:13
Lewisham	Downham	E05013720	06:35	06:51	06:42	06:50	06:50	07:48	07:56	07:50	07:44	08:13	07:03	07:51	07:40	08:02	08:09	07:58	13:43	09:49	10:38	13:36	09:07	11:45			08:21	08:07	08:30	08:27	08:12	08:26
Lewisham	Evelyn	E05013721	04:13	04:05	03:58	04:25	04:21	06:17	06:06	06:09	06:25	06:47	06:50	06:49	06:32	07:00	07:15	16:19	15:23	13:39	10:56	10:10	07:14	06:52	07:03	07:24	06:56	05:54	05:52	05:47	06:07	06:02
Lewisham	Forest Hill	E05013722	05:02	05:06	05:11	05:21	05:38	07:45	08:15	07:51	07:58	08:07	08:27	08:43	08:49	09:15	08:27	08:40	11:16	12:49	11:47	10:17	07:51	09:58	05:38	06:05	05:43	06:39	06:32	06:40	06:48	07:08
Lewisham	Grove Park	E05013723	05:02	05:32	05:34	05:48	06:16	07:00	07:35	06:56	07:15	07:30	06:58	07:38	07:50	09:36	08:08	12:28	08:34	11:00	09:22	08:38	13:20	15:31	16:30		09:20	07:33	07:07	07:09	07:09	07:57
Lewisham	Hither Green	E05013724	05:20	04:53	04:58	05:26	05:14	06:51	06:33	06:14	06:55	06:38	09:10	08:39	07:12	08:40	06:17	08:26	12:04	10:21	08:34	11:45		09:50	15:53	09:03	09:22	06:49	06:13	06:36	07:04	07:06
Lewisham	Ladywell	E05013725	03:34	03:49	03:54	04:09	03:39	06:01	06:14	05:50	06:11	05:39	06:07	06:06	06:24	06:41	06:06	05:40	10:26	17:14	04:36	04:58	06:41	06:04	06:20	06:00	06:01	05:10	05:18	05:35	05:44	05:20
Lewisham	Lee Green	E05013726	04:11	04:13	03:42	04:07	04:13	06:24	06:16	05:56	05:59	06:09	05:49	06:13	06:42	07:00	06:14	04:50	04:52	10:15	09:14	10:36	07:04	07:45	06:22	07:33	08:29	05:52	05:46	05:42	05:42	05:47
Lewisham	Lewisham Central	E05013727	03:56	03:44	04:03	04:06	04:02	05:10	04:54	05:39	05:11	04:56	05:52	06:02	06:02	06:04	05:50	12:58	08:23	14:03	05:45	05:55	05:39	05:42	05:52	06:08	05:42	05:44	05:33	06:06	05:53	05:44
Lewisham	New Cross Gate	E05013728	04:47	05:00	04:52	05:00	05:05	05:48	06:55	06:28	06:25	06:10	08:01	07:34	06:15	06:03	06:05	13:34	16:04	11:41	09:18	06:48	06:32	09:05	08:12	07:33	06:48	06:22	06:22	06:35	06:35	06:32
Lewisham	Perry Vale	E05013729	04:10	04:14	04:20	04:24	04:41	06:59	07:09	07:15	07:41	07:32	08:33	09:30	09:16	08:36	09:29	11:52	06:36	13:11	08:50	12:06	04:48	05:57	05:04	06:19	04:57	05:50	05:56	05:57	06:04	06:30
Lewisham	Rushey Green	E05013730	05:12	04:23	04:20	04:33	04:39	05:49	06:24	05:41	05:53	06:00	07:28	07:18	07:16	07:29	08:13	07:32	07:28	09:30	10:45	08:17	05:02	05:09	05:51	06:06	05:38	06:11	05:56	06:06	06:27	06:15
Lewisham	Sydenham	E05013731	05:57	05:57	05:43	06:06	06:09	07:41	07:08	07:19	07:20	07:36	09:39	09:13	07:58	09:06	09:32	09:45	13:36	10:30	12:44	12:24	09:14	09:52	07:45	08:01	09:31	07:25	07:27	07:21	07:33	07:45
Lewisham	Telegraph Hill	E05013732	04:41	04:42	04:35	04:34	04:49	06:58	06:29	05:57	06:15	06:44	05:39	06:29	05:48	06:30	05:34	09:55	12:58	06:25	17:23	12:19	07:47	06:07	05:26	06:23		06:18	06:23	06:13	06:09	06:42
Merton	Abbey	E05013810	03:37	03:40	03:55	03:52	03:55	05:39	05:56	06:18	07:09	07:13	06:48	06:24	06:48	11:12	08:15	06:59	10:23	03:31	06:22	03:27	09:24	03:47		03:28	07:51	05:32	05:48		05:53	05:59
Merton	Cannon Hill	E05013811	05:44	05:53	05:48	06:12	05:52	08:01	07:46	06:44	07:59	07:54	07:26	10:20	05:02		14:27	12:39	09:40	07:40	08:14	09:48						07:13	07:22	07:20	07:29	08:39
Merton	Colliers Wood	E05013812	05:06	05:21	04:33	05:10	05:20	07:16	06:24	06:28	06:42	06:44	07:10	07:56	07:08	06:24		08:50	12:05	04:05	12:21	09:08	05:01	04:48	10:19	06:22		06:47	06:45	06:26	07:13	07:23
Merton	Cricket Green	E05013813	04:56	05:15	04:49	05:09	05:16	07:26	07:56	07:30	07:30	07:42	10:13	10:31	09:29	10:06	08:26	07:24	08:19	09:14	07:43	13:17	06:19	16:26	08:02	05:02	07:12	06:41	06:50	06:35	06:44	06:59
Merton	Figge's Marsh	E05013814	05:23	05:36	05:08	05:33	05:26	07:10	07:32	07:09	06:58	06:54	07:36	08:04	08:05	07:59	09:35	10:04	07:47	06:03	09:00	10:12	14:04	09:45	07:39	07:43	08:53	06:58	07:04	06:52	07:02	07:11
Merton	Graveney	E05013815	06:48	06:57	06:21	06:32	07:20	07:04	06:28	07:38	07:42	07:48	09:32	09:02		08:56		08:18	07:32	12:42	09:05	17:53					08:47	08:17	08:29	08:06	07:50	08:55
Merton	Hillside	E05013816	05:14	05:18	05:01	05:26	05:11	07:25	07:38	07:40	07:17	07:31	07:21	09:17	08:18	08:26	10:32	08:33	15:08	15:21	03:49	20:50	06:47	07:31			05:22	06:38	07:01	06:25	07:07	06:36
Merton	Lavender Fields	E05013817	05:19	05:33	05:30	05:44	05:59	06:25	06:59	06:26	07:22	07:14			07:36	06:26	07:20	05:05			07:02	11:23	04:36					06:45	06:51	06:47	07:18	07:41
Merton	Longthornton	E05013818	04:48	04:55	04:25	04:26	04:20	05:09	05:36	06:06	05:55	06:13	05:52	07:45		09:46	09:24	06:49	12:23	11:15	10:58	15:02				17:56		08:26	06:39	06:33	06:38	07:14
Merton	Lower Morden	E05013819	06:06	06:46	06:43	06:15	06:17	08:03	08:06	07:29	06:47	06:48	05:16	09:29	09:36	07:16	09:19	14:01	10:17	07:03	17:29	12:00			13:11			07:32	08:18	08:43	07:42	08:00
Merton	Merton Park	E05013820	04:39	04:10	04:35	04:31	04:27	06:09	06:24	06:14	06:52	06:30		07:22	07:36	10:19	06:04	04:31	04:11	03:14	10:21	02:26	06:56	06:13				06:05	05:23	06:04	06:20	05:57
Merton	Pollards Hill	E05013821	04:28	04:26	05:16	05:38	05:26	07:58	07:16	07:17	07:12		09:11	08:59	11:45	09:18		13:25	11:05	08:52	20:55	13:45						07:09	06:50	07:03	07:02	06:43
Merton	Ravensbury	E05013822	03:54	03:41	03:52	03:50	03:50	06:37	06:47	05:37	06:40	07:17	06:22	08:44	04:52	04:54	04:46	06:09	13:53		07:48	08:15					08:43	05:43	05:53	05:45	05:41	06:03
Merton	Raynes Park	E05013823	04:42	05:15	04:50	05:11	05:08	06:26	07:02	06:07	06:28	06:22	08:20	08:59	09:11	09:46	08:34	10:15	14:47	07:27	13:39	08:25	06:19	06:41	09:46	06:40	05:42	06:19	06:41	06:06	06:52	06:35
Merton	St. Helier	E05013824	05:04	05:20	05:06	04:57	04:54	06:57	06:43	06:04	06:03	06:06	05:55	06:41	06:16	08:06	05:30	08:53	05:06		07:24	05:33					09:46	06:32	06:55	06:56	06:32	06:40
Merton	Village	E05013825	04:15	04:06	04:18	04:05	03:57	05:52	06:04	07:22	07:31	07:51	10:04	11:16	07:48	10:31	10:08	07:13	12:32	10:18	05:00	13:07	03:04	06:12	07:18		05:08	07:37	08:16	07:54	07:44	07:53
Merton	Wandle	E05013826	04:48	04:52	05:07	05:11	05:02	07:20	07:30	07:31	07:42	07:23	07:24	05:58		05:47	09:02	04:10	09:22		23:10	05:13				05:57	02:48	06:02	06:33	06:48	07:03	06:29
Merton	West Barnes	E05013827	04:29	04:58	04:08	04:14	04:30	06:58	07:10	07:16	07:16	07:27	09:57	10:47	10:21	09:01	08:03	07:04	09:29	05:12	07:46	10:17						06:36	06:42	05:29	05:49	06:02
Merton	Wimbledon Park	E05013828	06:08	06:25	05:58	06:14	06:17	08:17	08:14	07:14	07:05	07:35	09:25	06:33	07:12	09:20	10:42	14:15	06:49	08:04	19:13	08:08	07:52	07:00	05:39	23:03	06:24	07:50	08:04	07:37	07:00	07:57
Merton	Wimbledon Town & Dundonald	E05013829	04:54	04:06	04:25	04:26	04:20	06:37	07:30	07:30	07:19	07:05	07:06	07:45	09:47		07:33	05:18	13:23	06:29	07:27	12:58	04:58	03:18	03:27	04:10	04:42	05:23	05:52	05:58	05:45	05:16
Newham	Beckton	E05013904	05:42	04:55	04:57	05:05	05:13	07:08	06:57	06:01	07:11	06:45	10:23	08:46	07:29	07:56	09:56	08:23	13:15	06:37	04:53	07:12				16:21	15:29	15:07	07:16	06:40	06:37	06:50
Newham	Boleyn	E05013905	04:58	05:10	05:09	05:05	05:16	06:15	05:58	06:37	06:17	06:21	08:09	07:38	06:55	07:37	07:16	04:24	05:12		06:46	06:33		19:41	17:20	19:51	18:50	06:42	06:52	06:58	06:42	07:07
Newham	Canning Town North	E05013906	05:39	05:49	05:25	05:36	05:16	06:51	06:12	07:43	06:22	06:19	06:28	07:26	07:34	07:01	07:08	08:46	10:13	08:24	10:22	08:33	12:50	17:01	13:23	11:53	13:14	16:26	07:23	07:35	07:53	07:20
Newham	Canning Town South	E05013907	05:37	05:40	05:05	05:59	05:43	06:13	06:50	06:30	06:52	06:23	06:52	08:43	06:35	07:17	06:45	08:52	07:10	06:26	12:43	08:31	14:48	15:11	16:35	18:26	14:29	07:12	07:22	06:50	26:59	07:37
Newham	Custom House	E05013908	05:19	04:36	04:28	05:04	05:07	07:31	06:45	06:40	06:46	06:41	07:04	07:00	08:42	08:07	07:51	10:48	10:39	06:25	09:59	10:05	21:49	18:47	18:30	16:32	16:39	07:03	06:12	06:19	07:11	06:19
Newham	East Ham	E05013909	04:52	04:47	04:20	04:43	04:39	06:44	06:35	07:14	06:58	06:19	08:26	05:57	08:08		07:02	05:34	05:51	15:44	03:52	02:54	11:49		13:42		16:09	06:19	06:21	06:00	06:47	06:10
Newham	East Ham South	E05013910	04:09	04:18	04:20	04:32	04:36	06:26	06:43	06:07	07:27	06:53	08:39	08:44	11:08	06:37	06:21	06:17	07:16	04:58	06:28	05:16	13:48					06:12	06:17	06:29	06:15	06:38
Newham	Forest Gate North	E05013911	05:23	05:00	05:19	05:14	05:30	07:07	06:21	06:44	05:59	06:53	07:37		11:13	13:08	04:26	10:27		16:31	15:17	13:04		32:25	21:39			07:33	06:32	06:56	06:42	07:07
Newham	Forest Gate South	E05013912	03:36	04:01	03:43	03:56	04:02	06:08	06:46	05:51	06:05	06:40	07:03	07:49	07:09	07:16	05:26	10:40	15:06	08:35	10:08	11:38	22:54	16:55		14:55		05:26	05:38	05:32	05:47	05:39
Newham	Green Street East	E05013913	05:05	05:33	05:21	05:37	05:19	08:01	07:07	07:08	07:15			05:44	10:27	08:54		08:50	12:07	09:33	14:58	06:14					16:28	06:31	07:11	06:29	07:06	07:05
Newham	Green Street West	E05013914	05:18	04:52	04:58	05:27	05:14	06:16	06:04	06:17	06:51	06:27			08:46	08:26	06:50	21:19	10:33	10:01	12:19	18:29						06:46	06:15	07:21	07:05	06:48
Newham	Little Ilford	E05013915	06:23	06:33	06:18	06:30	06:33	07:09	07:34	06:22	07:30	07:23	09:14	09:23	10:13	09:15	10:11	11:13	13:53	10:32	09:49	12:05	16:48	13:39	13:58	15:59	17:16	08:21	08:16	07:58	08:26	08:19
Newham	Manor Park	E05013916	06:09	05:58	05:53	05:37	05:55	08:00	07:22	07:33	07:33	06:47	06:05	08:07	07:55	08:14	07:30	09:31	14:52	11:32	06:53	06:35	14:47	14:15		14:36		07:54	07:37	07:49	07:13	07:40
Newham	Maryland	E05013917	04:19	04:17	03:58	04:20	04:41	05:31	05:24	05:28	05:30	06:11	11:23	07:39	06:40	06:36	06:51	09:30	12:38	11:27	11:56	11:08	16:39		16:47	17:22	14:09	07:46	05:59	05:27	07:49	06:24
Newham	Plaistow North	E05013918	04:43	05:07	04:52	05:06	05:01	05:56	06:11	05:50	06:50	06:02	07:34	07:25	06:38	06:47	06:51	06:41	07:24	05:32	07:58	06:34	19:55	17:26	21:36	17:11	14:57	06:25	06:48	06:44	06:36	06:33
Newham	Plaistow South	E05013919	03:51	03:48	03:40	04:01	03:53	06:12	06:05	06:00	05:48	05:47	06:30	07:25	06:28	06:58	05:29	06:12	07:17	10:21	05:40	11:08		16:43		12:47	10:00	05:32	05:29	05:19	05:50	05:46
Newham	Plaistow West & Canning Town East	E05013920	04:50	04:59	04:44	05:01	05:09	06:32	06:33	06:03	06:23	06:47	07:36	05:41	07:23	06:13	06:49	09:45	10:38	07:11	11:56	08:42	20:14	15:06	15:24	18:37	16:04	06:56	06:41	06:26	06:31	06:43
Newham	Plashet	E05013921	05:37	05:53	05:47	05:58	05:39	07:16	07:12	06:30	07:05	06:47	09:08	08:54	07:22	07:59		08:58	23:17		20:24							06:31	07:16	07:28	07:32	07:16
Newham	Royal Albert	E05013922	06:56	06:49	06:55	06:28	06:44	07:37	07:47	08:17	07:35	08:17	08:35	07:51	08:24	08:14	08:46	14:07	13:00	11:08	08:59	10:12	14:36	17:00	16:07	15:08	20:39	10:39	08:47	08:39	08:27	08:30
Newham	Royal Victoria	E05013923	06:25	06:12	06:13	06:20	06:33	07:09	07:44	07:26	07:30	07:42	08:03	08:22	08:45	08:09	08:50	13:13	13:23	14:21	09:27	12:22	16:02	17:10	16:47	14:58	14:02	08:25	08:12	08:06	08:08	08:18
Newham	Stratford	E05013924	04:32	04:57	04:22	04:46	04:16	06:16	06:23	05:52	06:19	06:40	07:17	07:08	06:21	06:55	07:41	10:47	10:22	10:14	08:20	08:59	17:39	17:18	14:30	15:19	15:46	06:40	06:54	06:27	06:56	06:52
Newham	Stratford Olympic Park	E05013925	05:55	05:33	06:05	05:53	05:49	07:37	07:00	07:01	06:38	06:40	07:52	07:29	07:29	07:39	07:32	13:24	12:25	11:56	11:06	10:48	18:41		16:24	15:22	14:43	07:53	07:29	07:55	10:39	07:44
Newham	Wall End	E05013926	05:33	05:37	05:24	05:21	05:49	07:51	07:05	07:14	07:55	08:31	09:44	06:45	08:20	11:01	12:42	10:37	08:52	10:05	12:01	08:23						07:26	07:19	07:14	06:49	07:33
Newham	West Ham	E05013927	04:29	04:32	04:57	04:51	05:00	06:51	06:38	06:37	06:23	06:22	07:37	07:29	07:34	07:43	07:36	14:14	08:26	13:07	09:28	09:37	19:18	24:25	18:54	17:18	16:32	06:05	06:05	06:44	06:27	06:46
Redbridge	Aldborough	E05013234	06:09	06:02	05:30	06:14	06:27	06:27	06:38	07:31	07:10	07:40	08:07	08:09	08:59	10:22	11:10	07:10	17:18	15:23	15:50	14:32	09:32	10:11	09:51	18:00	12:00	07:54	07:48	07:39	07:59	08:07
Redbridge	Barkingside	E05011235	06:37	06:33	06:30	06:33	07:14	06:54	08:06	07:14	07:39	08:27	08:30	08:40	07:35	08:11	08:53	11:31	13:16	11:16	12:51	14:19		16:09				08:14	08:16	08:28	08:14	08:52
Redbridge	Chadwell	E05011237	06:10	05:59	06:08	05:49	05:54	06:47	06:20	06:37	06:34	06:53	07:24	07:12	07:22	13:45	06:13	00:00	00:00	00:00	00:00	00:00	00:00	00:00	00:00	00:00	00:00	07:43	07:31	07:40	07:21	07:49
Redbridge	Churchfields	E05011238	04:49	05:06	04:48	05:06	04:57	06:32	06:47	06:37	07:46	07:41	07:46	08:08	08:26	08:32	08:08	12:14	10:08	15:23	12:28	13:25	13:35	18:49	16:01	13:23	14:58	06:52	07:00	06:59	07:02	07:37
Redbridge	Clayhall	E05011239	07:24	07:32	07:05	07:46	08:08	08:18	09:00	08:04	08:28	09:20	11:22	12:30	10:38	10:22	07:42	11:32	14:37	14:33	14:57	09:39	14:46					08:52	24:10	08:56	09:24	09:38
Redbridge	Clementswood	E05011240	04:52	05:02	04:38	05:03	05:44	05:13	06:14	05:13	05:29	05:57	09:36		08:49	06:50	07:36	13:03	10:26	10:23	15:07	23:29					06:27	06:37	06:43	06:04	06:35	07:17
Redbridge	Cranbrook	E05011241	05:31	05:44	05:14	06:27	06:35	07:51	07:19	07:42	08:12	08:57	10:56	08:10	09:20	08:10	09:20	12:05	09:04	15:02	14:21		12:22	15:14	14:27	10:04	12:36	07:55	08:22	08:16	08:06	08:46
Redbridge	Fairlop	E05011242	05:34	04:42	04:52	05:00	05:40	08:27	09:15	08:36	07:49	08:05		07:58	13:09		07:39	14:23	18:48	10:58	18:43	16:54						07:27	06:55	06:31	06:41	07:12
Redbridge	Fullwell	E05011243	07:06	06:25	06:23	07:26	07:34	09:09	08:17	08:16	08:43	09:21	08:30	10:04	08:40	08:11	09:25	11:48	11:28	12:14	16:47	14:47	20:53					08:48	08:04	08:08	09:17	09:14
Redbridge	Goodmayes	E05011244	04:42	04:43	04:29	04:40	04:53	05:26	05:41	05:14	06:01	05:42	08:03	09:11	08:14	08:07	06:51	10:40	09:54	17:06	15:03	13:42			21:10			06:28	06:16	06:05	06:28	06:25
Redbridge	Hainault	E05011245	04:58	04:59	04:41	04:52	05:07	06:57	06:47	06:47	09:08	09:26	08:32	08:21	08:47	09:08	08:52	13:19	12:53		10:35	08:52						09:33	13:39	09:30	10:40	09:54
Redbridge	Ilford Town	E05011246	04:45	04:28	04:05	04:22	04:27	06:17	05:42	05:19	06:28	05:02	08:28	08:17	07:18	08:55	07:35	13

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)				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2017/18	2018/19	2019/20	2020/21	2021/22	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Tower Hamlets	Bow East	E05009319	05:59	06:01	05:44	05:45	05:59	07:13	06:54	06:35	07:04	06:51	07:21	07:34	06:32	07:13	07:42	13:18	09:38	10:10	09:45	08:12	13:30	16:23	14:49	14:45	14:21	08:05	08:00	07:26	07:29	07:42
Tower Hamlets	Bow West	E05009320	05:35	05:26	05:04	05:11	05:36	07:04	06:59	06:20	06:45	06:36	09:08	07:13	07:28	06:56	07:01	12:34	10:37	06:49	09:17	07:29	13:53	14:26		19:16	14:21	07:28	07:11	06:45	08:00	06:47
Tower Hamlets	Bromley North	E05009321	05:56	05:52	05:28	05:36	05:58	06:54	07:04	06:43	06:43	07:09	06:38	07:26	07:15	07:22	08:13	08:42	07:38	10:24	10:10	08:46	13:11	13:43	12:29	14:33	15:51	07:41	07:41	07:17	07:11	07:48
Tower Hamlets	Bromley South	E05009322	05:19	05:33	05:20	05:14	05:12	07:25	07:21	06:58	07:07	06:43	08:03	07:40	07:24	07:33	07:32	11:31	10:03	06:23	07:57	09:02	13:46	15:51	15:55	16:13	11:57	06:57	07:23	07:04	07:00	06:41
Tower Hamlets	Canary Wharf	E05009323	04:14	03:04	04:14	04:11	04:15	06:11	05:53	06:05	06:14	06:28	07:44	07:07	07:26	07:30	07:46	11:04	20:25	11:48	09:42	09:22	13:58	15:02	14:19	14:07	14:16	06:16	06:06	06:07	06:21	06:22
Tower Hamlets	Island Gardens	E05009324	04:47	05:07	04:50	05:03	05:30	07:02	07:39	07:01	07:12	07:45	08:20	09:07	08:29	08:32	08:58	10:37		06:59	13:39	09:59	15:57	17:46	12:04	14:44	12:12	06:28	06:43	06:33	06:42	07:12
Tower Hamlets	Lansbury	E05009325	04:32	04:42	04:20	04:35	04:24	07:09	07:32	06:29	07:05	06:50	07:12	07:23	07:23	07:19	07:27	14:36	12:50	09:11	11:08	08:41	13:26	16:07	12:04	13:33	12:29	06:19	06:27	06:13	06:30	06:08
Tower Hamlets	Limehouse	E05009326	04:50	04:47	04:34	04:48	05:07	06:06	05:35	05:30	05:33	05:45	07:22	07:44	05:51	06:19	06:50	10:36	09:18	07:49	08:58	08:21	13:39	13:46	12:24	14:37	16:24	06:50	06:22	06:25	10:33	07:22
Tower Hamlets	Mile End	E05009327	04:48	04:36	04:24	04:46	04:29	06:00	05:32	05:24	05:59	05:43	06:43	05:56	06:13	06:18	06:16	06:42	09:31	11:04	09:25	07:53	14:44	14:51	15:30	12:09	12:42	06:43	06:29	06:18	06:23	06:08
Tower Hamlets	Poplar	E05009328	03:57	04:13	04:07	04:09	04:18	07:17	07:02	06:42	06:51	06:37	07:52	07:11	07:19	07:14	07:39	11:31	08:21	07:53	12:28	11:57	14:26	13:42	15:56	15:51	14:47	06:13	06:18	06:14	06:23	06:20
Tower Hamlets	Shadwell	E05009329	03:44	03:34	03:26	03:41	03:47	05:06	04:36	04:09	04:36	05:10	05:44	05:59	06:08	05:58	06:10	08:52	08:07	12:26	07:32	06:47	10:20	11:04	11:02	10:21	11:33	05:27	05:18	04:55	05:15	05:28
Tower Hamlets	Spitalfields & Banglatown	E05009333	04:21	04:09	04:04	04:15	04:17	05:40	05:24	04:43	05:29	05:26	06:23	06:38	05:28	06:21	06:03	07:16	07:21	06:27	06:49	08:29	10:52	12:07	08:33	11:24	09:37	05:55	05:32	05:56	06:00	05:55
Tower Hamlets	St. Dunstan's	E05009330	05:18	05:07	04:59	05:02	05:17	05:57	06:26	05:39	05:52	05:52	06:53	07:49	06:41	06:42	06:17	04:15	09:51	08:05	06:41	07:29	10:09	17:17	15:21	16:23	12:56	06:54	06:43	06:39	06:40	06:32
Tower Hamlets	St. Katharine's & Wapping	E05009331	05:09	04:53	04:42	04:56	04:34	05:41	05:35	05:18	05:25	05:33	06:35	06:17	06:14	06:44	06:22	10:07	10:56	12:00	10:29	08:49	10:13	09:07	09:40	08:32	12:35	07:02	06:32	06:39	06:40	06:32
Tower Hamlets	St. Peter's	E05009332	04:10	04:10	04:02	04:17	04:25	06:10	05:53	05:27	06:07	05:38	07:07	06:36	06:23	06:36	06:41	05:04	05:30	03:40	06:23	07:02	10:05	11:06	15:06	11:30	11:19	05:44	05:55	05:36	05:54	05:58
Tower Hamlets	Stepney Green	E05009334	04:25	04:39	04:10	04:19	04:15	05:25	05:43	05:04	04:59	04:58	06:24	05:44	05:34	06:13	05:54	05:31	07:10	04:21	06:48	07:52	11:29	11:32	11:28	10:48	13:33	06:00	06:10	05:55	06:09	05:57
Tower Hamlets	Weavers	E05009335	04:37	04:31	04:21	04:26	04:20	05:34	05:52	05:33	05:38	05:23	06:53	06:02	05:57	06:59	07:04	12:38	06:56	04:49	07:25	05:59	11:27	10:50	09:31	11:06	10:38	06:03	06:55	05:58	06:05	05:58
Tower Hamlets	Whitechapel	E05009336	03:46	03:45	03:29	03:39	03:46	05:00	04:57	04:22	04:41	04:37	05:37	05:34	05:09	05:28	05:43	07:42	08:57	10:36	06:30	06:15	10:26	09:56	09:48	10:20	10:26	05:32	05:27	05:18	05:28	05:27
Waltham Forest	Cann Hall	E05013882	03:56	03:55	03:40	04:10	04:06	06:16	05:38	05:27	06:10	05:54	08:19	06:29	07:42	08:17	05:53	11:07	18:42		15:22	17:27		18:50	15:47			05:34	05:29	05:28	05:43	05:32
Waltham Forest	Cathall	E05013883	04:22	04:03	03:35	04:23	04:05	05:46	05:55	05:17	06:01	05:41	05:31	08:25	06:20	04:37		15:28	23:13	16:46	08:46							06:06	05:35	05:11	06:03	05:36
Waltham Forest	Chapel End	E05013884	04:48	04:39	05:00	04:58	05:11	06:28	05:44	06:33	06:23	06:28	08:42	07:52	06:44	10:01	08:50	07:54	13:26	12:56	13:05	13:42	11:36				08:19	06:29	06:14	06:46	06:40	07:05
Waltham Forest	Chingford Green	E05013885	04:48	04:28	04:23	04:14	05:12	07:22	07:48	07:21	07:51	07:44	07:53	07:30	08:05	06:44	08:26	12:38	11:39	11:59	08:50	13:02				11:19	17:08	06:53	05:58	06:12	06:03	06:34
Waltham Forest	Endlebury	E05013886	03:54	03:34	04:01	03:31	04:13	08:04	07:02	08:10	07:15	08:49	08:16		08:39		08:19	11:24	14:04	11:13		12:37						05:24	05:24	05:37	04:46	05:46
Waltham Forest	Forest	E05013887	05:26	05:06	04:52	05:16	05:49	07:55	06:56	06:39	07:17	06:57	08:28	06:48	07:24	07:47	08:51	11:13	14:26		12:08	15:41	14:13		13:08		15:13	07:00	06:45	07:02	07:09	08:12
Waltham Forest	Grove Green	E05013888	06:07	04:46	04:23	04:34	04:27	06:14	07:04	06:16	07:18		08:32				08:27	16:47	12:53	14:13	19:20	09:30						06:47	06:39	06:34	05:50	06:10
Waltham Forest	Hale End & Highams Park South	E05013889	06:32	06:45	06:23	06:54	07:08	07:37	07:40	07:38	07:42	08:29	11:38	09:51	07:56	08:47	08:11	10:57	13:58		11:04	12:44				13:54		08:24	08:48	08:38	08:45	08:39
Waltham Forest	Hatch Lane & Highams Park North	E05013890	05:24	05:32	05:03	05:31	05:22	07:20	07:23	06:39	06:40	07:00	10:04	07:58	08:09	07:51	09:16	16:08	14:01	13:50	13:32	10:03			15:27	15:51		06:55	06:51	06:42	07:07	07:11
Waltham Forest	High Street	E05013891	04:48	04:37	04:59	05:08	04:31	07:11	07:20	07:20	07:35	07:20	15:11	14:47	11:35	04:57	07:22	15:11	14:47	21:21	19:12	13:09		06:57				06:26	06:42	06:36	06:36	06:33
Waltham Forest	Higham Hill	E05013892	05:04	05:14	04:45	05:15	05:05	06:12	06:58	05:00	06:22	07:40	09:25	06:47	11:29	09:22	07:48	09:55	14:35	29:33	13:13	13:53					10:52	06:50	06:44	06:32	06:46	06:40
Waltham Forest	Hoe Street	E05013893	05:17	05:00	04:52	05:05	05:16	06:11	06:24	05:41	06:30	06:37	09:56	06:30	06:58	07:06	07:42	09:48	18:48	17:05	14:55	12:01		12:58		07:57	09:27	06:39	06:34	06:19	06:37	06:46
Waltham Forest	Larkswood	E05013894	05:36	05:40	05:35	05:32	05:44	07:02	07:25	06:56	07:05	08:03	06:56	08:41	06:49	07:14	09:19	11:35	08:30	13:27	12:02	13:49	10:51	14:29		12:41	12:28	06:50	07:07	07:16	06:59	07:04
Waltham Forest	Lea Bridge	E05013895	05:18	04:56	04:41	04:54	05:12	07:07	07:00	06:46	06:40	06:32	07:54	07:00	07:07	06:50	08:10	14:15	13:49	13:35	13:06	14:22	12:57	12:05	12:36	09:19	10:51	06:59	06:48	06:41	06:54	06:54
Waltham Forest	Leyton	E05013896	04:00	03:47	03:49	04:01	04:02	06:41	06:42	06:37	06:30	06:14	06:16	07:02	08:48	07:02	06:14	13:25	14:44	14:48	11:15	10:30	13:58			12:44	09:50	05:39	05:30	05:27	05:44	05:46
Waltham Forest	Leytonstone	E05013897	05:14	05:19	04:22	05:02	05:21	07:30	06:50	06:24	07:15	06:52	10:30	10:02	08:28	08:20	09:42	21:24	16:15	13:15	11:41	19:56						06:48	06:57	06:10	06:45	06:50
Waltham Forest	Markhouse	E05013898	05:49	05:16	05:10	05:37	05:24	05:18	05:24	05:54	06:19	05:51	06:45	08:42	05:04	10:14	08:07		14:38		13:55	19:16		12:36	09:37		10:54	07:09	06:57	06:40	07:34	06:57
Waltham Forest	St. James	E05013899	04:57	05:02	05:20	05:17	04:57	06:02	05:32	05:29	06:18	05:41	09:26	06:31	05:51	06:03	06:54	17:39	16:34	09:59	11:14	12:42		07:17	04:54	06:32	06:37	06:47	06:38	07:32	07:20	06:31
Waltham Forest	Upper Walthamstow	E05013900	06:18	05:39	05:32	05:44	05:56	06:23	06:21	06:15	06:34	06:07	05:56	09:10	05:44	07:16	07:57	11:59	18:44	13:39	17:28	11:02	12:30		10:13	15:17	10:25	08:10	07:14	07:48	09:46	07:27
Waltham Forest	Valley	E05013901	06:14	06:03	05:42	06:00	06:13	07:28	07:32	08:06	07:38	08:25	07:07	07:35	09:53	10:01	09:39	08:30	08:12	18:57	14:39	12:19		16:12				08:17	07:54	07:17	07:31	07:58
Waltham Forest	William Morris	E05013902	03:26	03:18	03:28	04:02	03:57	05:01	03:55	04:56	05:38	06:02	05:46	08:17	07:53	07:14	06:44	12:37	09:59	14:31	10:23	13:24		08:53		07:17	08:01	05:22	05:29	05:54	07:12	05:32
Waltham Forest	Wood Street	E05013903	05:30	05:26	05:06	05:14	05:32	05:43	05:47	06:09	06:41	06:34	06:29	07:09	06:26	08:29	07:11	10:55	12:24		09:54	10:57	10:55	09:38	10:50	13:10	10:07	06:47	07:01	06:53	06:49	07:00
Wandsworth	Balham	E05014009	04:44	04:44	04:36	04:48	04:52	05:29	05:21	05:15	05:24	05:41	06:54	06:35	06:26	05:50	06:28	11:11	10:00	05:41	08:03	06:37	06:45	04:52	05:05	04:33	07:02	06:23	06:19	06:02	06:20	06:16
Wandsworth	Battersea Park	E05014010	04:50	04:51	04:46	05:12	05:00	06:03	05:56	05:55	05:56	05:42	07:03	06:26	06:54	06:51	07:19	04:06	06:54	09:30	08:00	07:27	06:35	07:20	06:51	07:40	06:48	06:47	06:48	06:30	07:02	06:52
Wandsworth	East Putney	E05014011	03:55	04:07	03:38	04:02	04:14	05:42	07:07	07:16	06:42	06:48	08:13	07:43	09:01	09:33	07:10	08:02	11:08	14:01	08:43	08:39	09:42	10:25	09:02	11:42	09:18	05:39	05:38	05:39	05:27	05:31
Wandsworth	Falconbrook	E05014012	03:41	03:57	03:22	03:42	03:38	05:44	05:54	05:28	05:35	05:30	07:16	07:17	06:33	06:36	06:47	05:19	08:14	03:30	05:52	04:39	07:21	06:41	07:11	07:01	08:02	05:12	05:34	05:09	05:24	05:15
Wandsworth	Furzedown	E05014013	05:32	05:24	05:20	06:03	05:49	06:52	06:12	06:22	06:24	06:46	07:30	07:19	06:58	07:32	07:46	11:19	12:10		09:57	09:49	11:15			13:18	06:07	07:02	06:52	06:56	07:36	07:40
Wandsworth	Lavender	E05014014	03:59	03:50	03:55	04:10	04:06	06:10	05:30	05:53	05:17	05:54	07:18	07:01	06:38	05:30	06:46	03:49	05:26	03:47	07:42	05:28	04:49	05:25	09:22	08:29	05:07	05:36	05:29	05:18	06:11	05:30
Wandsworth	Nine Elms	E05014015	05:50	05:27	05:13	05:49	05:56	05:52	06:52	06:57	06:05	06:02	08:11	07:37	07:04	07:38	07:33	09:15	13:43	12:17	11:25	12:52	06:48	06:07	08:22	07:32	07:21	08:24	07:36	07:21	08:52	08:14
Wandsworth	Northcote	E05014016	04:58	04:55	04:44	05:25	05:28	06:14	06:30	06:25	06:05	06:21	06:11	05:11	07:59			23:01	09:08	04:20	07:33	06:38				08:29		06:25	06:34	05:58	06:48	06:48
Wandsworth	Roehampton	E05014017	06:30	06:32	06:14	06:43	06:37	08:29	08:13	07:55	08:35	08:43	09:18	10:06	09:24	09:46	10:38	09:38	13:28	17:16	13:06	13:48	10:47	12:42	12:00	11:56	13:10	08:09	08:01	07:54	08:34	08:34
Wandsworth	Shaftesbury & Queenstown	E05014019	05:02	04:44	04:26	04:48	04:47	06:11	06:18	05:34	05:58	06:08	06:27	07:55	06:58	06:16	08:31	07:46	06:35	03:25	11:51	14:12	06:00	10:23	05:18	05:54	05:50	06:43	06:28	05:51	06:48	06:32
Wandsworth	South Balham	E05014020	04:03	04:20	04:14	04:42	04:49	04:54	05:23	05:14	06:10	05:34	09:22	07:23	06:35			10:10	16:46		09:49	12:52	06:48	15:37	06:32	08:44		05:52	06:00	05:58	06:21	07:01
Wandsworth	Southfields	E05014021	05:07	05:37	05:37	05:34	05:50	07:44	08:44	07:13	07:46	07:39			04:37		13:49	08:59	24:03	07:05	08:24	15:37					08:00	06:38	07:04	07:17	07:03	07:26
Wandsworth	St. Mary's	E05014018	04:20	04:09	04:02	04:22	04:32	05:53	05:44	05:40	06:02	06:01	07:15	06:44	06:38	07:27	07:03	07:34	06:58	04:57	04:55	06:57	08:20	08:17	08:30	08:33	08:49	05:51	05:47	05:57	06:02	06:14
Wandsworth	Thamesfield	E05014022	04:53	04:37	04:47	04:56	04:57	07:31	06:29	05:57	06:14	07:02	08:01	07:28	07:09	07:42	07:29	13:14	14:16	12:04	12:01	09:03	12:59	10:56	11:23	10:13	10:37	06:31	06:09	06:31	06:44	06:36
Wandsworth	Tooting Bec	E05014023	04:11	03:58	04:11	04:39	04:34	05:44	04:59	05:03	05:35	05:35	07:06	07:31	08:35	05:41		07:12	06:23	06:36	10:04	09:39						05:37	05:41	05:45	06:16	06:08
Wandsworth	Tooting Broadway	E05014024	04:59	04:50	05:04	05:13	05:28	06:06	05:39	05:52	06:22	06:22	06:33	06:29	06:22	06:59	07:24	09:30	07:17	06:36	08:10	07:43	08:48	07:29	07:35	08:47	07:57	06:34	06:15	06:34	06:51	07:06
Wandsworth	Trinity	E05014025	03:25	04:03	03:13	03:37	03:33	04:44	06:01	04:11	05:20	05:15	06:15	06:13	07:00	07:35	06:34	09:14	08:26	07:05	10:31	10:20	06:29	06:01	06:44	06:37		05:02	05:48	04:54	05:08	05:06
Wandsworth	Wandle	E05014026	05:21	05:56	05:21	05:20	05:47	06:41	06:41	06:13	07:02	06:39	09:34	07:47	06:45	10:09	07:04	11:19	06:51	07:35	11:02							07:00	07:26	06:43	06:58	07:11
Wandsworth	Wandsworth Common	E05014027	05:08	05:05	05:04	05:29	05:25	05:31	05:25	05:30	06:09	06:24	06:44	06:08	06:49	06:23	07:00	09:26	08:55	06:35	14:29	15:41	08:04	10:06	11:26	08:23	09:26	07:07	07:02	06:49	07:00	07:01
Wandsworth	Wandsworth Town	E05014028	04:31	04:40	04:13	04:39	04:32	06:04	06:15	05:50	05:49	05:54	07:10	07:48	06:32	07:56	07:18	19:54	07:56	11:32	07:07	07:13	08:33	09:10	08:31	08:23	08:15	06:13	06:17	05:50	06:17	06:03
Wandsworth	West Hill	E05014029	05:28	05:42	05:29	05:51	05:25	07:52	08:31	08:15	08:18	07:54	08:12	11:14	09:19	09:02	08:53	08:02	07:03	12:00	09:15	09:32	11:09	10:41	10:43	08:56	10:51	06:54	07:12	07:07	07:19	06:47
Wandsworth	West Putney	E05014030	05:16	05:57	05:35	05:39	05:52	07:38	08:31	07:48	07:51	08:11	09:09	10:13	09:54	09:57	10:23	18:16	22:54	15:18	15:00	10:28	11:56	11:51	12:26	10:08	14:21	07:43	07:47	07:02	09:28	07:22
Westminster	Abbey Road	E05013792	04:40	04:34	04:28	04:44	04:43	05:15	05:16	05:10	05:42	05:45	06:19	06:29	06:26	06:28	06:51	07:03	05:29	16:23	05:10	04:43	04:34	04:15	04:42	04:24	04:54	05:59	06:16	06:26	06:06	06:07
Westminster	Bayswater	E05013793	04:45	04:46	04:26	04:53	04:35	05:29	05:21	05:16	05:38	05:26	05:48	06:34	05:54	06:31	06:33	11:15	07:19	13:17	07:57	06:13	05:15	05:25	05:30	05:16	05:28	06:17	06:17	05:49	06:29	06:09
Westminster	Church Street	E05013794	05:16	05:27	04:57	05:08	05:19	06:07	06:24	05:43	06:18	06:33	07:44	07:48	06:47	07:20	07:19	07:18	05:04	05:34	06:00	06:10	06:06	05:57	05:24	05:46	05:39	05:02	05:48	05:54	05:08	05:06
Westminster	Harrow Road	E05013795	04:58	04:51	04:41	04:46	04:41	04:52	05:15	05:29	05:05	05:28	05:46	05:10	05:49	05:13	06:08	09:10	06:03	07:37	04:54	05:34	03:40	06:29	04:05	07:18	04:17	06:34	06:39	06:06	06:30	06:18
Westminster	Hyde Park	E05013796	05:18	05:05	04:54	04:59	05:01	05:44	06:17	05:28	06:04	06:35	07:07	07:42	06:45	07:02	07:07	08:23	08:32	05:34	06:47	06:15	05:00	05:55	05:18	06:13	05:46	06:54	06:51	06:53	06:51	07:10
Westminster	Knightsbridge & Belgravia	E05013797	05:21	05:23	04:52	05:04	05:27	06:38	07:03	06:02	06:15	06:57	07:29	07:06	05:56	07:13	07:21	12:04	08:58	10:15	11:01	08:36	08:40	08:11	07:05	07:37	07:39	06:44	07:10	06:23	06:29	07:05
Westminster	Lancaster Gate	E05013798	04:53	04:48	04:47	04:54	04:47	05:48	05:40	05:32	05:53	05:41	06:25	05:56	06:25	06:30	07:09	09:03	06:25	05:11	07:55	08:40	04:55	05:42	04:47	06:43	05:15	06:50	06:26	06:31	06:53	06:28
Westminster	Little Venice	E05013799	04:04	03:55	03:53	04:20	04:21	04:43	04:45	04:48	05:27	05:41	07:01	06:49	06:41	07:12	06:24	11:09	04:47	02:20	05:14	06:10	05:08	04:45	04:18	04:37	05:50	06:09	05:30	05:26	06:04	05:52
Westminster	Maida Vale	E05013800	04:28	04:46	04:32	04:46	04:45	04:56	05:15	05:08	05:16	05:24	05:34	05:49	05:47	05:55	06:36	04:52	12:40	23:15	06:37	07:23	04:49	05:10	05:33	05:04	04:42	05:55	06:12	06:02	06:22	06:26
Westminster	Marylebone	E05013801	06:05	05:58	05:12	05:32	05:48	07:01	06:35	06:13	06:25	06:50	07:14	07:12	06:35	06:48	07:08	07:07	08:02	09:16	07:07	06:28	04:42	06:52	05:39	06:35	06:29	07:33	07:23	06:41	06:59	07:12
Westminster	Pimlico North	E05013802	05:18	05:07	04:45	05:02	05:19	06:02	05:56	05:23	05:57	06:18	06:38	06:47	06:08	07:03	06:52	07:36	11:09	07:27	07:10	06:41	08:32	08:20	07:30	07:50	07:39	07:29	06:48	06:25	06:38	06:56
Westminster	Pimlico South	E05013803	05:15	05:18	05:04	05:08	05:23	06:10	05:51	05:31	06:15	06:07	07:08	06:44	05:57	07:05	07:10	18:12	11:02	13:37	07:31	07:28	08:16	07:37	07:21	07:25	07:14	06:58	07:00	06:50	06:42	07:16
Westminster	Queen's Park	E05013804	04:47	04:38	04:41	04:46	04:52	05:07	05:29	05:06	05:40	06:04	07:12	06:24	06:41	05:27	07:38	09:15	10:16	07:48	09:38	14:37	06:43	07:37	06:00	10:24	07:08	06:20	06:17	06:18	06:25	06:25
Westminster	Regent's Park	E05013805	05:50	05:42	05:32	05:42	05:41	06:35	06:30	06:25	06:44	06:26	07:47	07:29	06:30	07:57	07:15	07:37	08:44	12:29	09:52	05:56	06:45	06:00	05:47	05:50	06:37	07:35	07:11	07:18	07:11	07:33
Westminster	St. James's	E05013806	04:43	04:47	04:09	04:42	04:48	05:34	05:34	04:46	05:44	05:49	07:04	07:09	05:45	06:34	07:10	08:12	12:08	09:45	08:19	08:16	05:39	05:23	05:34	05:31	06:04	06:22	06:34	05:52	06:24	06:27
Westminster	Vincent Square	E05013807	04:46	05:00	04:23	04:45	05:15	05:30	06:11	05:08	06:09	06:16	07:35	07:46	05:57	06:44	07:19	10:09	11:13	09:14	08:22	08:01	07:51	08:28	07:00	07:53	08:10	06:27	06:45	06:15	06:27	07:12
Westminster	West End	E05013808	05:24	05:38	04:51	05:28	05:24	06:04	06:34	05:33	06:33	06:20	08:00	07:42	06:27	06:57	07:26	10:31	11:38	11:14	07:37	08:01	06:29	06:17	05:50	06:11	06:04	07:00	07:17	06:21	07:03	07:02
Westminster	Westbourne	E05013809	04:23	04:13	04:05	04:23	04:18	05:05	04:47	04:52	05:28	05:35	05:56	06:06	05:50	06:32	06:42	17:37	07:02	01:48	07:14	06:30	05:35	04:34	04:37	05:41	06:00	06:08	05:41	05:44

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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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Barking and Dagenham	Abbey	E05014053	83	57	68	98	82	7	5	4	2	3	2	1	4	0	0	4	2	2	0	2	0	0	2	0	1	0	0	0	0	0	0	1	0	0	1
Barking and Dagenham	Alibon	E05014054	73	82	91	98	112	15	13	12	7	16	2	4	5	7	7	8	8	2	1	7	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
Barking and Dagenham	Barking Riverside	E05014055	118	116	129	138	145	16	9	13	16	17	7	3	3	1	1	5	2	3	7	7	0	0	0	0	0	0	0	0	0	1	1	0	1	0	2
Barking and Dagenham	Beam	E05014056	73	75	62	60	76	14	7	7	8	7	1	4	0	4	2	4	3	4	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Barking and Dagenham	Becontree	E05014057	58	50	56	47	68	8	6	10	4	8	3	3	2	0	2	4	3	6	2	4	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
Barking and Dagenham	Chadwell Heath	E05014058	122	125	165	116	170	16	17	22	12	14	5	8	14	3	5	6	7	10	4	8	1	0	1	0	2	0	1	1	0	0	0	0	3	0	2
Barking and Dagenham	Eastbrook & Rush Green	E05014059	87	63	71	94	89	11	12	6	14	13	6	7	3	11	8	4	3	4	3	3	0	0	0	0	1	1	0	0	0	0	0	0	0	1	0
Barking and Dagenham	Eastbury	E05014060	142	149	123	123	121	20	20	17	18	13	7	12	2	7	6	8	10	7	9	9	0	0	0	0	0	0	0	0	0	0	0	1	3	0	0
Barking and Dagenham	Gascoigne	E05014061	185	136	121	128	147	19	16	12	7	9	4	5	6	1	4	11	11	7	5	3	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0
Barking and Dagenham	Goresbrook	E05014062	88	119	98	123	121	13	16	7	14	12	5	5	3	10	6	3	8	6	6	4	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0
Barking and Dagenham	Heath	E05014063	137	145	172	143	172	11	9	12	12	11	3	3	7	9	2	9	6	5	8	5	0	1	0	0	1	0	0	0	0	0	2	0	0	1	0
Barking and Dagenham	Longbridge	E05014064	92	68	52	81	86	6	10	3	2	3	0	3	1	1	1	3	6	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Barking and Dagenham	Mayesbrook	E05014065	109	108	132	120	149	11	9	12	12	9	2	10	2	2	1	6	4	5	7	6	0	0	1	1	0	0	0	0	0	0	1	0	4	1	0
Barking and Dagenham	Northbury	E05014066	168	143	121	168	191	16	19	7	12	16	8	2	3	2	3	5	11	5	4	4	0	0	0	0	0	1	0	0	0	0	2	0	1	0	0
Barking and Dagenham	Parsloes	E05014067	99	121	104	107	152	14	17	12	10	24	3	10	7	4	9	7	7	5	5	11	0	1	1	0	1	0	0	0	0	0	2	1	0	0	2
Barking and Dagenham	Thames View	E05014068	92	86	82	87	97	16	10	12	6	11	3	2	1	1	4	6	4	4	0	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Barking and Dagenham	Valence	E05014069	96	91	72	80	107	6	12	9	7	10	5	1	3	1	3	3	7	5	5	7	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
Barking and Dagenham	Village	E05014070	174	129	118	178	213	25	21	10	19	16	12	6	6	13	3	12	14	3	11	6	0	1	0	0	0	0	0	0	0	0	3	1	1	0	3
Barking and Dagenham	Whalebone	E05014071	109	111	94	129	136	15	14	11	13	15	5	7	3	5	7	8	2	5	6	4	0	0	0	0	0	0	0	0	0	1	2	0	0	0	1
Barnet	Barnet Vale	E05013628	142	130	170	174	214	19	8	19	14	10	2	8	4	2	3	13	1	10	9	4	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0
Barnet	Brunswick Park	E05013629	84	73	83	119	105	6	10	9	14	11	2	2	4	3	0	3	5	7	7	6	0	0	0	0	0	0	1	1	0	0	0	1	0	0	1
Barnet	Burnt Oak	E05013630	206	201	191	212	266	28	26	27	20	18	10	10	11	7	7	12	13	20	13	12	0	1	1	0	0	0	0	0	0	0	4	1	2	1	1
Barnet	Childs Hill	E05013631	194	203	166	219	236	19	19	12	14	19	3	4	1	3	4	13	11	7	9	9	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0
Barnet	Colindale North	E05013632	97	109	109	157	143	17	12	12	19	13	7	4	4	3	4	12	6	8	15	10	0	0	0	0	0	0	0	0	0	0	3	3	3	0	0
Barnet	Colindale South	E05013633	128	133	151	148	201	9	16	21	12	17	1	1	2	3	3	6	11	12	5	9	1	0	1	0	1	0	0	0	0	0	2	3	0	1	0
Barnet	Cricklewood	E05013634	138	101	104	144	193	16	15	12	11	13	7	4	4	1	1	8	8	4	4	7	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
Barnet	East Barnet	E05013635	99	94	100	198	178	12	10	9	16	13	6	5	3	6	5	6	6	5	4	9	0	0	0	0	0	0	0	0	0	0	0	1	0	0	6
Barnet	East Finchley	E05013636	169	186	173	208	197	18	14	7	9	7	3	3	1	2	0	14	7	1	4	4	4	3	2	0	1	0	0	0	0	0	0	0	1	1	0
Barnet	Edgware	E05013637	171	144	155	192	218	18	14	12	16	9	5	2	3	6	3	10	7	8	9	3	0	0	0	0	0	0	0	0	0	1	0	3	0	0	1
Barnet	Edgwarebury	E05013638	117	113	104	120	151	15	20	14	13	15	13	6	10	8	9	5	10	4	5	4	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0
Barnet	Finchley Church End	E05013639	157	195	189	254	182	14	23	8	22	19	1	3	2	4	0	8	17	4	12	13	0	2	1	0	0	0	0	0	0	0	0	1	0	0	0
Barnet	Friern Barnet	E05013640	133	129	142	150	161	21	21	18	15	22	9	2	5	6	5	9	12	7	10	11	3	0	1	1	1	0	0	0	0	0	1	0	1	0	0
Barnet	Garden Suburb	E05013641	137	147	129	175	149	11	7	13	11	9	0	0	5	1	2	6	4	3	6	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Barnet	Golders Green	E05013642	166	142	150	182	182	22	16	13	19	9	2	1	3	0	4	18	11	11	14	6	3	1	2	1	0	0	0	0	0	0	0	0	0	0	2
Barnet	Hendon	E05013643	241	229	221	286	305	30	25	24	27	33	4	3	6	11	9	18	17	13	14	19	4	4	3	1	2	0	0	0	0	1	2	1	0	0	1
Barnet	High Barnet	E05013644	113	86	136	147	139	15	10	8	12	7	6	2	2	5	1	8	4	5	5	2	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
Barnet	Mill Hill	E05013645	166	168	152	160	194	26	21	13	9	16	9	6	7	3	4	11	15	7	5	7	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Barnet	Totteridge & Woodside	E05013646	129	115	107	150	197	19	8	14	11	10	9	5	5	4	3	10	3	7	6	6	0	0	1	0	0	0	0	0	0	0	0	1	1	0	0
Barnet	Underhill	E05013647	169	204	122	168	270	16	17	4	12	21	4	10	1	3	9	7	7	1	4	7	1	1	0	1	0	0	0	0	1	0	0	6	0	1	2
Barnet	West Finchley	E05013648	182	148	139	177	192	15	21	10	17	17	1	2	6	6	7	5	9	4	7	12	2	1	0	2	1	0	0	0	1	0	0	0	0	0	1
Barnet	West Hendon	E05013649	182	171	175	204	202	24	14	12	21	20	5	2	5	4	6	11	5	6	7	13	0	0	0	1	0	0	1	0	0	0	2	1	0	0	2
Barnet	Whetstone	E05013650	74	87	85	97	120	8	5	5	9	2	3	5	2	0	2	1	3	3	4	1	0	0	0	0	0	1	0	0	0	0	0	2	0	0	0
Barnet	Woodhouse	E05013651	128	127	109	139	163	17	15	9	7	15	3	3	2	2	3	11	9	7	5	9	2	2	0	0	0	0	0	0	0	0	0	1	0	1	1
Bexley	Barnehurst	E05011217	89	73	78	83	103	10	12	6	2	4	4	4	3	1	4	5	5	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bexley	Belvedere	E05011218	205	224	215	262	254	23	27	22	13	25	14	23	20	13	8	6	10	7	3	6	2	0	0	1	1	0	0	0	0	0	0	2	3	1	0
Bexley	Bexleyheath	E05011219	163	169	158	227	233	12	7	17	14	12	5	6	7	3	3	3	1	7	7	5	1	1	0	2	2	0	0	0	0	0	1	0	4	1	5
Bexley	Blackfen & Lamorbey	E05011220	92	80	70	69	82	11	10	11	8	8	7	8	6	6	5	7	4	4	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bexley	Blendon & Penhill	E05011221	57	55	60	75	84	9	6	7	5	10	2	1	2	2	3	3	3	2	3	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bexley	Crayford	E05011222	213	185	174	200	282	25	19	16	17	26	24	9	8	9	9	3	7	3	6	8	0	2	0	0	2	0	1	0	0	0	0	0	0	0	0
Bexley	Crook Log	E05011223	78	85	88	97	102	9	8	13	9	6	1	2	1	3	0	5	4	6	1	4	0	2	0	0	0	0	0	0	4	0	1	1	1	1	1
Bexley	East Wickham	E05011224	83	77	57	83	86	7	8	10	8	19	2	5	2	2	3	5	2	6	6	6	0	2	0	1	2	0	0	0	0	0	0	2	0	1	0
Bexley	Erith	E05011225	252	271	232	281	216	32	28	27	22	24	21	17	11	8	7	14	12	10	10	9	1	2	1	0	0	0	0	0	0	0	2	0	3	1	0
Bexley	Falconwood & Welling	E05011226	133	104	77	114	98	14	14	8	7	15	8	5	3	1	2	6	6	3	5	6	1	0	0	0	0	0	0	0	0	0	0	0	0	1	2
Bexley	Longlands	E05011227	83	76	84	93	109	5	6	5	6	11	0	2	1	0	0	1	3	3	4	7	1	0	1	0	0	0	0	0	0	0	0	0	0	0	2
Bexley	Northumberland Heath	E05011228	54	72	42	65	71	7	11	7	11	5	4	10	2	2	4	3	3	4	6	3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Bexley	Sidcup	E05011230	244	219	184	199	270	26	18	12	9	15	7	5	4	5	6	5	9	7	5	8	5	4	3	1	0	0	0	0	0	0	1	1	0	2	0
Bexley	Slade Green & Northend	E05011231	184	188	169	176	261	27	26	18	25	25	18	23	17	13	17	9	11	6	10	8	0	2	1	1	0	0	0	0	0	0	4	1	0	1	4
Bexley	St. Mary's & St. James	E05011229	102	104	110	124	125	14	14	13	11	5	5	4	7	9	5	6	5	2	6	2	1	1	0	0	0	0	0	0	0	0	2	0	1	0	0
Bexley	Thamesmead East	E05011232	212	224	181	232	232	25	22	27	21	30	19	15	16	9	10	14	13	15	12	21	1	0	0	0	0	0	0	1	0	0	1	0	3	6	0
Bexley	West Heath	E05011233	52	51	64	67	55	6	7	10	6	7	3	2	3	1	1	3	4	5	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Brent	Alperton	E05013496	109	115	94	98	126	17	17	9	3	13	2	11	6	3	3	4	6	7	2	6	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3
Brent	Barnhill	E05013497	91	102	91	97	104	12	16	9	8	9	0	4	4	1	4	4	10	6	4	2	0	1	1	1	0	0	0	0	0	0	0	2	0	0	0
Brent	Brondesbury Park	E05013498	168	134	155	158	197	21	19	11	10	6	8	1	2	0	1	8	13	5	9	3	2	1	0	0	0	0	0	0	1	0	0	0	1	0	1
Brent	Cricklewood & Mapesbury	E05013499	131	137	110	162	169	24	17	12	11	14	3	8	4	4	3	18	7	6	7	7	0	0	0	0	1	1	0	0	0	0	1	0	2	1	0
Brent	Dollis Hill	E05013500	196	221	205	285	251	22	32	31	21	23	8	7	11	2	8	13	19	15	14	9	0	0	0	0	0	0	1	0	0	0	1	0	2	0	0
Brent	Harlesden & Kensal Green	E05013501	276	209	201	263	257	32	25	26	16	14	8	7	3	1	2	23	11	16	8	13	2	0	0	0	0	0	0	0	0	0	1	0	2	1	3
Brent	Kenton	E05013502	110	90	138	149	142	15	8	11	14	9	2	0	5	4	2	7	2	6	10	4	2	0	1	1	0	0	0	0	0	0	6	1	0	1	0
Brent	Kilburn	E05013503	229	224	206	350	365	21	22	14	19	22	2	7	3	4	6	13	13	11	15	16	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0
Brent	Kingsbury	E05013504	88	98	102	101	151	11	6	14	9	10	1	2	5	6	3	5	1	4	3	5	0	0	1	0	1	0	0	0	0	0	0	0	7	0	0
Brent	Northwick Park	E05013505	77	100	94	107	85	11	14	10	3	7	1	1	3	1	3	6	8	4	2	3	0	0	0	1	0	0	0	1	0	0	0	1	0	0	2
Brent	Preston	E05013506	87	97	71	101	107	13	15	13	14	13	2	6	3	1	1	3	5	12	6	5	0	0	0	1	0	0	1	0	0	0	0	0	4	1	1
Brent	Queens Park	E05013507	161	163	164	152	179	15	13	8	10	9	2	2	1	0	1	10	8	5	8	7	0	0	0	0	0	0	0	0	0	0	1	1	0	2	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Brent	Queensbury	E05013508	110	90	93	109	128	8	5	11	7	5	2	1	1	1	2	5	2	8	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Brent	Roundwood	E05013509	261	229	232	243	237	26	29	23	19	19	8	8	7	4	6	12	19	13	12	8	1	0	0	0	0	0	0	1	0	0	1	0	2	2	6
Brent	Stonebridge	E05013510	404	386	344	425	408	33	35	36	35	33	9	11	32	11	3	18	14	14	17	19	1	1	0	0	0	0	0	1	0	0	0	5	2	0	1
Brent	Sudbury	E05013511	70	70	66	79	75	8	8	6	7	6	1	1	3	2	0	6	3	4	5	4	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Brent	Tokyngton	E05013512	60	58	46	50	63	7	16	10	3	6	1	4	0	3	1	4	3	5	1	2	1	3	2	1	0	0	0	0	0	0	0	0	0	0	0
Brent	Welsh Harp	E05013513	122	145	120	151	178	15	11	13	11	18	1	2	4	2	6	7	5	6	3	8	1	2	0	0	1	0	0	1	0	0	0	0	1	0	1
Brent	Wembley Central	E05013514	133	131	127	145	160	10	8	14	16	7	6	4	3	3	2	8	3	9	10	5	0	0	0	0	1	0	0	0	0	0	1	0	1	1	0
Brent	Wembley Hill	E05013515	126	129	102	157	182	11	9	15	16	19	5	5	3	4	2	8	5	9	10	11	0	0	0	0	0	0	0	0	0	0	1	0	3	0	4
Brent	Wembley Park	E05013516	127	96	95	141	154	10	5	7	9	11	0	0	2	1	1	1	1	2	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1
Brent	Willesden Green	E05013517	208	179	172	204	241	25	17	12	20	19	6	1	2	3	3	14	11	8	9	14	0	0	0	0	2	0	0	0	0	1	1	2	1	6	2
Bromley	Beckenham Town & Copers Cop	E05013987	126	160	128	173	153	14	10	6	12	13	2	1	2	4	2	6	7	5	5	11	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bromley	Bickley & Sundridge	E05013988	111	161	144	148	165	13	12	16	9	10	4	5	2	1	1	4	7	10	7	8	1	3	2	1	3	0	0	0	0	0	0	0	2	1	0
Bromley	Biggin Hill	E05013989	83	105	76	98	111	6	7	9	5	9	6	7	5	3	2	6	3	2	3	4	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0
Bromley	Bromley Common & Holwood	E05013990	135	109	135	140	162	16	21	19	12	19	4	6	7	5	3	7	11	12	7	8	0	1	0	0	0	0	0	0	0	0	2	0	2	0	0
Bromley	Bromley Town	E05013991	333	312	282	316	377	17	19	9	13	19	4	5	2	1	3	7	9	5	7	7	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Bromley	Chelsfield	E05013992	66	92	74	85	95	8	6	11	11	13	2	2	7	1	2	4	2	4	8	7	0	0	1	0	0	0	0	0	0	0	0	2	0	1	1
Bromley	Chislehurst	E05013993	145	158	123	151	156	15	13	15	19	19	10	4	5	5	8	6	4	5	9	4	1	0	0	1	1	0	0	0	0	0	2	1	0	1	1
Bromley	Clock House	E05013994	162	152	164	177	191	17	7	19	16	10	2	2	6	3	5	15	5	14	9	4	0	0	1	1	1	0	0	0	0	0	0	0	1	1	0
Bromley	Crystal Palace & Anerley	E05013995	144	162	170	220	215	20	14	13	9	11	6	4	6	4	3	11	6	8	6	8	1	0	2	0	1	0	0	0	0	0	0	0	1	0	0
Bromley	Darwin	E05013996	90	70	55	54	98	9	4	8	4	11	12	5	1	4	3	2	1	3	2	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Bromley	Farnborough & Crofton	E05013997	86	131	104	121	114	5	9	11	11	4	6	7	5	4	5	3	3	5	7	1	0	0	2	0	1	0	0	0	0	0	0	2	2	0	1
Bromley	Hayes & Coney Hall	E05013998	108	110	113	92	130	10	12	10	9	11	1	8	6	6	2	5	6	4	4	5	1	1	0	0	1	0	0	0	0	0	1	0	1	1	0
Bromley	Kelsey & Eden Park	E05013999	103	132	119	162	169	7	12	9	11	18	2	3	4	3	4	2	5	5	2	10	1	2	0	1	0	0	0	0	0	0	0	3	0	0	0
Bromley	Mottingham	E05014000	87	108	79	96	128	16	23	14	7	17	7	11	8	2	6	6	11	9	4	8	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2
Bromley	Orpington	E05014001	158	132	96	167	171	19	16	11	14	14	18	14	7	19	16	5	7	6	6	3	0	0	0	0	0	0	0	0	0	0	2	6	0	0	0
Bromley	Penge & Cator	E05014002	221	234	200	240	248	13	29	19	24	30	4	10	18	3	9	10	15	14	16	16	2	0	0	0	0	0	0	0	0	0	0	10	0	1	4
Bromley	Petts Wood & Knoll	E05014003	91	83	96	90	110	12	7	10	6	9	3	1	1	3	3	6	3	5	4	2	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Bromley	Plaistow	E05014004	89	76	94	104	139	7	9	8	5	10	2	2	3	0	2	3	4	3	5	9	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Bromley	Shortlands & Park Langley	E05014005	89	119	80	94	122	3	8	8	11	6	0	0	0	0	0	2	5	5	7	5	0	1	0	0	0	0	0	0	0	0	0	1	1	0	0
Bromley	St. Mary Cray	E05014006	226	221	211	313	258	34	29	33	46	39	43	24	22	41	29	12	7	10	8	9	1	0	2	1	1	0	2	1	0	0	1	1	0	5	0
Bromley	St. Paul's Cray	E05014007	280	219	187	237	233	46	46	28	25	26	60	39	26	17	29	8	7	6	13	6	1	0	0	0	0	0	0	0	0	0	11	1	0	0	0
Bromley	West Wickham	E05014008	72	83	61	76	74	8	9	9	5	10	2	3	4	3	1	3	5	1	3	4	1	0	1	0	1	0	0	0	0	0	0	5	0	0	0
Camden	Belsize	E05013652	187	199	168	212	192	21	12	4	11	13	2	0	0	0	1	17	9	2	9	8	3	0	1	1	0	0	0	0	0	1	0	3	0	0	0
Camden	Bloomsbury	E05013653	720	666	466	704	784	38	28	22	32	30	2	6	1	9	6	7	8	9	8	5	0	0	0	0	0	0	0	0	0	0	0	0	1	1	3
Camden	Camden Square	E05013654	105	97	72	111	115	11	5	6	11	12	2	0	2	3	3	7	2	4	7	10	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0
Camden	Camden Town	E05013655	210	217	145	268	254	19	14	10	13	13	6	5	1	2	0	12	6	7	5	4	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Camden	Fortune Green	E05013656	136	134	116	144	130	11	10	6	14	8	0	4	0	0	1	10	6	6	7	6	0	0	0	0	0	1	0	0	0	0	0	0	0	2	1
Camden	Frognal	E05013657	99	79	81	81	129	3	5	2	5	5	0	0	0	1	0	3	3	1	3	5	0	1	0	0	0	0	0	0	0	0	0	0	0	3	0
Camden	Gospel Oak	E05013658	277	280	233	223	272	18	8	17	8	22	1	4	3	1	3	12	6	13	6	14	0	0	0	0	2	0	0	0	0	0	1	0	1	0	2
Camden	Hampstead Town	E05013659	127	161	136	134	140	14	7	6	7	8	1	2	2	1	2	9	4	4	3	2	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Camden	Haverstock	E05013660	153	178	166	205	222	11	15	12	11	12	3	2	2	4	4	7	13	6	8	8	1	0	0	0	1	1	1	0	0	0	0	0	0	5	0
Camden	Highgate	E05013661	145	161	154	134	168	23	17	13	10	12	5	1	3	4	3	14	13	11	7	7	0	0	1	0	0	1	0	0	0	0	2	2	0	3	1
Camden	Holborn & Covent Garden	E05013662	720	723	481	696	707	24	35	14	26	29	3	0	2	9	2	6	6	8	9	9	0	0	0	0	0	0	0	0	0	0	3	0	1	2	1
Camden	Kentish Town North	E05013663	107	117	118	113	99	8	13	17	7	7	2	1	4	2	0	8	7	14	4	4	0	1	0	0	0	0	0	0	0	0	1	0	2	0	0
Camden	Kentish Town South	E05013664	181	180	180	217	205	22	13	17	18	16	4	2	2	4	1	9	10	12	10	6	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Camden	Kilburn	E05013665	217	218	214	285	272	11	10	14	11	17	1	3	7	2	5	3	4	6	11	9	1	0	0	1	0	0	0	0	0	0	0	0	1	1	0
Camden	King's Cross	E05013666	333	344	234	355	355	24	25	20	20	21	2	3	7	2	1	9	12	5	13	7	0	0	0	1	1	0	0	0	0	0	0	2	0	1	1
Camden	Primrose Hill	E05013667	222	250	257	245	246	14	8	19	12	8	4	1	4	1	0	11	5	11	10	8	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Camden	Regent's Park	E05013668	404	348	295	353	341	25	31	13	15	12	5	4	0	2	1	14	13	7	9	6	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0
Camden	South Hampstead	E05013670	149	125	162	160	199	10	6	7	6	8	0	0	2	2	2	8	4	3	3	5	1	0	0	0	0	0	0	0	0	1	0	1	0	0	1
Camden	St. Pancras & Somers Town	E05013669	263	282	219	288	331	16	26	13	16	23	6	3	4	7	4	6	17	10	10	12	0	0	1	1	1	0	0	1	0	0	3	3	5	1	0
Camden	West Hampstead	E05013671	141	162	148	196	215	16	16	7	14	11	2	3	1	2	0	9	7	6	8	8	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0
City of London	Aldersgate	E05009288	31	55	20	54	41	2	1	1	0	3	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	Aldgate	E05009289	68	41	27	45	34	2	0	1	1	3	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	Bassishaw	E05009290	13	17	18	20	25	1	1	0	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	0
City of London	Billingsgate	E05009291	48	50	19	28	22	1	1	3	4	2	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
City of London	Bishopsgate	E05009292	70	105	63	84	81	0	5	4	6	7	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of London	Bread Street	E05009293	40	30	18	22	31	3	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	0	0	0
City of London	Bridge	E05009294	30	23	22	33	32	2	2	1	4	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	0
City of London	Broad Street	E05009295	39	61	36	43	60	0	1	0	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	0
City of London	Candlewick	E05009296	42	44	17	32	24	0	4	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	0	0	0
City of London	Castle Baynard	E05009297	145	140	68	92	80	6	5	4	3	2	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
City of London	Cheap	E05009298	36	48	19	26	26	0	1	0	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	2
City of London	Coleman Street	E05009299	67	53	23	25	38	7	2	2	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	0	0
City of London	Cordwainer	E05009300	47	48	24	19	31	4	1	0	1	2	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
City of London	Cornhill	E05009301	37	37	35	49	31	3	1	2	2	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
City of London	Cripplegate	E05009302	39	32	27	27	32	2	1	3	1	1	0	0	0	0	0	2	0	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
City of London	Dowgate	E05009303	29	43	17	26	34	1	0	1	1	3	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
City of London	Farringdon Within	E05009304	77	74	55	77	79	5	5	4	2	7	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
City of London	Farringdon Without	E05009305	105	102	85	88	80	6	5	3	3	6	1	1	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of London	Langbourn	E05009306	52	41	36	69	59	3	1	1	0	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
City of London	Lime Street	E05009307	43	39	18	23	28	1	2	1	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	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
City of London	Portsoken	E05009308	35	36	36	29	36	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	0
City of London	Queenhithe	E05009309	12	14	10	12	13	2	0	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of London	Tower	E05009310	91	65	56	62	87	9	6	4	2	4	0	0	0	1	0	1	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
City of London	Vintry	E05009311	31	33	14	19	23	1	2	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
City of London	Walbrook	E05009312	45	46	33	37	46	0	4	0	3	9	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Croydon	Addiscombe East	E05011462	100	115	103	142	151	13	11	7	7	9	3	0	3	1	1	6	8	4	6	6	0	0	0	0	0	0	0	0	2	0	0	3	1	4	1
Croydon	Addiscombe West	E05011463	163	128	156	196	210	14	11	15	6	19	2	2	1	2	4	10	9	9	4	13	2	1	2	0	0	0	0	0	0	0	0	4	1	0	0
Croydon	Bensham Manor	E05011464	121	150	151	163	170	16	14	17	13	15	4	1	2	1	3	6	9	10	10	12	1	1	0	0	1	0	0	0	0	0	2	1	0	0	1
Croydon	Broad Green	E05011465	241	237	247	267	318	18	23	25	15	21	8	8	4	4	6	11	13	16	8	6	0	0	1	0	0	0	0	1	0	0	0	5	0	4	1
Croydon	Coulsdon Town	E05011466	84	64	87	98	83	13	7	17	11	4	5	2	4	2	4	4	1	6	6	1	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0
Croydon	Crystal Palace & Upper Norwood	E05011467	154	133	169	171	223	21	19	10	14	10	5	4	3	3	7	13	12	8	8	6	1	1	0	0	1	0	0	0	0	0	3	3	0	1	0
Croydon	Fairfield	E05011468	469	484	379	577	607	31	31	28	20	27	8	7	6	1	1	13	11	14	9	15	2	0	2	0	2	0	0	0	0	0	1	2	3	1	3
Croydon	Kenley	E05011469	49	45	38	50	80	7	7	9	4	9	3	1	1	1	0	5	2	4	2	6	0	1	0	1	0	0	0	0	0	0	0	0	1	0	1
Croydon	New Addington North	E05011470	152	174	140	198	204	21	15	19	16	15	5	11	7	4	4	13	4	12	11	10	0	1	1	0	0	0	0	0	0	0	0	1	1	0	0
Croydon	New Addington South	E05011471	115	140	125	129	126	20	26	17	13	14	13	17	16	9	7	6	10	2	7	6	0	0	0	1	0	0	0	0	0	0	1	2	0	0	0
Croydon	Norbury & Pollards Hill	E05011472	128	124	134	144	159	14	13	13	20	9	0	2	3	3	0	10	11	10	13	4	0	1	1	0	1	0	0	0	0	0	0	1	0	1	0
Croydon	Norbury Park	E05011473	79	81	95	99	132	11	8	13	6	15	2	2	3	3	6	5	6	8	3	8	0	0	0	1	0	0	0	0	0	0	2	1	2	0	1
Croydon	Old Coulsdon	E05011474	60	88	95	79	88	7	14	9	8	8	2	2	7	5	3	3	9	4	3	4	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Croydon	Park Hill & Whitgift	E05011475	64	66	85	85	106	2	3	6	2	5	5	0	1	0	4	0	2	4	1	3	0	2	2	0	0	0	0	0	0	0	0	1	1	0	0
Croydon	Purley & Woodcote	E05011476	184	190	148	205	272	20	22	13	15	23	2	8	5	3	6	9	7	8	7	14	5	3	3	1	0	0	0	0	0	0	0	1	1	1	1
Croydon	Purley Oaks & Riddlesdown	E05011477	53	70	52	65	64	6	9	3	6	7	3	3	2	0	0	4	5	2	5	5	0	0	1	0	0	0	0	0	0	0	1	0	1	1	1
Croydon	Sanderstead	E05011478	62	88	70	85	66	13	9	8	8	4	1	4	0	3	4	7	5	5	4	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0
Croydon	Selhurst	E05011479	168	150	191	257	239	22	20	18	21	16	6	4	4	3	6	14	13	8	16	11	0	0	3	2	0	0	0	0	0	2	0	2	0	2	2
Croydon	Selsdon & Addington Village	E05011480	56	94	76	102	90	7	14	15	21	10	2	3	1	7	3	2	6	7	10	4	0	0	0	0	0	0	0	0	0	0	0	2	1	0	2
Croydon	Selsdon Vale & Forestdale	E05011481	59	47	65	58	59	7	6	12	5	5	5	2	3	3	6	2	2	2	2	3	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0
Croydon	Shirley North	E05011482	96	104	111	121	143	15	7	9	12	11	2	2	2	5	3	11	5	7	6	6	0	2	0	0	1	0	0	0	0	0	0	0	0	2	0
Croydon	Shirley South	E05011483	87	78	70	63	148	10	5	7	8	18	3	2	1	2	2	4	2	1	2	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Croydon	South Croydon	E05011484	195	164	156	173	221	17	19	22	13	23	7	3	6	3	1	9	14	12	5	16	0	1	0	0	1	0	0	0	0	0	1	2	0	3	3
Croydon	South Norwood	E05011485	236	241	239	235	279	24	20	17	23	26	8	2	8	4	1	13	10	8	12	16	1	2	0	1	1	0	0	0	0	1	0	0	0	2	2
Croydon	Thornton Heath	E05011486	174	215	238	233	269	22	24	26	26	27	4	2	5	3	5	15	13	15	18	17	1	0	0	1	0	1	0	0	0	0	8	3	0	8	3
Croydon	Waddon	E05011487	294	304	302	354	405	25	21	19	20	26	12	7	5	8	13	9	11	12	14	11	0	2	1	0	2	0	0	0	0	0	4	0	1	1	0
Croydon	West Thornton	E05011488	179	192	212	205	278	18	24	21	16	24	7	1	5	2	11	8	15	11	10	7	1	0	1	1	0	0	0	0	0	0	4	0	0	0	5
Croydon	Woodside	E05011489	180	156	177	233	237	39	22	26	18	21	18	8	4	5	6	21	11	18	12	15	3	1	1	0	1	0	0	0	0	0	1	1	3	0	4
Ealing	Central Greenford	E05013518	139	133	143	134	147	13	10	13	5	13	6	3	7	2	1	2	4	3	1	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2
Ealing	Dormers Wells	E05013519	104	142	145	153	162	9	20	12	12	17	2	4	4	2	6	6	13	8	8	11	0	1	0	0	2	0	0	0	0	0	1	1	0	1	1
Ealing	Ealing Broadway	E05013520	194	198	176	266	303	17	16	7	15	15	2	2	2	3	3	12	10	4	8	9	1	0	1	0	0	0	1	0	0	0	1	1	3	3	1
Ealing	Ealing Common	E05013521	118	133	91	151	165	13	12	12	20	14	3	2	3	1	2	8	6	10	10	5	1	0	3	0	1	0	0	0	0	0	1	0	2	0	0
Ealing	East Acton	E05013522	167	178	163	186	192	13	15	8	16	13	3	3	4	1	2	7	9	6	15	8	2	0	1	0	0	0	0	0	0	0	1	0	1	1	1
Ealing	Greenford Broadway	E05013523	134	137	122	136	200	12	17	14	11	16	7	9	8	1	3	6	8	9	7	11	0	0	0	0	0	0	0	0	0	0	0	3	2	2	0
Ealing	Hanger Hill	E05013524	150	138	141	153	158	19	11	14	15	10	4	5	1	0	3	7	5	6	7	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Ealing	Hanwell Broadway	E05013525	177	147	177	221	233	10	10	13	9	15	6	1	5	3	2	6	5	8	5	6	0	0	0	0	0	0	0	0	0	0	3	0	0	2	2
Ealing	Lady Margaret	E05013526	91	78	73	71	79	13	13	8	8	10	1	1	2	2	4	6	10	5	4	6	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Ealing	North Acton	E05013527	250	297	266	308	358	20	28	26	18	23	5	7	6	3	2	4	6	8	10	6	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0
Ealing	North Greenford	E05013528	108	92	116	127	147	13	19	22	12	10	7	6	5	2	2	5	9	10	9	5	0	0	0	0	0	0	0	1	0	0	3	3	1	1	0
Ealing	North Hanwell	E05013529	101	102	76	128	172	15	10	9	6	10	8	4	5	1	1	9	6	6	4	6	0	1	0	0	0	0	0	0	0	0	2	0	0	0	1
Ealing	Northfield	E05013530	69	110	68	90	81	8	6	5	7	9	2	11	1	4	1	5	1	2	3	3	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0
Ealing	Northolt Mandeville	E05013531	167	173	149	152	219	26	27	20	13	14	17	7	3	3	9	10	13	10	8	8	0	0	0	1	1	0	0	0	0	1	0	0	2	2	0
Ealing	Northolt West End	E05013532	187	176	132	132	213	18	11	16	8	26	10	7	8	4	9	8	6	6	6	11	1	0	0	0	0	0	0	0	0	0	3	1	1	0	0
Ealing	Norwood Green	E05013533	152	129	159	166	231	17	14	15	21	22	5	6	8	10	9	6	7	6	10	9	0	0	0	0	0	0	1	0	0	0	2	3	2	1	0
Ealing	Perivale	E05013534	122	169	130	119	191	15	22	13	5	20	5	5	3	1	9	3	12	5	0	6	1	0	0	0	0	0	0	0	0	0	1	7	0	0	0
Ealing	Pitshanger	E05013535	138	128	101	123	171	13	14	10	14	17	2	2	3	1	3	7	6	8	9	9	1	0	2	1	1	0	0	0	0	0	1	2	0	0	0
Ealing	South Acton	E05013536	355	359	357	394	425	17	31	22	27	15	4	5	5	0	1	10	20	14	18	9	1	2	2	3	2	0	0	0	0	0	3	3	2	2	3
Ealing	Southall Broadway	E05013537	115	110	75	99	123	17	5	9	7	17	4	5	3	2	1	6	2	5	5	6	1	0	0	0	1	1	0	0	0	0	5	0	3	0	0
Ealing	Southall Green	E05013538	119	110	123	128	141	21	20	17	14	18	5	3	9	2	6	8	10	13	4	12	0	0	0	0	1	0	0	0	0	0	2	2	3	0	0
Ealing	Southall West	E05013539	52	78	112	50	66	4	6	2	3	5	3	3	24	0	3	3	2	1	3	2	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0
Ealing	Southfield	E05013540	108	108	72	113	126	8	11	8	13	10	0	1	3	0	1	5	7	3	10	6	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0
Ealing	Walpole	E05013541	179	176	145	184	189	11	11	7	10	16	9	3	4	2	2	4	6	4	8	8	1	0	0	0	0	0	0	1	0	0	0	1	1	1	1
Enfield	Arnos Grove	E05013672	74	49	49	42	53	11	9	10	11	7	1	3	1	2	1	7	5	3	3	5	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0
Enfield	Bowes	E05013673	94	76	102	78	104	19	7	13	17	12	6	1	2	2	4	5	4	10	10	6	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
Enfield	Brimsdown	E05013674	254	211	215	229	274	28	15	23	18	20	11	8	15	10	7	12	7	11	7	6	0	1	2	1	1	0	0	1	0	0	0	0	2	1	0
Enfield	Bullsmoor	E05013675	92	89	103	116	125	13	13	14	14	12	6	4	3	4	8	6	9	8	6	6	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Enfield	Bush Hill Park	E05013676	64	87	84	92	84	9	12	8	8	8	4	2	1	0	2	2	6	2	4	4	2	2	0	0	0	0	0	0	0	0	0	1	0	0	0
Enfield	Carterhatch	E05013677	164	140	158	165	161	17	15	16	18	14	8	6	5	14	3	7	10	7	7	3	2	0	0	0	0	1	0	0	0	0	1	1	0	0	0
Enfield	Cockfosters	E05013678	105	109	100	99	151	9	9	14	8	14	4	8	1	1	6	4	3	4	5	8	0	0	2	0	2	0	0	0	0	0	0	3	1	0	2
Enfield	Edmonton Green	E05013679	309	286	301	363	378	24	26	25	34	23	14	16	3	11	14	10	10	11	15	11	2	0	1	0	0	0	0	0	1	0	1	1	1	1	0
Enfield	Enfield Lock	E05013680	209	174	177	161	233	34	18	21	23	19	13	4	7	5	4	16	14	13	11	7	2	1	1	1	0	0	0	0	1	0	8	0	0	0	0
Enfield	Grange Park	E05013681	59	58	66	56	76	5	4	8	4	2	0	6	2	1	0	3	0	2	0	2	2	0	0	1	0	0	0	0	0	0	1	0	0	0	0
Enfield	Haselbury	E05013682	142	152	141	175	208	19	20	13	16	19	12	5	7	5	11	9	13	8	12	10	0	0	0	0	1	1	0	0	0	0	2	1	0	0	1
Enfield	Highfield	E05013683	43	41	39	43	56	5	8	4	3	9	0	5	3	0	4	4	4	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Enfield	Jubilee	E05013684	131	135	156	165	169	15	14	18	20	18	7	7	6	4	10	5	11	13	12	6	1	1	0	0	1	0	0	0	0	0	0	2	0	0	2
Enfield	Lower Edmonton	E05013685	139	159	132	163	200	19	19	11	17	24	4	7	3	10	4	10	11	5	8	15	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3
Enfield	New Southgate	E05013686	70	70	98	96	96	11	4	7	13	12	2	2	0	2	3	7	2	4	6	10	0	0	0	0	0	0	0	0	0	0	0	0	1	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Enfield	Oakwood	E05013687	50	44	43	40	58	4	8	7	6	3	0	4	1	1	1	3	3	4	5	1	0	0	1	0	0	0	0	0	0	0	2	0	1	0
Enfield	Palmers Green	E05013688	110	102	97	151	137	13	10	11	8	16	1	3	4	2	3	7	1	7	4	9	2	0	3	1	1	0	0	0	0	0	1	0	1	1
Enfield	Ponders End	E05013689	180	227	193	232	269	17	17	16	17	15	3	6	9	3	6	10	5	9	8	5	1	0	0	1	0	2	0	0	0	1	0	0	0	2	0
Enfield	Ridgeway	E05013690	127	112	118	111	145	16	17	8	12	13	7	2	7	3	2	3	6	3	6	5	1	1	2	0	0	0	0	0	0	0	2	0	0	4	2
Enfield	Southbury	E05013691	128	112	103	115	148	17	15	8	10	9	5	6	3	5	2	10	7	6	2	6	1	0	1	0	0	0	0	0	0	0	2	1	0	1	0
Enfield	Southgate	E05013692	141	133	130	123	127	10	13	11	6	11	6	6	2	1	2	7	10	6	3	6	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Enfield	Town	E05013693	119	123	110	137	160	9	10	11	13	10	4	4	2	7	3	5	5	2	3	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Enfield	Upper Edmonton	E05013694	227	251	195	226	267	22	14	18	19	26	14	4	10	4	7	8	6	9	12	15	0	0	0	0	0	0	0	0	0	0	2	0	1	0	5
Enfield	Whitewebbs	E05013695	188	136	149	177	209	26	12	7	14	18	5	4	9	9	5	10	6	4	3	5	2	0	1	0	0	0	0	0	0	0	1	0	1	0	1
Enfield	Winchmore Hill	E05013696	79	62	67	73	64	7	4	6	5	9	0	3	3	1	2	4	3	5	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Greenwich	Abbey Wood	E05014072	192	162	164	149	198	34	23	20	24	31	17	15	7	1	8	11	11	11	13	11	0	0	0	0	0	0	0	0	0	0	1	2	0	2	0
Greenwich	Blackheath Westcombe	E05014073	191	146	115	164	163	18	17	21	12	11	6	2	6	1	0	12	12	11	9	4	2	2	0	0	1	0	0	0	0	0	1	0	1	0	0
Greenwich	Charlton Hornfair	E05014074	78	75	78	91	91	11	14	7	9	9	3	5	1	2	1	5	6	5	7	6	1	0	0	0	0	1	0	0	0	0	2	0	1	2	0
Greenwich	Charlton Village & Riverside	E05014075	148	143	156	172	202	22	22	18	10	17	9	15	7	6	5	7	7	10	3	10	1	2	0	1	0	0	0	0	0	0	4	1	2	0	0
Greenwich	East Greenwich	E05014076	138	151	165	204	193	6	21	19	12	12	2	5	4	3	3	1	11	10	7	7	2	2	1	0	1	0	0	0	0	0	0	0	0	4	0
Greenwich	Eltham Page	E05014077	74	67	46	57	68	16	13	4	10	5	9	2	5	3	2	8	6	0	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Greenwich	Eltham Park & Progress	E05014078	55	60	71	66	85	7	4	5	3	10	4	3	3	1	3	3	1	3	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Greenwich	Eltham Town & Avery Hill	E05014079	177	214	175	194	223	15	18	24	14	16	5	4	5	12	3	8	13	14	5	7	0	0	0	1	0	0	0	0	0	2	0	1	1	0	3
Greenwich	Greenwich Creekside	E05014080	104	94	91	134	98	15	15	11	8	10	1	3	0	0	2	7	9	8	7	9	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1
Greenwich	Greenwich Park	E05014081	180	217	151	182	252	12	14	13	16	20	2	3	5	3	2	8	5	5	6	9	1	1	0	0	2	0	0	3	0	0	0	0	0	0	1
Greenwich	Greenwich Peninsula	E05014082	141	162	117	169	206	12	15	11	15	9	2	3	1	3	0	2	5	4	7	5	0	0	0	0	0	0	0	0	0	0	1	2	1	1	0
Greenwich	Kidbrooke Park	E05014083	97	63	68	87	83	14	13	9	10	5	4	3	4	2	4	6	8	3	6	1	1	1	0	1	1	0	0	0	0	0	1	0	2	1	0
Greenwich	Kidbrooke Village & Sutcliffe	E05014084	64	90	77	96	116	5	3	6	7	8	1	3	3	3	1	3	2	4	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Greenwich	Middle Park & Horn Park	E05014085	106	78	91	85	111	13	8	12	8	10	3	3	6	5	4	9	5	8	3	3	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0
Greenwich	Mottingham, Coldharbour & New	E05014086	103	131	101	113	118	16	16	8	15	12	9	14	6	1	3	5	7	2	9	2	0	2	0	1	0	0	0	0	0	0	0	1	1	0	1
Greenwich	Plumstead & Glyndon	E05014087	235	231	231	290	333	34	24	22	33	27	6	3	2	8	13	22	16	15	17	13	1	1	0	5	4	0	0	0	0	0	0	1	3	1	1
Greenwich	Plumstead Common	E05014088	179	129	129	152	214	29	23	16	10	17	6	7	5	9	1	16	11	9	8	14	0	0	0	1	1	0	1	1	0	0	0	2	1	3	2
Greenwich	Shooters Hill	E05014089	114	114	116	135	145	20	20	14	10	10	4	4	1	5	2	11	9	7	5	8	1	1	0	0	1	0	0	0	0	0	1	1	0	0	0
Greenwich	Thamesmead Moorings	E05014090	124	142	113	134	162	28	26	14	15	21	9	8	4	5	4	13	14	7	10	9	3	0	0	0	1	1	0	0	0	0	4	0	1	3	2
Greenwich	West Thamesmead	E05014091	123	117	131	154	185	28	28	26	33	39	12	10	13	24	26	10	12	8	5	3	0	0	0	0	0	0	0	0	0	0	1	0	1	2	0
Greenwich	Woolwich Arsenal	E05014092	184	230	194	221	217	23	16	15	20	14	4	2	1	8	6	10	6	9	5	7	1	0	1	2	0	0	0	0	0	0	1	0	0	0	0
Greenwich	Woolwich Common	E05014093	266	207	151	203	245	16	16	12	16	25	10	2	2	6	8	6	11	8	5	12	0	0	1	2	1	0	0	0	0	0	3	1	5	0	2
Greenwich	Woolwich Dockyard	E05014094	206	172	138	162	211	20	23	13	13	22	32	11	2	4	15	7	14	9	10	12	0	0	1	0	0	0	0	0	0	0	0	3	1	1	1
Hackney	Brownswood	E05009367	82	110	126	111	112	6	4	13	5	2	1	0	0	0	0	2	3	9	5	2	0	0	1	0	0	0	0	0	0	0	3	1	0	0	0
Hackney	Cazenove	E05009368	157	147	150	150	191	29	19	16	11	18	7	4	2	2	2	19	17	11	6	15	0	0	0	0	0	0	0	0	0	0	0	1	1	4	1
Hackney	Clissold	E05009369	179	197	204	225	224	23	18	18	18	14	5	7	2	6	2	17	12	15	9	11	3	0	1	1	0	0	0	0	0	1	1	0	0	0	0
Hackney	Dalston	E05009370	151	171	130	175	172	10	12	13	19	9	3	0	1	2	1	4	7	8	11	6	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0
Hackney	De Beauvoir	E05009371	130	113	106	132	155	12	10	11	12	7	4	2	1	0	0	9	5	9	8	6	0	0	0	0	0	0	0	0	0	0	0	2	2	1	0
Hackney	Hackney Central	E05009372	220	273	262	290	336	18	10	15	14	13	7	2	4	0	4	12	6	9	10	12	2	0	1	0	1	0	0	0	0	0	5	1	0	0	0
Hackney	Hackney Downs	E05009373	138	195	140	170	255	13	12	20	7	16	2	4	4	1	2	9	6	11	6	11	3	1	1	2	1	0	0	0	0	0	0	1	1	0	0
Hackney	Hackney Wick	E05009374	189	174	157	271	269	13	16	13	15	18	6	5	0	3	7	5	10	12	8	8	1	0	0	1	0	0	0	0	0	0	2	3	0	1	0
Hackney	Haggerston	E05009375	190	243	223	258	267	15	22	23	21	15	4	5	5	5	1	8	14	15	12	11	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0
Hackney	Homerton	E05009376	276	296	287	372	363	18	20	20	30	22	3	8	4	7	3	8	10	17	14	15	1	1	0	1	0	1	0	0	0	0	3	0	1	1	0
Hackney	Hoxton East & Shoreditch	E05009377	414	406	295	386	388	22	20	19	20	17	5	16	2	1	3	5	7	9	7	8	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0
Hackney	Hoxton West	E05009378	261	298	268	366	315	14	18	11	9	8	1	3	3	2	2	7	10	3	7	4	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Hackney	King's Park	E05009379	155	141	137	193	187	13	15	15	18	18	6	5	4	2	6	9	9	10	13	13	1	1	1	1	1	0	0	0	0	0	0	2	1	0	2
Hackney	Lea Bridge	E05009380	145	145	178	165	153	17	14	17	17	9	4	4	3	4	1	7	9	11	11	5	2	1	1	0	1	0	0	0	0	1	0	0	0	0	0
Hackney	London Fields	E05009381	178	173	155	207	219	17	17	10	10	13	4	3	3	4	4	12	14	9	4	9	1	1	0	1	1	0	0	0	1	1	1	1	1	1	1
Hackney	Shacklewell	E05009382	140	132	112	134	129	11	8	12	8	16	3	0	1	3	1	9	8	12	3	9	1	1	0	1	1	0	0	0	0	0	3	2	0	1	0
Hackney	Springfield	E05009383	235	228	309	303	327	25	15	24	21	22	7	11	8	5	8	16	9	14	12	12	0	0	1	1	0	0	1	0	0	0	3	0	0	2	1
Hackney	Stamford Hill West	E05009384	112	130	132	134	132	14	12	11	14	12	3	4	1	3	3	11	11	9	6	8	0	0	0	1	0	0	1	0	0	0	1	1	0	0	0
Hackney	Stoke Newington	E05009385	144	160	147	186	226	12	19	10	8	12	4	2	6	0	1	9	12	5	7	9	1	0	1	0	1	0	0	0	0	0	1	2	0	0	0
Hackney	Victoria	E05009386	161	165	153	165	190	15	17	10	13	14	7	5	5	3	3	10	10	7	9	11	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hackney	Woodberry Down	E05009387	301	253	208	250	263	19	12	13	10	15	2	4	1	3	2	13	9	7	6	10	0	0	0	0	1	0	0	0	0	0	1	3	0	1	1
Hammersmith and Fulham	Addison	E05013733	137	151	123	210	173	7	7	10	10	7	1	1	0	1	2	2	5	7	6	5	0	1	0	0	0	0	0	0	0	0	0	0	1	1	2
Hammersmith and Fulham	Avonmore	E05013734	111	134	103	148	123	7	9	9	2	7	0	0	1	1	3	5	7	5	1	4	0	2	0	0	0	0	0	0	0	0	0	2	1	0	0
Hammersmith and Fulham	Brook Green	E05013735	128	126	145	206	203	9	9	12	7	9	1	0	2	0	1	3	5	5	6	2	0	0	2	0	0	0	0	0	0	0	0	0	0	1	2
Hammersmith and Fulham	College Park & Old Oak	E05013736	150	192	178	225	261	16	45	39	33	45	9	32	21	21	35	3	6	10	10	7	0	1	0	2	1	0	0	0	0	0	1	2	1	2	5
Hammersmith and Fulham	Coningham	E05013737	198	187	181	277	206	14	16	9	16	13	3	3	1	1	1	9	13	4	11	9	1	0	1	0	0	0	0	0	0	0	1	0	0	1	1
Hammersmith and Fulham	Fulham Reach	E05013738	169	202	174	213	219	10	12	4	8	5	2	1	1	1	0	7	9	4	5	4	2	1	0	0	0	1	1	1	0	0	0	3	0	0	0
Hammersmith and Fulham	Fulham Town	E05013739	97	91	65	107	90	7	6	7	13	8	1	0	0	1	2	5	5	4	9	5	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0
Hammersmith and Fulham	Grove	E05013740	147	109	139	172	189	11	8	11	1	5	3	1	1	0	0	9	5	8	1	4	1	1	1	0	0	0	1	0	0	0	2	1	0	0	0
Hammersmith and Fulham	Hammersmith Broadway	E05013741	220	213	191	204	215	8	16	7	11	5	0	2	1	1	1	2	7	2	5	3	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Hammersmith and Fulham	Lillie	E05013742	176	203	157	143	171	12	10	4	9	9	2	0	1	1	1	9	7	2	5	6	2	0	0	0	0	0	0	0	0	0	1	0	0	0	2
Hammersmith and Fulham	Munster	E05013743	114	95	81	120	115	11	7	3	9	7	0	0	0	1	0	8	5	2	7	5	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Hammersmith and Fulham	Palace & Hurlingham	E05013744	143	142	150	196	150	5	8	8	6	10	0	1	0	0	0	5	7	6	3	4	0	1	1	1	1	0	0	0	0	0	0	0	1	0	0
Hammersmith and Fulham	Parsons Green & Sandford	E05013745	90	86	70	90	100	11	5	7	9	6	0	0	0	1	1	9	3	6	5	4	1	0	1	2	0	0	0	0	0	0	0	0	0	3	0
Hammersmith and Fulham	Ravenscourt	E05013746	99	99	99	99	99	6	7	6	4	4	0	1	0	1	1	5	4	4	2	3	0	0	1	0	0	0	0	0	0	0	0	2	0	0	0
Hammersmith and Fulham	Sands End	E05013747	174	153	167	260	242	18	15	8	6	9	1	1	1	1	0	16	10	7	3	7	2	0	0	0	1	0	0	0	0	0	5	0	0	0	0
Hammersmith and Fulham	Shepherd's Bush Green	E05013748	142	135	133	203	163	19	11	5	15	11	3	0	2	0	1	14	10	2	11	7	1	1	0	1	0	0	0	0	0	0	1	1	0	0	1
Hammersmith and Fulham	Walham Green	E05013749	137	151	127	175	199	12	10	7	3	9	0	0	0	1	1	9	7	2	2	2	0	1	0	0	0	0	0	0	0	1	0	2	0	2	0
Hammersmith and Fulham	Wendell Park	E05013750	87	72	57	96	85	10	4	6	3	6	0	0	0	0	1	9	2	5	2	5	2	0	1	0	0	0	0	0	0	0	0	0	3	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Hammersmith and Fulham	West Kensington	E05013751	161	164	170	219	175	8	10	11	7	11	2	1	0	0	2	3	9	9	6	5	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0
Hammersmith and Fulham	White City	E05013752	86	96	92	128	128	6	9	16	8	16	0	3	4	2	1	5	7	10	5	10	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0
Hammersmith and Fulham	Wormholt	E05013753	102	82	71	106	82	5	4	6	6	6	4	0	1	3	4	2	3	4	3	4	0	0	0	0	0	1	0	0	0	0	2	0	0	0	0
Haringey	Alexandra Park	E05013585	69	76	63	63	91	10	6	9	2	8	1	2	2	3	3	9	3	6	2	5	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Haringey	Bounds Green	E05013586	71	97	75	72	108	9	8	7	10	13	1	1	1	2	0	9	5	2	5	6	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Haringey	Bruce Castle	E05013587	203	250	273	231	253	25	19	20	10	17	7	8	15	5	6	12	9	15	7	14	1	1	0	1	2	0	0	0	0	0	1	1	6	1	0
Haringey	Crouch End	E05013588	117	129	133	187	203	12	9	13	17	7	1	1	3	1	0	6	5	5	12	6	0	0	0	0	0	0	0	1	0	0	1	2	0	0	0
Haringey	Fortis Green	E05013589	86	99	112	96	100	15	11	11	10	11	1	0	3	1	1	10	8	5	5	8	4	0	1	1	1	0	0	0	0	0	0	0	0	1	0
Haringey	Harringay	E05013590	162	162	155	187	197	12	18	14	19	11	7	2	4	1	6	6	10	10	9	5	2	0	0	0	0	0	0	0	0	0	0	1	2	1	1
Haringey	Hermitage & Gardens	E05013591	108	79	103	101	116	9	6	12	13	7	3	4	1	2	4	6	1	7	6	3	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0
Haringey	Highgate	E05013592	119	125	124	149	117	9	13	9	11	5	4	4	4	1	1	4	5	6	7	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
Haringey	Hornsey	E05013593	157	160	174	237	226	19	17	16	14	21	4	7	0	0	2	11	7	10	11	13	0	0	3	3	2	0	0	0	0	0	2	1	1	0	3
Haringey	Muswell Hill	E05013594	88	105	102	112	110	5	17	4	13	7	1	2	2	0	1	3	7	4	7	5	2	0	0	1	0	0	0	0	1	0	3	0	0	1	1
Haringey	Noel Park	E05013595	212	223	199	184	268	16	19	26	11	15	1	5	3	4	3	10	7	16	7	11	0	0	2	0	0	0	0	0	0	0	1	1	1	0	1
Haringey	Northumberland Park	E05013596	309	255	292	283	336	29	26	21	20	27	14	6	9	11	3	16	11	10	14	19	2	1	1	0	0	0	0	0	1	0	1	1	0	2	0
Haringey	Seven Sisters	E05013598	145	156	162	141	161	10	11	12	9	8	7	1	6	1	2	6	7	5	6	4	2	2	0	0	0	1	0	0	0	0	0	0	1	0	1
Haringey	South Tottenham	E05013599	172	219	268	209	285	22	15	18	25	17	18	9	11	4	6	14	11	9	17	12	0	0	0	1	1	0	0	0	0	0	0	1	0	0	4
Haringey	St. Ann's	E05013597	83	75	92	99	105	9	6	13	7	9	4	5	4	3	3	4	3	6	4	5	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Haringey	Stroud Green	E05013600	88	96	112	86	101	15	7	5	10	14	3	2	1	0	2	11	4	5	6	10	0	0	0	0	0	0	0	0	0	0	3	1	0	0	0
Haringey	Tottenham Central	E05013601	160	179	213	182	175	23	22	20	22	21	3	4	1	1	0	16	15	18	19	17	2	2	3	3	0	2	0	0	1	0	0	1	2	0	0
Haringey	Tottenham Hale	E05013602	115	162	164	229	174	10	8	15	15	13	7	6	4	0	3	5	2	8	6	10	0	1	0	0	0	0	0	0	0	0	1	0	0	1	1
Haringey	West Green	E05013603	173	174	150	150	170	18	22	9	9	16	8	8	4	2	3	7	12	4	6	13	0	1	0	0	0	0	0	0	0	0	1	1	0	0	2
Haringey	White Hart Lane	E05013604	119	122	136	137	134	16	18	17	10	16	3	8	6	3	5	11	11	12	5	10	1	0	1	1	0	0	0	0	0	0	1	1	0	0	2
Haringey	Woodside	E05013605	157	160	182	167	206	16	18	6	14	18	5	2	2	1	5	9	9	5	7	7	0	1	1	1	1	0	0	0	0	0	2	0	0	1	2
Harrow	Belmont	E05013542	61	48	56	54	55	4	3	3	4	4	1	0	1	3	0	0	2	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Harrow	Canons	E05013543	83	52	51	62	82	8	11	3	4	7	3	3	0	1	1	4	4	3	0	6	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Harrow	Centenary	E05013544	47	59	49	67	68	5	3	7	8	7	2	1	1	3	0	2	1	3	3	5	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0
Harrow	Edgware	E05013545	123	102	101	92	94	10	9	13	4	13	1	3	2	0	4	7	3	7	1	8	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2
Harrow	Greenhill	E05013546	209	173	180	225	264	11	16	5	13	18	2	2	0	0	3	4	5	3	6	6	0	1	0	2	0	0	0	0	0	0	2	0	0	0	2
Harrow	Harrow on the Hill	E05013547	115	125	98	118	124	11	8	9	10	13	1	5	3	2	3	5	2	8	7	10	0	1	0	0	1	0	0	0	0	0	1	0	0	0	0
Harrow	Harrow Weald	E05013548	200	151	134	155	153	9	10	12	12	11	5	2	6	4	0	3	8	5	7	7	1	1	0	0	3	0	0	0	0	0	5	1	0	2	1
Harrow	Hatch End	E05013549	49	57	50	81	71	12	5	4	6	5	3	0	1	1	0	6	3	2	4	2	2	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Harrow	Headstone	E05013550	94	82	68	73	109	11	9	3	5	8	2	3	1	3	3	6	5	1	3	6	1	0	0	0	0	1	0	0	0	0	4	3	0	0	0
Harrow	Kenton East	E05013551	66	55	87	67	104	8	7	8	8	7	3	2	0	1	1	4	3	6	4	5	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Harrow	Kenton West	E05013552	40	42	38	53	48	3	3	2	6	3	1	0	0	3	3	0	2	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Harrow	Marlborough	E05013553	52	68	51	95	104	5	6	9	6	9	1	2	1	0	2	4	4	5	3	8	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2
Harrow	North Harrow	E05013554	44	49	39	54	69	3	4	4	5	7	1	0	2	0	0	2	2	0	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Harrow	Pinner	E05013555	93	91	86	100	94	15	6	12	9	4	0	1	2	2	1	8	3	8	5	2	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Harrow	Pinner South	E05013556	73	94	84	81	82	6	9	9	4	6	0	1	1	1	2	1	3	5	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Harrow	Rayners Lane	E05013557	31	30	35	40	34	4	7	3	2	6	1	2	0	0	2	4	4	3	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Harrow	Roxbourne	E05013558	79	91	71	86	69	12	6	15	6	2	8	3	8	1	0	5	4	8	4	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0	0
Harrow	Roxeth	E05013559	97	90	92	93	118	13	16	11	18	9	5	6	3	3	1	7	7	7	13	6	1	1	0	1	0	0	0	0	0	0	1	0	0	2	1
Harrow	Stanmore	E05013560	152	120	141	165	158	14	14	14	13	10	3	3	3	2	3	8	7	11	7	3	1	0	1	1	1	0	0	0	0	0	1	1	0	0	0
Harrow	Wealdstone North	E05013561	66	62	64	94	83	9	5	3	1	9	2	4	0	0	2	7	1	2	1	6	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Harrow	Wealdstone South	E05013562	71	54	59	85	81	6	9	3	2	11	5	1	0	3	3	1	5	1	1	7	0	0	1	0	0	0	0	0	0	0	0	0	2	0	0
Harrow	West Harrow	E05013563	40	54	56	46	68	11	5	5	6	8	1	1	1	0	1	9	3	4	4	3	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0
Havering	Beam Park	E05013967	46	40	69	104	121	9	7	12	6	7	2	1	2	1	5	4	1	6	3	3	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Havering	Cranham	E05013968	57	54	63	86	87	8	3	8	10	5	8	2	1	4	0	3	2	5	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Havering	Elm Park	E05013969	116	72	88	114	100	13	10	6	8	13	9	4	3	4	6	5	6	3	6	6	0	0	0	0	1	0	0	0	0	0	1	1	0	0	0
Havering	Emerson Park	E05013970	43	47	52	65	72	6	6	7	6	4	4	2	2	4	0	3	2	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Havering	Gooshays	E05013971	203	202	180	192	190	29	29	18	15	31	26	26	17	11	19	10	11	10	4	7	3	1	1	1	0	0	1	0	0	0	2	1	1	1	2
Havering	Hacton	E05013972	37	28	28	41	47	2	2	4	3	5	3	2	0	3	2	0	1	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Havering	Harold Wood	E05013973	125	108	110	120	138	18	16	12	17	14	14	4	6	6	5	5	9	8	4	4	1	1	1	0	0	0	0	0	1	0	1	0	1	0	0
Havering	Havering-atte-Bower	E05013974	112	127	116	119	143	12	13	12	7	13	13	15	12	1	1	8	4	3	3	8	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Havering	Heaton	E05013975	159	159	186	228	235	23	20	21	20	19	14	8	10	6	6	15	10	14	12	12	1	0	3	0	1	0	0	0	0	1	0	3	1	2	1	0
Havering	Hylands & Harrow Lodge	E05013976	114	100	81	124	100	13	13	5	8	3	12	3	4	3	3	7	7	2	6	1	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0
Havering	Marshalls & Rise Park	E05013977	101	91	92	110	129	14	3	3	5	15	13	3	2	3	1	7	3	3	2	10	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Havering	Mawneys	E05013978	77	64	102	99	82	10	8	10	6	10	6	8	2	2	1	6	5	6	4	5	0	0	0	0	1	0	0	0	0	0	1	1	1	0	0
Havering	Rainham & Wennington	E05013979	176	218	210	211	396	24	34	27	23	37	11	9	7	9	15	6	4	2	5	6	1	0	0	0	0	0	0	0	0	0	3	2	0	4	2
Havering	Rush Green & Crowlands	E05013980	120	137	145	175	149	13	24	20	27	7	5	8	2	5	3	4	13	9	16	4	1	0	0	0	0	0	0	0	0	0	0	1	2	1	0
Havering	South Hornchurch	E05013984	99	72	98	103	115	9	13	7	12	14	12	5	4	6	7	0	8	2	7	4	0	1	0	0	1	0	0	0	0	0	0	0	0	2	0
Havering	Squirrel's Heath	E05013985	113	89	105	132	125	17	10	9	5	9	6	4	1	0	1	4	6	6	5	5	1	1	1	0	3	0	0	0	0	0	2	2	1	0	0
Havering	St. Alban's	E05013981	75	72	75	95	81	10	9	4	14	7	3	2	2	4	0	4	4	2	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Havering	St. Andrew's	E05013982	135	96	117	125	158	14	8	13	9	9	7	0	3	2	0	5	4	6	3	5	1	2	2	0	1	0	0	0	0	0	0	0	0	0	1
Havering	St. Edward's	E05013983	253	239	169	245	243	21	22	15	28	10	11	9	1	8	3	13	6	4	6	4	1	1	0	2	0	0	0	0	0	0	1	3	0	0	0
Havering	Upminster	E05013986	121	84	96	103	142	18	9	14	8	12	9	7	13	5	3	3	0	6	2	0	0	0	0	0	1	0	0	1	0	0	2	0	1	0	0
Hillingdon	Belmore	E05013564	105	112	118	100	135	15	28	13	7	13	6	5	8	2	4	10	15	5	2	6	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2
Hillingdon	Charville	E05013565	58	66	66	82	77	6	11	5	10	10	6	8	4	6	4	3	4	2	8	5	0	1	0	0	0	0	0	0	0	0	0	1	2	0	2
Hillingdon	Colham & Cowley	E05013566	188	185	177	198	246	26	25	29	24	30	9	7	5	6	12	12	8	10	11	12	0	1	1	0	2	0	0	0	0	0	4	0	1	3	1
Hillingdon	Eastcote	E05013567	94	115	101	115	131	13	14	10	13	14	3	5	3	6	5	6	8	3	4	8	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Hillingdon	Harefield Village	E05013568	85	93	66	59	82	11	4	12	3	10	4	3	8	0	2	3	1	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hillingdon	Hayes Town	E05013569	185	192	187	183	255	13	17	24	12	22	14	8	3	3	4	5	7	16	7	8	0	1	0	0	0	0	0	0	0	0	0	0	2	1	2

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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Hillingdon	Heathrow Villages	E05013570	589	658	546	723	946	84	102	33	59	96	15	18	11	14	23	10	6	8	12	11	0	0	0	1	0	0	0	0	0	0	3	2	1	1
Hillingdon	Hillingdon East	E05013571	98	124	110	92	123	10	12	15	9	12	8	10	8	1	4	5	4	3	6	7	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0
Hillingdon	Hillingdon West	E05013572	45	50	64	80	85	8	3	10	11	7	4	3	2	0	1	1	2	7	7	3	0	0	0	1	0	0	0	0	0	0	1	0	0	2	0
Hillingdon	Ickenham & South Harefield	E05013573	137	105	91	113	147	14	10	8	13	16	6	4	4	3	11	4	5	4	7	2	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Hillingdon	Northwood	E05013574	121	140	115	110	125	7	14	7	12	6	1	4	3	1	1	3	6	3	5	2	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0
Hillingdon	Northwood Hills	E05013575	93	122	79	107	113	8	11	7	8	7	4	1	2	1	0	6	4	5	3	6	2	0	0	1	0	0	0	0	0	0	1	0	0	0	0
Hillingdon	Pinkwell	E05013576	163	147	139	142	139	22	18	10	16	11	10	12	2	4	1	8	6	3	5	5	1	1	0	0	0	0	0	0	0	0	0	2	0	0	0
Hillingdon	Ruislip	E05013577	146	151	136	121	166	15	20	9	8	21	8	7	6	2	13	4	7	3	2	10	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Hillingdon	Ruislip Manor	E05013578	68	41	51	56	61	13	5	7	8	5	2	1	5	2	1	3	3	3	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hillingdon	South Ruislip	E05013579	124	141	132	155	158	15	11	16	16	23	5	3	6	4	3	5	5	5	6	6	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Hillingdon	Uxbridge	E05013580	261	275	274	327	352	22	33	16	23	30	6	3	12	7	7	6	11	5	9	9	1	1	1	3	1	0	0	0	0	0	0	1	2	1	1
Hillingdon	West Drayton	E05013581	143	131	126	124	155	24	12	11	16	15	12	8	9	3	9	9	6	5	7	8	1	1	0	0	0	0	0	0	0	0	2	0	2	2	0
Hillingdon	Wood End	E05013582	240	237	209	231	259	30	29	22	22	29	18	16	10	12	13	17	10	11	10	14	1	0	3	1	1	0	0	0	0	0	2	0	2	1	1
Hillingdon	Yeading	E05013583	118	127	98	127	130	15	14	11	14	17	5	5	8	6	7	9	4	3	8	8	0	0	0	0	0	0	0	0	0	0	0	1	0	0	2
Hillingdon	Yiewsley	E05013584	155	145	157	159	200	22	16	21	17	18	19	9	13	10	10	6	4	7	8	9	1	0	0	0	0	0	0	0	0	0	7	1	0	1	0
Hounslow	Bedfont	E05013606	158	158	155	151	233	28	24	33	19	26	16	15	15	10	33	10	8	4	6	6	0	1	1	0	1	0	0	0	0	0	1	4	0	2	0
Hounslow	Brentford East	E05013607	109	108	115	136	176	7	5	11	9	14	2	2	3	2	1	2	2	6	3	11	0	0	0	2	0	0	0	0	0	1	0	0	1	0	2
Hounslow	Brentford West	E05013608	80	84	75	94	110	8	6	4	11	7	1	4	2	1	3	8	4	3	5	4	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0
Hounslow	Chiswick Gunnersbury	E05013609	233	226	214	229	211	15	15	15	18	13	5	3	1	1	1	9	7	6	12	7	0	0	1	0	1	0	1	0	0	0	0	0	1	0	2
Hounslow	Chiswick Homefields	E05013610	150	129	111	143	143	12	17	5	8	13	2	5	4	0	1	3	7	4	6	5	0	0	0	0	1	0	0	0	0	0	0	3	0	1	1
Hounslow	Chiswick Riverside	E05013611	113	147	132	141	123	8	5	6	7	12	1	0	1	1	2	8	4	5	5	9	0	1	1	1	0	0	0	0	0	0	1	0	5	0	0
Hounslow	Cranford	E05013612	131	155	167	165	142	16	26	13	13	13	7	10	19	16	8	4	10	6	6	5	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
Hounslow	Feltham North	E05013613	121	135	143	144	177	12	17	14	14	16	10	8	11	2	5	7	7	4	9	9	0	0	1	1	2	0	0	0	0	0	2	0	5	0	0
Hounslow	Feltham West	E05013614	144	143	152	166	241	24	48	23	18	33	16	34	9	6	22	7	11	14	11	10	0	0	2	0	0	0	0	0	0	0	1	1	0	0	3
Hounslow	Hanworth Park	E05013615	142	120	102	120	178	22	11	12	12	17	14	6	6	3	19	7	5	2	4	3	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Hounslow	Hanworth Village	E05013616	146	143	125	125	169	21	23	13	23	27	13	13	7	9	18	7	9	7	13	9	0	0	0	0	0	1	0	0	0	0	4	1	1	0	0
Hounslow	Heston Central	E05013617	87	95	85	114	80	8	14	6	13	5	5	2	4	2	6	3	8	3	9	3	0	1	0	0	0	0	0	0	0	0	0	1	0	5	0
Hounslow	Heston East	E05013618	80	83	90	111	94	9	8	7	11	10	0	2	3	3	2	4	4	3	6	7	0	1	0	0	0	0	0	0	0	0	2	0	0	0	0
Hounslow	Heston West	E05013619	103	153	117	122	157	14	19	9	9	12	1	3	3	2	6	8	6	5	4	5	0	0	0	0	0	0	0	0	0	0	3	1	0	0	0
Hounslow	Hounslow Central	E05013620	110	101	77	124	173	12	10	10	10	12	2	3	1	6	3	7	5	4	4	4	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
Hounslow	Hounslow East	E05013621	118	93	121	104	126	11	7	13	7	14	1	2	6	7	2	7	5	5	2	9	1	2	1	0	3	0	0	0	0	0	0	1	2	0	1
Hounslow	Hounslow Heath	E05013622	148	148	129	127	150	23	17	19	14	19	7	14	13	8	8	12	9	8	9	10	1	0	0	2	0	0	0	0	0	0	1	0	1	1	0
Hounslow	Hounslow South	E05013623	48	50	62	60	59	6	10	7	11	8	3	1	3	4	4	3	5	5	5	3	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Hounslow	Hounslow West	E05013624	129	116	112	150	238	21	14	9	12	20	5	3	5	6	7	10	9	3	4	13	1	1	0	0	1	0	1	0	0	0	0	0	0	0	0
Hounslow	Isleworth	E05013625	150	112	125	120	105	25	13	16	5	8	3	1	3	0	2	12	6	11	5	4	1	1	0	0	0	0	0	0	0	0	0	0	1	1	0
Hounslow	Osterley & Spring Grove	E05013626	188	196	165	227	225	28	20	12	20	18	4	3	4	1	5	8	11	4	11	3	0	0	1	0	0	0	0	0	0	0	3	1	1	3	2
Hounslow	Syon & Brentford Lock	E05013627	116	136	104	154	186	13	15	9	11	9	4	1	2	5	4	3	7	3	6	1	0	1	1	2	0	0	0	0	0	0	2	0	0	0	3
Islington	Arsenal	E05013697	125	94	111	123	167	12	10	7	10	8	0	1	0	1	2	9	8	5	7	6	0	0	0	0	0	0	0	1	0	0	4	1	2	0	0
Islington	Barnsbury	E05013698	164	150	125	157	193	15	16	9	6	7	3	2	2	4	1	10	9	7	4	5	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0
Islington	Bunhill	E05013699	400	390	315	467	526	23	23	20	16	17	1	4	1	1	1	10	14	10	5	11	0	0	1	0	1	0	0	0	0	0	0	4	1	0	0
Islington	Caledonian	E05013700	160	204	141	147	200	9	14	8	9	5	2	5	1	3	1	6	2	4	5	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Islington	Canonbury	E05013701	154	153	183	192	194	17	6	15	17	18	5	2	2	6	2	11	6	11	11	14	0	0	0	0	0	0	0	1	0	1	1	0	2	2	3
Islington	Clerkenwell	E05013702	350	334	264	365	367	18	16	17	24	21	2	3	4	4	2	11	9	8	14	8	0	1	1	0	1	0	0	0	0	0	0	1	1	1	0
Islington	Finsbury Park	E05013703	256	207	217	252	336	24	16	19	11	27	7	3	2	2	1	11	7	13	7	14	0	0	0	0	0	1	1	0	0	0	7	2	2	1	1
Islington	Highbury	E05013704	157	149	151	157	203	15	12	12	10	17	1	3	2	2	3	13	10	10	8	14	1	0	0	0	1	0	0	0	0	1	1	3	0	1	0
Islington	Hillrise	E05013705	157	159	145	164	207	14	13	5	8	15	4	4	1	4	3	8	6	4	5	10	1	1	0	1	1	0	0	0	0	0	1	0	0	3	0
Islington	Holloway	E05013706	175	172	134	195	216	8	10	8	10	10	2	3	2	4	1	5	7	6	5	6	0	0	0	0	1	0	0	0	0	0	1	0	0	0	1
Islington	Junction	E05013707	253	208	183	247	250	28	25	13	26	16	11	2	3	2	4	14	16	9	18	11	1	2	1	1	1	0	0	0	0	0	1	2	1	2	0
Islington	Laycock	E05013708	249	236	246	274	247	36	19	28	37	28	10	7	6	15	18	15	7	14	10	8	1	0	0	1	0	0	0	0	0	0	5	1	0	1	3
Islington	Mildmay	E05013709	125	165	186	184	194	14	17	15	13	9	1	2	1	4	1	11	11	7	8	5	0	0	0	0	1	0	0	0	0	0	2	0	0	2	1
Islington	St. Mary's & St. James'	E05013710	204	182	170	223	259	15	9	10	17	10	3	2	0	2	4	4	5	8	9	5	1	2	2	0	1	0	0	0	0	0	0	0	1	0	1
Islington	St. Peter's & Canalside	E05013711	212	230	185	222	280	11	15	14	8	13	2	2	1	1	4	6	13	11	4	8	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Islington	Tollington	E05013712	153	138	158	236	256	14	15	11	20	17	1	4	0	3	1	12	10	10	17	13	0	0	0	0	0	0	0	0	1	0	0	3	1	3	0
Islington	Tufnell Park	E05013713	180	181	186	169	172	9	12	13	12	5	5	5	0	2	0	9	6	10	7	4	0	0	2	2	0	0	0	0	0	0	1	1	0	1	0
Kensington and Chelsea	Abingdon	E05009388	123	146	141	163	180	4	9	11	8	13	0	1	1	0	0	3	7	9	5	7	0	0	0	0	0	0	0	0	0	0	0	1	3	0	0
Kensington and Chelsea	Brompton & Hans Town	E05009389	349	357	238	363	372	16	13	12	17	11	2	1	1	1	1	9	5	7	9	3	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
Kensington and Chelsea	Campden	E05009390	140	165	162	237	233	12	8	13	7	22	2	0	2	1	1	4	6	7	5	9	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0
Kensington and Chelsea	Chelsea Riverside	E05009391	198	269	256	239	286	17	21	11	8	9	0	3	0	1	0	12	14	9	4	9	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0
Kensington and Chelsea	Colville	E05009392	196	256	247	297	267	12	17	13	14	7	0	2	0	0	3	10	14	10	11	4	2	3	1	1	0	0	0	0	0	0	0	2	0	3	0
Kensington and Chelsea	Courtfield	E05009393	214	212	156	215	207	10	18	9	9	14	1	0	0	0	1	4	12	5	9	6	0	0	0	0	0	0	0	0	0	0	0	2	2	4	0
Kensington and Chelsea	Dalgarno	E05009394	116	151	153	208	202	5	9	9	10	15	1	2	0	1	3	4	6	7	7	10	0	0	1	2	0	0	0	0	0	0	1	0	0	1	2
Kensington and Chelsea	Earl's Court	E05009395	256	242	161	301	299	12	11	10	10	6	0	0	1	3	0	6	5	5	5	5	1	0	2	1	1	0	0	0	0	0	2	0	0	0	2
Kensington and Chelsea	Golborne	E05009396	217	189	192	232	274	14	15	11	11	12	3	2	7	0	4	6	11	6	7	9	2	1	0	0	0	2	0	0	0	0	4	0	0	0	0
Kensington and Chelsea	Holland	E05009397	156	136	132	207	166	7	5	8	8	9	1	0	0	0	0	3	2	6	7	9	0	0	0	0	1	0	0	0	0	0	0	0	0	0	2
Kensington and Chelsea	Norland	E05009398	97	98	117	136	107	6	7	8	4	4	1	1	1	0	0	5	5	7	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Kensington and Chelsea	Notting Dale	E05009399	225	229	237	271	291	12	18	17	10	16	2	2	6	2	0	10	15	15	8	9	3	1	0	1	0	0	0	1	0	0	0	3	3	0	0
Kensington and Chelsea	Pembridge	E05009400	117	144	124	145	161	5	6	5	5	3	0	0	0	0	1	5	4	5	4	2	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Kensington and Chelsea	Queen's Gate	E05009401	157	157	115	180	188	6	9	8	6	9	0	0	0	0	0	1	7	6	5	7	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0
Kensington and Chelsea	Redcliffe	E05009402	178	176	160	180	222	14	9	9	9	10	4	1	0	0	2	11	6	8	7	8	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
Kensington and Chelsea	Royal Hospital	E05009403	218	258	182	220	251	11	7	8	13	9	0	0	0	1	0	5	6	6	8	4	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0
Kensington and Chelsea	St. Helen's	E05009404	119	120	92	150	146	9	5	3	5	9	2	2	2	2	2	7	2	2	4	5	2	0	0	1	0	0	0	0	0	0	0	1	0	3	0
Kensington and Chelsea	Stanley	E05009405	264	269	262	313	289	18	12	8	13	8	1	2	1	0	1	8	7	5	9	7	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Kingston upon Thames	Alexandra	E05013928	32	29	27	26	46	4	2	1	0	8	1	0	0	0	6	2	0	1	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kingston upon Thames	Berrylands	E05013929	25	29	41	30	41	6	3	6	0	2	1	0	0	0	1	6	3	5	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Kingston upon Thames	Canbury Gardens	E05013930	38	50	52	50	43	5	6	4	7	2	0	2	0	1	0	3	2	2	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kingston upon Thames	Chessington South & Malden Ru	E05013931	68	59	60	64	66	10	8	11	5	6	3	0	4	5	3	6	4	4	3	2	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0
Kingston upon Thames	Coombe Hill	E05013932	150	114	93	95	102	16	7	9	7	8	4	0	2	2	0	5	5	1	3	2	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0
Kingston upon Thames	Coombe Vale	E05013933	66	49	50	49	58	7	7	5	2	3	1	1	1	1	1	6	6	5	2	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Kingston upon Thames	Green Lane & St. James	E05013934	43	42	40	39	48	9	3	7	3	2	1	4	1	0	0	3	3	4	1	1	1	0	0	0	0	0	0	0	0	0	2	0	0	0	0
Kingston upon Thames	Hook & Chessington North	E05013935	84	69	58	54	80	9	6	6	12	8	3	3	2	5	4	3	1	3	9	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Kingston upon Thames	King George's & Sunray	E05013936	60	48	52	62	62	2	4	5	10	11	1	2	1	3	7	1	0	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Kingston upon Thames	Kingston Gate	E05013937	75	72	56	60	52	7	8	5	7	7	0	0	1	0	1	4	7	5	6	4	0	2	0	0	0	0	0	0	0	0	0	0	1	0	0
Kingston upon Thames	Kingston Town	E05013938	276	254	217	270	313	23	18	16	15	12	2	4	2	3	1	4	5	6	5	5	1	1	1	1	1	0	0	0	0	0	0	1	1	1	0
Kingston upon Thames	Motspur Park & Old Malden East	E05013939	35	30	37	32	29	7	6	2	3	4	1	0	1	0	0	6	4	2	1	2	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0
Kingston upon Thames	New Malden Village	E05013940	104	118	100	116	114	11	14	9	9	9	7	2	0	2	0	5	9	6	5	6	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0
Kingston upon Thames	Norbiton	E05013941	97	121	89	99	140	11	13	11	8	11	4	2	1	2	0	10	6	8	4	7	0	0	0	0	0	0	0	0	0	0	0	0	4	2	0
Kingston upon Thames	Old Malden	E05013942	34	27	28	30	58	4	2	4	2	4	1	0	0	0	1	1	2	4	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Kingston upon Thames	St. Mark's & Seething Wells	E05013943	95	108	80	97	158	8	15	8	7	9	2	1	2	1	2	4	9	3	2	4	1	0	1	0	0	0	0	0	0	1	0	1	0	0	1
Kingston upon Thames	Surbiton Hill	E05013944	126	129	83	99	139	9	16	10	7	9	1	2	2	1	0	4	14	7	6	8	2	2	2	0	2	0	0	0	0	0	0	0	2	0	0
Kingston upon Thames	Tolworth	E05013945	67	70	59	65	74	12	9	10	6	8	1	2	3	0	1	7	5	4	4	5	1	0	0	0	0	0	0	0	0	0	2	0	0	0	0
Kingston upon Thames	Tudor	E05013946	47	50	33	38	48	3	2	2	6	5	2	3	0	0	2	0	4	1	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lambeth	Brixton Acre Lane	E05014095	246	262	209	281	266	22	21	18	14	29	11	6	2	6	11	6	13	13	8	13	0	1	0	1	2	0	0	0	0	1	0	1	0	0	2
Lambeth	Brixton North	E05014096	210	200	228	339	322	15	16	17	15	19	6	3	2	3	3	11	11	15	11	13	0	1	0	0	2	0	0	0	0	0	0	0	1	0	0
Lambeth	Brixton Rush Common	E05014097	170	168	166	199	232	12	17	8	14	17	4	5	1	2	4	3	10	6	11	11	0	1	0	0	0	0	0	0	0	0	0	0	2	1	0
Lambeth	Brixton Windrush	E05014098	216	247	200	204	226	19	11	12	9	14	1	3	1	1	4	10	4	7	5	7	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Lambeth	Clapham Common & Abbeville	E05014099	86	136	116	119	125	11	7	9	6	8	1	0	0	1	1	6	3	7	6	4	0	1	0	0	1	0	0	0	1	0	0	0	0	0	0
Lambeth	Clapham East	E05014100	104	116	109	143	144	6	10	9	9	8	2	3	0	3	2	2	7	7	8	4	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0
Lambeth	Clapham Park	E05014101	205	214	224	222	225	19	7	11	8	16	2	0	1	1	2	15	5	10	6	13	1	2	0	0	0	0	1	0	0	1	0	2	0	0	2
Lambeth	Clapham Town	E05014102	215	226	188	278	296	23	19	17	11	20	9	5	5	1	1	11	12	11	9	13	3	0	0	1	3	1	0	0	0	0	0	0	1	0	0
Lambeth	Gipsy Hill	E05014103	85	104	113	113	135	8	10	13	12	12	6	4	1	3	3	4	8	8	7	5	0	0	0	0	0	0	0	0	0	0	2	1	1	1	0
Lambeth	Herne Hill & Loughborough Junct	E05014104	200	173	181	202	270	17	24	11	11	11	4	4	1	0	4	11	10	5	9	6	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0
Lambeth	Kennington	E05014105	266	287	221	276	295	17	18	14	15	10	2	4	3	2	1	14	12	12	10	8	2	0	1	1	0	0	0	0	0	0	0	1	2	0	0
Lambeth	Knight's Hill	E05014106	236	215	260	305	328	32	23	18	24	12	17	7	4	3	2	11	11	10	17	7	1	0	1	0	1	0	0	0	0	0	0	0	2	1	2
Lambeth	Myatt's Fields	E05014107	113	121	136	149	160	17	15	10	5	12	2	5	5	1	2	13	8	8	4	9	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0
Lambeth	Oval	E05014108	144	129	131	186	190	11	12	6	9	12	1	1	1	0	2	8	8	4	6	8	0	1	0	0	0	0	0	0	0	0	3	2	1	0	0
Lambeth	St. Martin's	E05014109	146	128	124	133	167	13	11	14	18	8	1	1	2	2	2	10	7	7	13	7	1	0	1	0	0	0	0	0	0	0	2	0	3	4	0
Lambeth	Stockwell East	E05014110	127	123	131	147	142	9	10	7	19	13	2	0	0	1	3	6	7	3	12	8	0	1	0	2	1	0	0	0	0	0	0	0	2	3	0
Lambeth	Stockwell West & Larkhall	E05014111	186	197	165	221	230	19	13	12	15	13	2	0	2	3	3	12	10	7	9	9	0	0	0	1	0	0	0	0	0	0	3	0	2	1	0
Lambeth	Streatham Common & Vale	E05014112	150	156	156	182	177	11	6	18	11	16	2	1	5	2	3	6	5	13	6	10	0	0	0	0	0	0	0	0	0	0	0	0	7	0	0
Lambeth	Streatham Hill East	E05014113	125	111	134	130	130	12	7	5	8	8	5	3	0	1	1	5	3	4	5	5	0	0	1	0	0	0	0	0	0	0	0	1	0	2	2
Lambeth	Streatham Hill West & Thornton	E05014114	63	54	68	85	69	6	5	7	14	7	0	0	2	3	1	2	5	6	7	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Lambeth	Streatham St. Leonard's	E05014115	168	185	198	203	231	14	12	17	19	24	3	1	5	5	0	10	9	10	5	12	5	0	0	4	1	0	0	0	0	0	2	0	1	3	4
Lambeth	Streatham Wells	E05014116	108	114	90	136	132	7	2	5	13	5	1	1	0	2	3	6	2	2	8	2	0	0	0	0	0	0	0	0	0	0	3	0	2	0	0
Lambeth	Vauxhall	E05014117	203	230	170	252	294	13	14	12	14	15	1	0	0	1	2	9	10	9	6	8	0	0	0	1	0	0	0	0	0	0	0	1	2	0	0
Lambeth	Waterloo & South Bank	E05014118	241	298	267	304	394	19	16	22	9	17	13	3	4	0	2	7	5	8	4	10	0	0	0	0	0	0	0	0	0	0	5	0	0	0	2
Lambeth	West Dulwich	E05014119	121	101	108	128	122	7	6	8	9	6	3	1	0	1	2	3	4	6	7	4	1	0	0	0	0	0	1	0	0	0	0	0	2	0	2
Lewisham	Bellingham	E05013714	165	134	143	185	204	24	12	15	15	18	13	8	12	4	5	14	7	6	9	9	2	0	2	0	0	0	0	0	0	0	1	0	0	2	0
Lewisham	Blackheath	E05013715	212	196	199	232	244	9	16	16	11	13	1	7	4	2	2	5	7	11	4	7	0	1	0	0	0	0	0	0	0	0	0	5	0	0	1
Lewisham	Brockley	E05013716	238	250	210	254	259	30	24	26	20	14	5	9	5	3	4	18	12	17	17	7	1	3	3	1	2	0	0	0	0	0	3	2	2	4	1
Lewisham	Catford South	E05013717	145	169	153	190	173	16	21	18	22	18	5	9	5	2	4	7	9	8	16	8	1	1	0	0	0	0	0	0	0	0	0	4	3	1	0
Lewisham	Crofton Park	E05013718	116	112	133	127	201	14	15	9	13	14	3	8	4	1	4	7	8	6	9	7	0	0	0	1	1	0	0	0	0	0	2	0	0	0	0
Lewisham	Deptford	E05013719	308	298	261	349	438	26	31	25	22	39	7	6	4	3	17	11	17	17	14	21	0	1	0	1	0	1	0	0	0	0	4	0	1	3	1
Lewisham	Downham	E05013720	121	132	167	152	190	16	13	24	17	18	5	4	6	3	5	10	8	15	11	11	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0
Lewisham	Evelyn	E05013721	216	253	230	316	257	8	11	13	13	9	1	0	6	1	4	7	8	13	13	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Lewisham	Forest Hill	E05013722	156	174	173	206	241	11	19	25	23	12	3	3	2	3	3	4	14	17	15	7	0	0	0	1	1	0	0	0	0	0	0	1	0	2	0
Lewisham	Grove Park	E05013723	157	179	196	181	194	10	15	14	16	16	2	3	8	5	8	6	9	9	6	10	0	2	0	0	0	0	0	0	0	1	0	0	1	1	0
Lewisham	Hither Green	E05013724	219	214	235	191	234	28	23	21	19	21	2	3	6	1	1	18	14	12	14	19	3	1	1	0	1	0	1	0	0	1	2	3	0	0	1
Lewisham	Ladywell	E05013725	414	315	223	199	283	31	16	11	10	8	9	6	5	3	4	14	11	5	6	3	0	0	1	1	0	0	0	0	0	0	0	0	1	2	0
Lewisham	Lee Green	E05013726	167	160	152	160	192	16	14	12	15	8	5	5	6	2	2	8	3	6	5	4	0	2	1	1	1	0	0	0	0	0	0	2	0	0	6
Lewisham	Lewisham Central	E05013727	208	226	149	231	213	19	15	15	9	15	3	3	3	2	2	10	10	7	6	9	0	0	0	0	0	0	0	0	0	0	0	1	0	0	3
Lewisham	New Cross Gate	E05013728	119	114	103	118	107	17	20	14	12	13	7	2	1	1	2	11	12	8	9	8	0	0	0	0	0	0	0	0	0	0	3	1	2	1	0
Lewisham	Perry Vale	E05013729	173	218	201	207	261	23	23	20	15	29	6	5	8	0	5	17	17	14	14	20	0	0	2	1	2	0	0	0	0	0	9	2	2	0	1
Lewisham	Rushey Green	E05013730	283	235	254	277	363	21	22	31	23	32	5	9	13	7	10	9	11	14	14	15	0	1	2	0	0	0	0	0	0	0	2	6	2	0	0
Lewisham	Sydenham	E05013731	198	180	176	237	209	21	22	21	18	17	5	2	4	4	7	11	12	14	13	6	1	3	2	1	1	0	0	0	0	0	4	1	0	0	2
Lewisham	Telegraph Hill	E05013732	201	200	169	223	228	16	17	19	21	12	3	5	3	4	4	9	12	10	10	7	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1
Merton	Abbey	E05013810	127	144	120	144	172	13	14	15	12	11	4	2	0	0	4	4	4	12	6	2	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Merton	Cannon Hill	E05013811	51	44	41	33	64	9	1	4	4	4	3	4	1	2	1	6	1	3	2	2	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0
Merton	Colliers Wood	E05013812	76	80	66	92	109	9	9	6	9	5	0	3	2	4	4	7	7	4	5	3	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0
Merton	Cricket Green	E05013813	151	138	159	151	208	25	19	13	16	18	10	8	3	4	8	12	9	3	6	4	0	2	0	0	1	1	0	0	0	0	3	2	0	1	1
Merton	Figge's Marsh	E05013814	128	143	131	111	123	14	18	16	9	7	3	2	4	4	0	9	14	8	6	7	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merton	Graveney	E05013815	38	50	55	63	70	6	10	7	7	9	1	1	1	3	0	5	6	6	3	5	0	1	0	0	0	0	0	0	1	0	1	1	0	2	0
Merton	Hillside	E05013816	124	131	116	136	196	8	8	5	10	5	5	0	0	2	2	4	7	1	5	3	1	1	1	1	0	0	0	0	0	0	0	1	0	3	0
Merton	Lavender Fields	E05013817	57	82	62	74	73	4	11	8	11	7	2	4	5	3	3	4	9	5	6	5	0	0	0	0	0	0	0	0	0	0	0	1	4	2	0
Merton	Longthornton	E05013818	57	61	49	58	95	11	5	7	10	11	2	2	0	1	0	6	4	4	7	7	0	0	0	0	0	0	0	0	0	0	0	1	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Merton	Lower Morden	E05013819	42	56	47	72	62	6	11	10	6	9	0	2	2	3	4	5	4	5	4	5	0	0	0	1	0	0	1	0	0	0	0	1	3	0	0
Merton	Merton Park	E05013820	87	72	82	89	70	8	3	10	9	5	3	2	2	3	1	3	2	3	2	3	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Merton	Pollards Hill	E05013821	82	89	101	104	125	14	12	12	13	11	5	3	2	6	6	9	4	7	8	8	0	0	0	0	0	0	0	1	0	0	0	0	1	0	3
Merton	Ravensbury	E05013822	84	78	72	109	81	8	8	12	16	4	7	4	4	2	2	5	5	8	8	2	0	0	0	0	0	0	1	0	0	0	0	0	2	0	0
Merton	Raynes Park	E05013823	93	84	81	116	114	11	15	13	9	5	1	5	1	1	0	10	10	10	6	5	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Merton	St. Helier	E05013824	87	74	72	86	85	13	7	8	7	8	1	3	1	1	2	9	3	3	5	3	0	0	0	0	2	0	0	0	0	0	2	0	0	2	0
Merton	Village	E05013825	151	134	133	129	128	11	12	7	9	8	5	2	1	0	1	9	6	4	4	6	2	1	1	0	0	0	0	0	0	0	0	1	0	0	2
Merton	Wandle	E05013826	40	41	46	61	70	4	7	5	10	1	1	1	1	1	3	3	6	3	5	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0
Merton	West Barnes	E05013827	77	74	80	99	94	9	4	6	2	9	1	2	1	0	2	2	4	5	1	4	1	0	1	0	2	0	0	0	0	1	0	0	0	0	0
Merton	Wimbledon Park	E05013828	98	90	106	88	92	14	6	8	2	5	4	0	3	1	2	6	4	6	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Merton	Wimbledon Town & Dundonald	E05013829	96	90	83	87	113	8	10	3	6	6	1	3	3	2	1	7	4	2	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Newham	Beckton	E05013904	246	253	219	269	249	33	24	26	19	16	26	19	11	14	5	5	6	8	4	7	1	1	1	1	0	0	0	0	0	0	1	0	1	0	0
Newham	Boleyn	E05013905	97	85	98	104	131	6	6	8	10	18	5	3	7	0	4	6	5	2	6	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Newham	Canning Town North	E05013906	168	204	131	201	233	25	10	20	20	10	7	17	9	10	12	11	6	9	10	4	0	0	0	0	0	0	0	0	0	0	0	1	1	3	1
Newham	Canning Town South	E05013907	67	102	50	78	85	10	11	1	12	5	5	33	0	3	0	6	3	1	6	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0
Newham	Custom House	E05013908	193	161	157	197	168	36	23	17	38	23	22	12	7	18	5	11	13	8	13	11	1	0	1	0	1	0	0	0	0	0	1	1	3	4	5
Newham	East Ham	E05013909	139	174	107	134	168	16	16	12	14	18	7	6	16	4	5	6	10	5	9	7	1	0	2	1	0	0	0	0	0	1	2	0	0	0	0
Newham	East Ham South	E05013910	140	146	171	180	202	24	22	16	16	21	6	6	12	7	6	12	9	5	8	13	0	0	0	0	1	0	0	0	0	0	2	0	1	1	3
Newham	Forest Gate North	E05013911	67	81	89	99	102	8	10	12	13	12	0	3	4	4	2	7	3	4	7	10	0	0	0	1	0	0	0	0	0	0	2	0	0	0	3
Newham	Forest Gate South	E05013912	168	196	217	254	246	20	20	27	22	19	9	12	22	16	4	11	9	8	9	11	0	0	0	0	0	0	0	0	0	0	0	0	6	0	0
Newham	Green Street East	E05013913	73	80	85	104	100	7	14	14	13	16	4	1	5	4	6	5	9	8	11	11	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2
Newham	Green Street West	E05013914	105	118	100	99	105	12	12	17	8	10	5	1	6	1	0	6	4	8	6	8	0	1	1	2	2	0	0	0	0	0	2	0	0	0	0
Newham	Little Ilford	E05013915	146	129	95	156	161	21	13	12	12	15	8	6	4	3	3	11	6	7	6	6	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0
Newham	Manor Park	E05013916	138	117	118	136	140	13	11	10	16	18	4	7	8	3	7	7	4	5	11	11	2	0	0	0	0	0	0	0	0	0	0	0	2	1	0
Newham	Maryland	E05013917	101	115	129	144	158	15	7	13	16	19	5	3	5	4	2	7	4	10	11	15	1	0	0	1	1	0	0	1	0	0	4	0	2	0	0
Newham	Plaistow North	E05013918	160	167	164	164	170	20	16	20	13	13	6	5	10	10	3	11	10	11	7	8	0	0	0	0	0	0	0	0	0	1	3	0	1	4	5
Newham	Plaistow South	E05013919	123	150	135	233	264	16	21	14	13	17	9	7	4	3	2	6	11	8	8	11	0	0	0	0	1	0	0	1	0	0	2	0	0	1	1
Newham	Plaistow West & Canning Town E	E05013920	199	180	174	188	194	24	27	24	18	13	20	9	10	5	6	7	14	12	13	5	0	2	1	0	0	0	0	0	0	0	2	0	0	0	0
Newham	Plashet	E05013921	64	61	72	81	77	9	8	5	13	8	6	4	2	3	1	5	3	5	2	5	0	0	0	0	0	0	0	0	0	0	2	1	0	0	1
Newham	Royal Albert	E05013922	106	118	131	174	171	15	15	16	14	14	3	3	6	1	0	9	6	9	8	8	0	0	0	0	0	0	1	0	0	0	0	3	2	0	1
Newham	Royal Victoria	E05013923	125	151	108	149	132	16	15	9	8	10	3	3	1	2	1	7	6	5	5	6	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0
Newham	Stratford	E05013924	344	333	286	326	365	23	30	17	18	20	4	8	8	7	4	8	12	10	7	11	2	1	0	1	1	0	0	0	0	0	0	0	0	1	1
Newham	Stratford Olympic Park	E05013925	109	84	78	101	182	16	7	4	8	13	4	2	0	1	6	2	1	2	5	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Newham	Wall End	E05013926	107	87	126	90	104	11	11	14	9	12	9	4	13	5	5	7	5	8	5	6	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Newham	West Ham	E05013927	148	118	133	169	157	12	15	16	23	16	8	6	7	8	1	7	11	7	14	13	0	0	0	0	0	0	0	0	1	0	0	0	1	1	1
Redbridge	Aldborough	E05011234	119	135	117	132	172	15	10	7	9	13	5	4	5	1	2	2	3	1	4	4	0	0	1	0	0	0	0	0	1	0	2	0	0	1	0
Redbridge	Barkingside	E05011235	91	95	93	88	99	10	13	7	11	6	2	2	0	3	0	7	5	2	3	3	3	0	1	1	0	0	0	0	0	0	2	0	0	0	0
Redbridge	Bridge	E05011236	107	94	101	84	132	19	10	8	11	18	6	2	1	2	3	12	5	2	7	4	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1
Redbridge	Chadwell	E05011237	110	113	90	115	95	15	13	9	14	10	2	3	4	4	2	12	8	3	10	7	0	0	0	0	0	0	0	0	0	0	2	0	2	1	1
Redbridge	Churchfields	E05011238	139	110	119	174	149	14	12	18	20	13	2	5	2	6	0	7	5	8	8	11	0	0	0	1	0	0	0	0	0	0	4	0	1	1	0
Redbridge	Clayhall	E05011239	111	103	77	114	104	19	15	6	9	13	6	1	2	0	3	5	3	4	7	3	0	1	1	0	0	0	0	0	0	0	1	1	0	1	0
Redbridge	Clementswood	E05011240	68	74	59	73	79	11	13	9	8	7	2	3	1	2	1	3	7	4	7	7	1	1	0	0	1	0	0	0	1	0	0	1	0	0	5
Redbridge	Cranbrook	E05011241	96	89	113	109	129	12	4	20	15	11	2	1	4	6	3	3	3	9	6	5	1	0	1	0	1	0	0	0	1	0	1	0	0	1	1
Redbridge	Fairlop	E05011242	76	90	110	107	103	14	8	15	8	10	4	2	7	2	3	8	3	5	3	4	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Redbridge	Fullwell	E05011243	114	135	117	180	148	13	21	14	9	17	1	5	4	3	4	10	11	8	2	6	0	3	0	0	0	0	0	0	0	0	1	0	0	0	1
Redbridge	Goodmayes	E05011244	109	129	113	141	155	17	22	13	16	16	5	10	6	8	1	7	8	4	8	9	1	1	4	1	4	1	0	0	0	0	0	2	1	1	0
Redbridge	Hainault	E05011245	98	96	117	114	140	16	11	13	6	20	6	8	4	4	5	8	4	8	5	9	0	1	0	0	0	0	0	0	0	0	3	0	0	0	6
Redbridge	Ilford Town	E05011246	241	244	192	195	251	27	13	17	14	13	11	4	5	5	2	10	5	9	4	3	1	1	0	1	0	0	0	0	0	0	1	0	0	2	0
Redbridge	Loxford	E05011247	142	160	130	149	164	15	22	17	12	14	3	8	3	3	0	7	10	8	6	12	3	0	1	1	3	0	1	0	0	0	2	3	4	0	1
Redbridge	Mayfield	E05011248	103	87	74	99	98	12	15	8	11	7	7	5	1	7	4	1	7	4	4	4	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0
Redbridge	Monkhams	E05011249	73	87	63	81	85	6	8	7	7	4	3	1	5	1	0	3	8	1	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Redbridge	Newbury	E05011250	113	80	74	91	95	21	13	7	11	7	7	6	2	4	3	8	8	5	6	4	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Redbridge	Seven Kings	E05011251	121	82	115	116	130	19	15	15	9	13	7	7	2	3	6	8	5	8	3	4	2	1	0	1	0	0	0	0	0	0	3	0	1	0	0
Redbridge	South Woodford	E05011252	90	86	80	115	92	13	6	6	7	7	2	0	1	1	0	5	4	4	3	5	2	0	0	0	1	0	0	0	0	0	1	0	1	0	1
Redbridge	Valentines	E05011253	112	106	117	134	151	16	10	10	12	13	1	1	4	7	1	11	7	5	4	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Redbridge	Wanstead Park	E05011254	162	100	167	99	140	17	19	11	7	10	12	12	2	1	3	2	1	3	2	3	1	1	3	0	0	0	0	0	0	0	0	0	0	0	0
Redbridge	Wanstead Village	E05011255	141	137	117	175	144	11	15	9	4	9	2	5	0	0	1	5	5	5	1	2	0	0	1	1	1	0	0	0	0	0	0	1	1	0	0
Richmond upon Thames	Barnes	E05013774	88	95	73	106	92	7	8	4	9	5	0	2	1	2	1	5	5	4	3	3	1	1	0	1	0	0	0	0	0	0	0	0	0	1	0
Richmond upon Thames	East Sheen	E05013775	61	64	56	56	85	4	12	11	6	5	0	4	5	2	0	3	6	5	3	4	0	0	1	0	1	0	0	0	0	0	0	0	1	1	0
Richmond upon Thames	Fulwell & Hampton Hill	E05013776	64	75	94	106	117	7	8	7	7	7	2	3	3	0	2	4	3	5	5	2	0	0	1	0	0	1	0	0	0	0	0	0	1	0	0
Richmond upon Thames	Ham, Petersham & Richmond Riv	E05013777	147	129	112	101	138	15	13	10	7	13	12	7	5	4	6	8	5	3	2	7	0	0	0	0	0	0	0	0	0	1	0	3	0	1	0
Richmond upon Thames	Hampton	E05013778	76	113	66	124	123	6	9	3	13	5	1	2	1	1	4	3	5	3	7	4	0	0	0	0	0	0	0	0	0	0	3	0	0	1	0
Richmond upon Thames	Hampton North	E05013779	75	82	69	115	79	8	9	8	11	5	5	4	4	5	1	2	6	5	6	3	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0
Richmond upon Thames	Hampton Wick & South Teddingt	E05013780	95	114	88	95	105	5	5	8	9	4	2	2	0	3	3	3	5	6	6	1	0	0	3	2	0	0	0	0	0	0	0	0	0	2	0
Richmond upon Thames	Heathfield	E05013781	63	58	56	68	99	12	7	3	6	17	3	3	3	2	12	4	1	1	5	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Richmond upon Thames	Kew	E05013782	112	76	87	112	95	15	8	10	10	12	1	2	2	1	0	8	2	5	4	8	0	1	0	0	0	0	0	0	0	0	0	0	0	0	2
Richmond upon Thames	Mortlake & Barnes Common	E05013783	100	102	101	123	134	13	8	7	4	16	2	2	6	0	3	6	6	2	1	8	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Richmond upon Thames	North Richmond	E05013784	128	136	134	130	149	9	11	6	9	7	1	3	5	0	0	5	6	2	7	5	3	2	0	2	1	0	0	0	0	0	0	0	0	0	0
Richmond upon Thames	South Richmond	E05013786	219	208	156	215	267	10	10	6	14	17	1	3	0	5	2	4	3	5	1	10	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0
Richmond upon Thames	South Twickenham	E05013787	95	76	69	103	111	10	5	2	6	7	1	2	1	0	0	5	2	1	4	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Richmond upon Thames	St. Margarets & North Twickenha	E05013785	72	71	70	78	69	8	10	9	5	9	3	3	1	2	2	3	4	7	3	3	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0
Richmond upon Thames	Teddington	E05013788	94	114	105	115	121	10	6	5	6	3	3	1	7	1	0	7	2	3	1	1	1	0	0	1	0	0	0	0	0	0	1	0	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Richmond upon Thames	Twickenham Riverside	E05013789	106	120	124	107	133	9	7	9	8	6	0	1	0	2	2	4	3	4	2	4	2	0	0	0	2	0	0	0	0	0	0	3	0	0	1
Richmond upon Thames	West Twickenham	E05013790	51	72	76	66	75	3	5	7	8	6	4	6	3	0	2	1	2	5	4	5	0	1	1	3	0	0	0	0	0	0	1	0	0	0	0
Richmond upon Thames	Whitton	E05013791	44	55	40	54	68	3	7	3	7	6	3	0	2	4	2	1	3	1	3	5	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0
Southwark	Borough & Bankside	E05011095	385	337	228	309	350	26	14	17	21	19	7	7	4	3	2	13	5	8	12	6	1	0	2	1	0	0	0	0	0	0	1	0	0	0	0
Southwark	Camberwell Green	E05011096	280	308	288	336	302	28	12	19	18	25	3	1	3	4	9	20	10	14	9	15	0	1	3	1	0	0	0	0	0	0	1	1	0	2	1
Southwark	Champion Hill	E05011097	113	86	99	87	102	10	9	10	5	6	1	0	1	0	1	5	7	10	5	5	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
Southwark	Chaucer	E05011098	197	165	151	228	217	22	14	13	16	18	9	1	2	5	0	12	7	7	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwark	Dulwich Hill	E05011099	69	61	72	72	96	11	8	6	6	6	2	4	0	2	0	8	3	3	3	5	1	0	1	0	1	0	0	0	0	0	1	1	0	1	0
Southwark	Dulwich Village	E05011100	97	121	106	77	94	9	5	10	4	5	0	1	2	1	0	7	2	7	0	4	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwark	Dulwich Wood	E05011101	101	117	129	128	121	8	8	10	8	6	3	4	0	1	1	6	6	6	6	3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwark	Faraday	E05011102	236	188	196	212	200	28	19	27	25	25	6	4	3	3	4	19	13	20	19	16	0	0	0	0	0	0	0	0	0	0	8	0	1	0	0
Southwark	Goose Green	E05011103	140	117	100	129	138	15	7	7	15	6	1	3	2	1	0	12	4	4	8	5	0	1	0	0	0	0	0	0	0	0	1	0	0	0	3
Southwark	London Bridge & West Bermond	E05011104	307	355	259	377	420	24	41	16	28	21	6	4	0	8	3	8	25	10	15	8	1	1	0	1	1	0	0	0	0	0	0	2	0	0	0
Southwark	Newington	E05011105	197	172	182	210	205	12	14	10	9	17	2	2	1	5	2	9	9	9	4	11	0	0	0	2	0	0	1	0	0	0	2	2	1	0	3
Southwark	North Bermondsey	E05011106	235	264	219	272	304	9	12	14	18	16	1	0	0	9	2	6	8	8	10	11	0	0	2	2	1	0	0	0	0	0	0	0	1	1	3
Southwark	North Walworth	E05011107	226	240	194	249	287	26	8	18	24	21	6	2	4	4	3	14	3	14	16	11	0	0	0	1	0	0	0	0	0	0	2	0	0	8	1
Southwark	Nunhead & Queen's Road	E05011108	189	225	229	274	251	19	21	21	25	18	5	4	6	6	1	10	16	13	18	15	0	1	0	2	1	0	0	0	0	0	0	1	0	1	0
Southwark	Old Kent Road	E05011109	327	291	300	368	334	28	17	23	18	21	4	6	5	1	4	12	7	15	10	10	0	1	2	0	0	0	0	1	0	0	2	0	0	0	1
Southwark	Peckham	E05011110	176	164	196	224	235	12	10	20	11	22	1	0	2	3	1	6	8	14	8	18	0	0	2	0	0	0	0	0	0	0	1	0	1	1	1
Southwark	Peckham Rye	E05011111	91	108	85	76	103	11	10	9	8	13	1	3	1	1	3	9	7	8	4	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Southwark	Rotherhithe	E05011112	219	251	217	247	230	12	15	17	19	15	5	3	5	9	1	9	10	13	9	10	1	2	0	1	0	0	0	0	0	0	0	1	1	0	2
Southwark	Rye Lane	E05011113	282	265	209	274	283	22	28	20	25	21	6	4	1	4	5	14	15	13	14	11	0	0	0	0	0	0	0	0	1	0	0	3	5	4	1
Southwark	South Bermondsey	E05011116	261	257	240	242	290	28	17	20	23	22	14	3	3	6	4	20	16	13	15	16	1	0	1	0	2	0	0	0	0	1	0	2	1	1	2
Southwark	St. George's	E05011114	148	157	211	205	201	14	13	11	11	16	5	0	1	0	5	5	8	8	8	5	0	0	1	1	0	0	0	0	0	1	0	0	3	0	0
Southwark	St. Giles	E05011115	241	242	252	270	292	22	14	18	15	21	4	3	3	1	9	10	9	14	12	11	1	2	0	0	2	0	1	0	0	0	2	0	0	0	2
Southwark	Surrey Docks	E05011117	133	139	146	119	124	8	14	11	3	8	5	1	3	5	7	5	7	7	0	5	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Sutton	Beddington	E05013754	109	89	111	107	146	17	11	13	7	7	6	1	7	7	7	1	2	4	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sutton	Belmont	E05013755	109	118	77	107	101	14	6	7	6	9	3	1	2	1	6	10	5	5	6	4	1	0	1	0	0	0	0	0	0	0	2	0	0	0	0
Sutton	Carshalton Central	E05013756	61	109	69	77	118	8	7	8	9	4	1	3	3	2	3	4	4	5	5	1	0	1	0	0	0	0	0	0	1	0	0	1	0	3	0
Sutton	Carshalton South & Clockhouse	E05013757	45	48	49	67	71	3	4	5	5	8	1	0	1	5	2	1	1	2	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Sutton	Cheam	E05013758	79	63	74	60	120	3	11	7	6	5	2	3	2	1	3	1	5	5	4	3	1	1	0	1	0	0	0	0	0	0	0	0	1	1	0
Sutton	Hackbridge	E05013759	46	55	45	48	78	7	8	5	7	3	6	5	3	6	5	6	3	3	4	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0
Sutton	North Cheam	E05013760	52	53	47	86	69	7	7	11	11	10	1	1	1	4	0	5	4	6	6	5	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Sutton	South Beddington & Roundshaw	E05013763	98	81	81	100	112	10	5	6	13	6	6	4	1	8	3	2	2	3	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Sutton	St. Helier East	E05013761	52	62	89	80	82	13	15	17	7	6	15	11	15	4	5	4	2	4	2	4	0	0	1	1	1	0	0	0	0	0	0	0	2	0	0
Sutton	St. Helier West	E05013762	145	112	84	99	158	17	9	11	13	11	9	5	7	2	0	11	5	7	5	10	1	0	0	1	0	1	0	0	1	0	1	4	2	3	0
Sutton	Stonecot	E05013764	51	65	60	75	89	5	4	5	6	7	1	3	1	5	1	3	2	0	2	5	0	0	0	0	0	0	0	0	2	0	0	0	0	0	1
Sutton	Sutton Central	E05013765	225	249	232	261	333	29	17	17	11	15	11	7	7	11	5	13	7	6	5	4	8	3	1	0	1	0	0	0	0	0	2	0	1	0	0
Sutton	Sutton North	E05013766	88	94	105	96	110	15	11	15	5	11	9	4	7	2	5	8	6	7	3	7	0	1	1	0	0	0	0	0	4	0	0	4	1	0	0
Sutton	Sutton South	E05013767	119	84	81	126	132	9	15	12	8	9	0	0	0	1	0	6	12	12	5	4	3	1	3	1	2	0	0	0	0	0	0	2	0	0	0
Sutton	Sutton West & East Cheam	E05013768	77	87	95	103	138	4	8	10	7	6	4	3	2	1	2	1	4	4	4	5	0	0	0	0	0	0	0	1	1	0	0	2	0	0	0
Sutton	The Wrythe	E05013769	55	62	61	81	90	14	9	8	8	6	2	5	1	1	3	8	6	6	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sutton	Wallington North	E05013770	82	125	106	152	174	6	13	10	17	10	1	1	0	2	0	4	10	9	10	5	0	1	0	2	1	0	0	0	0	0	0	0	0	1	0
Sutton	Wallington South	E05013771	116	100	105	125	159	7	9	15	11	7	1	3	2	0	0	4	3	6	9	6	0	0	1	1	0	0	0	0	0	0	1	0	0	1	1
Sutton	Worcester Park North	E05013772	39	51	31	69	41	10	12	5	6	6	2	3	1	0	0	3	3	3	3	5	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Sutton	Worcester Park South	E05013773	35	33	30	59	47	6	1	1	3	1	0	0	0	0	0	4	0	1	3	1	3	0	0	1	0	0	0	0	0	0	1	0	0	0	0
Tower Hamlets	Bethnal Green	E05009317	301	262	258	324	380	29	19	24	22	26	20	9	14	8	17	12	6	12	11	15	0	0	1	0	0	0	0	0	0	0	3	1	2	0	0
Tower Hamlets	Blackwall & Cubitt Town	E05009318	202	238	222	326	303	19	15	24	21	18	2	3	5	3	2	12	9	16	13	13	0	0	0	0	0	0	1	0	0	0	0	0	1	4	0
Tower Hamlets	Bow East	E05009319	222	236	257	318	325	18	20	17	32	18	5	6	8	3	5	12	9	10	21	13	1	0	0	3	0	0	0	0	0	0	2	3	0	6	0
Tower Hamlets	Bow West	E05009320	168	173	139	134	185	15	17	13	13	10	12	16	6	4	8	12	9	8	7	5	0	1	0	0	0	0	0	0	0	0	0	0	0	2	3
Tower Hamlets	Bromley North	E05009321	134	146	124	200	211	18	12	15	16	18	18	15	12	7	5	9	10	8	13	15	0	0	1	0	2	0	0	0	0	0	0	0	2	1	5
Tower Hamlets	Bromley South	E05009322	121	158	173	185	204	10	10	14	14	14	2	5	10	6	2	7	7	10	9	8	0	0	0	1	0	0	0	0	0	0	0	0	2	2	3
Tower Hamlets	Canary Wharf	E05009323	308	308	272	336	376	25	23	24	30	24	3	4	5	2	1	5	11	7	17	14	1	0	0	0	0	0	0	0	0	0	1	1	0	2	0
Tower Hamlets	Island Gardens	E05009324	135	128	131	167	128	14	7	9	9	6	7	10	1	2	4	7	4	8	9	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Tower Hamlets	Lansbury	E05009325	276	277	256	300	323	33	26	21	15	29	16	14	21	10	14	22	15	11	10	18	1	0	1	0	0	0	0	0	0	0	2	1	0	0	1
Tower Hamlets	Limehouse	E05009326	80	63	61	69	96	5	5	6	5	8	1	5	3	2	3	2	2	5	2	4	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
Tower Hamlets	Mile End	E05009327	244	257	265	296	362	22	25	23	19	27	14	12	7	7	8	12	12	14	11	22	0	0	2	0	1	0	0	1	0	0	0	1	0	0	4
Tower Hamlets	Poplar	E05009328	183	168	126	137	168	10	12	10	14	10	6	3	9	3	8	4	7	3	6	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tower Hamlets	Shadwell	E05009332	266	335	235	333	304	15	22	18	18	21	4	8	9	25	5	9	12	5	10	14	0	1	0	0	0	0	0	0	0	1	0	2	0	0	1
Tower Hamlets	Spitalfields & Banglatown	E05009333	319	347	231	312	355	22	23	17	12	27	10	7	7	3	8	8	10	6	11	11	1	1	0	0	2	0	0	0	0	0	1	2	0	3	0
Tower Hamlets	St. Dunstan's	E05009329	179	153	151	177	197	31	15	13	13	16	18	9	10	1	11	12	11	8	11	6	2	0	0	3	0	0	0	0	0	0	0	0	0	0	2
Tower Hamlets	St. Katharine's & Wapping	E05009330	121	132	91	160	150	8	8	4	12	14	2	4	0	3	0	6	4	2	5	9	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
Tower Hamlets	St. Peter's	E05009331	343	295	259	305	369	29	31	18	23	22	20	13	5	4	11	15	18	14	11	10	2	0	0	0	1	0	0	0	0	0	1	0	2	2	2
Tower Hamlets	Stepney Green	E05009334	174	158	169	176	207	20	16	15	16	23	20	12	6	6	6	9	9	11	9	14	0	1	0	0	0	0	0	0	0	0	0	3	1	1	0
Tower Hamlets	Weavers	E05009335	205	238	224	260	294	21	19	20	22	19	11	8	6	3	1	14	15	11	16	14	3	0	1	2	0	0	0	0	0	0	5	2	0	1	1
Tower Hamlets	Whitechapel	E05009336	361	400	365	458	511	17	25	24	19	23	14	9	3	7	5	4	13	12	12	12	0	2	0	0	0	0	0	0	1	0	0	0	1	1	3
Waltham Forest	Cann Hall	E05013882	204	195	203	210	210	26	19	21	17	20	6	2	5	6	3	18	18	14	10	10	4	1	1	1	0	0	0	1	0	1	3	0	1	0	2
Waltham Forest	Cathall	E05013883	150	129	101	150	146	7	14	11	9	8	5	2	0	1	1	5	10	7	8	6	2	2	1	0	0	0	0	0	0	0	0	0	1	0	0
Waltham Forest	Chapel End	E05013884	99	110	97	140	126	7	15	15	13	12	1	4	3	3	2	2	9	7	5	4	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
Waltham Forest	Chingford Green	E05013885	116	126	128	97	110	16	19	9	5	4	3	2	5	0	0	5	8	2	2	3	0	1	0	0	1	0	0	0	0	0	0	1	0	0	0
Waltham Forest	Endlebury	E05013886	85	96	74	95	118	17	7	12	8	6	2	1	5	4	2	11	3	4	3	4	0	0	0	0	1	0	0	0	0	1	2	1	0	0	0
Waltham Forest	Forest	E05013887	168	195	165	207	221	24	20	12	15	10	8	9	8	5	7	11	10	6	9	5	0	0	0	0	0	0	0	0	0	0	1	4	1	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				
			2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Waltham Forest	Grove Green	E05013888	95	81	74	84	82	7	13	7	8	12	2	3	5	1	1	6	8	4	8	8	0	0	0	0	0	0	0	0	0	0	1	2	0	0
Waltham Forest	Hale End & Highams Park South	E05013889	86	79	86	73	102	8	13	9	5	13	2	2	4	0	2	3	1	3	3	4	0	0	0	0	1	0	0	0	0	0	2	0	0	0	0
Waltham Forest	Hatch Lane & Highams Park Nort	E05013890	203	137	153	133	168	21	15	14	11	8	11	6	3	5	0	9	8	4	6	5	0	0	2	1	0	1	0	0	0	0	0	0	0	0	0
Waltham Forest	High Street	E05013891	135	152	84	134	143	14	14	8	10	14	2	1	0	0	2	9	8	6	6	5	0	0	0	0	0	0	0	0	0	0	2	0	1	0	0
Waltham Forest	Higham Hill	E05013892	136	154	137	123	162	16	19	13	16	10	15	12	6	2	3	5	10	6	11	4	0	2	0	0	0	0	0	0	0	1	1	0	0	0	0
Waltham Forest	Hoe Street	E05013893	181	175	183	217	198	13	15	12	9	9	8	7	2	0	2	5	5	8	6	3	2	1	0	1	0	0	0	0	0	0	0	2	0	0	0
Waltham Forest	Larkswood	E05013894	134	129	139	107	137	9	9	13	8	6	4	4	11	6	0	3	3	5	3	2	1	0	0	1	1	1	0	0	0	1	0	0	0	0	0
Waltham Forest	Lea Bridge	E05013895	189	156	169	185	193	22	19	24	15	19	10	6	12	0	4	7	8	11	6	9	0	1	2	0	0	0	0	0	0	0	0	1	0	0	0
Waltham Forest	Leyton	E05013896	191	209	166	190	195	19	32	17	24	10	11	8	10	4	3	10	18	9	14	5	0	0	0	0	0	0	0	0	0	0	2	0	3	1	0
Waltham Forest	Leytonstone	E05013897	153	188	184	200	150	11	18	12	12	14	1	3	5	2	1	6	7	9	6	7	0	2	1	1	0	0	0	0	0	0	0	1	1	2	0
Waltham Forest	Markhouse	E05013898	94	97	66	108	114	9	10	8	8	9	3	3	3	2	1	7	7	4	6	6	0	2	1	0	1	0	0	0	0	0	0	0	0	0	0
Waltham Forest	St. James	E05013899	116	103	99	137	139	8	13	5	13	8	4	3	1	2	2	4	5	4	7	5	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1
Waltham Forest	Upper Walthamstow	E05013900	82	88	105	120	113	12	14	11	8	7	4	5	2	2	2	5	6	6	5	2	0	0	0	0	0	1	0	0	0	0	2	1	0	0	0
Waltham Forest	Valley	E05013901	146	166	135	145	145	10	19	8	9	12	6	7	3	4	1	3	11	3	4	7	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
Waltham Forest	William Morris	E05013902	104	123	125	142	167	12	12	12	19	18	4	1	0	5	1	7	6	8	12	11	0	0	0	0	0	0	0	0	0	0	1	0	1	3	0
Waltham Forest	Wood Street	E05013903	109	124	104	154	137	7	9	8	12	8	0	2	1	1	0	3	7	6	10	5	1	0	2	1	1	0	0	0	0	0	1	2	0	0	5
Wandsworth	Balham	E05014009	151	172	139	158	192	11	7	11	15	16	2	1	1	2	0	5	5	10	9	8	1	0	1	0	0	0	0	0	0	0	0	2	0	0	1
Wandsworth	Battersea Park	E05014010	205	213	170	223	250	17	23	14	18	24	2	2	1	1	4	10	17	12	14	13	0	0	1	1	0	0	0	0	0	0	0	2	0	1	1
Wandsworth	East Putney	E05014011	151	161	127	150	166	14	14	14	13	8	1	1	2	1	3	7	10	11	10	4	0	2	1	1	0	0	0	0	0	0	0	0	2	0	2
Wandsworth	Falconbrook	E05014012	187	160	200	260	243	21	8	11	16	13	6	1	3	6	1	12	4	8	4	10	1	0	2	0	1	0	1	0	0	0	3	0	1	0	0
Wandsworth	Furzedown	E05014013	129	147	119	127	169	23	22	7	15	15	4	4	2	3	3	17	15	3	8	6	1	3	0	2	0	0	0	0	0	0	0	1	0	2	1
Wandsworth	Lavender	E05014014	102	135	101	136	124	13	11	4	13	6	0	1	1	0	0	10	5	2	5	2	0	0	0	0	0	0	0	0	0	0	2	0	0	1	0
Wandsworth	Nine Elms	E05014015	36	42	26	60	87	5	7	5	4	12	0	0	1	0	2	3	3	2	2	4	0	0	0	0	0	0	0	0	0	0	4	1	0	0	1
Wandsworth	Northcote	E05014016	79	76	70	108	96	8	12	7	8	7	0	0	4	3	1	7	9	4	7	5	0	0	0	0	0	0	0	0	0	0	2	0	0	0	1
Wandsworth	Roehampton	E05014017	232	218	254	304	297	24	28	22	22	19	7	5	13	9	3	11	19	11	15	11	1	3	0	1	0	0	0	0	0	0	0	1	3	2	1
Wandsworth	Shaftesbury & Queenstown	E05014019	193	159	162	257	215	16	21	14	13	12	1	3	2	1	0	7	14	6	10	10	0	0	0	0	1	0	1	0	0	0	0	0	1	1	1
Wandsworth	South Balham	E05014020	77	102	89	118	104	9	14	9	3	3	3	3	1	5	0	6	12	5	2	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Wandsworth	Southfields	E05014021	79	68	53	76	70	7	3	5	6	2	1	3	1	3	0	3	2	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
Wandsworth	St. Mary's	E05014018	150	190	154	191	173	14	24	5	14	18	2	2	0	1	1	8	17	2	5	10	0	0	0	0	0	0	0	0	0	0	0	7	0	0	1
Wandsworth	Thamesfield	E05014022	113	115	111	159	188	12	7	6	8	10	0	0	3	0	2	8	7	4	4	6	1	1	0	0	0	0	0	0	0	0	0	1	2	0	0
Wandsworth	Tooting Bec	E05014023	106	94	105	118	138	14	11	14	15	9	2	0	2	3	0	9	10	10	9	6	0	1	2	2	0	0	0	0	0	0	3	3	2	1	0
Wandsworth	Tooting Broadway	E05014024	284	352	288	266	244	18	26	15	15	14	2	3	3	5	1	8	14	7	6	5	3	0	0	0	0	1	0	0	0	0	0	2	1	1	0
Wandsworth	Trinity	E05014025	75	104	97	127	124	6	12	7	9	3	1	0	2	1	0	5	8	5	4	2	0	2	0	2	0	0	0	0	0	0	0	0	0	1	0
Wandsworth	Wandle	E05014026	63	68	78	62	84	11	14	8	4	6	0	0	0	0	0	5	10	6	3	5	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1
Wandsworth	Wandsworth Common	E05014027	113	137	157	191	218	20	36	27	29	53	9	24	16	20	43	6	8	8	8	7	0	0	0	0	1	0	1	1	0	0	0	2	2	5	1
Wandsworth	Wandsworth Town	E05014028	222	227	211	281	324	20	16	13	11	12	2	3	1	2	2	14	13	8	4	7	0	0	1	0	1	0	0	0	0	0	1	0	0	0	2
Wandsworth	West Hill	E05014029	127	124	120	145	155	12	15	13	6	14	3	0	0	1	0	9	11	10	6	11	0	1	0	1	0	0	0	0	0	0	0	2	2	0	2
Wandsworth	West Putney	E05014030	110	126	114	146	153	13	15	10	7	12	2	2	2	2	1	8	10	6	3	6	1	1	1	0	0	0	0	0	0	0	2	1	1	0	1
Westminster	Abbey Road	E05013792	278	259	258	308	263	13	15	16	4	9	0	1	0	0	0	10	13	13	3	5	0	0	2	1	0	0	0	0	0	0	0	1	1	0	3
Westminster	Bayswater	E05013793	272	285	242	271	312	19	23	16	17	12	2	0	1	1	1	17	18	14	10	7	0	1	0	0	0	0	0	1	0	0	1	0	0	1	0
Westminster	Church Street	E05013794	339	498	495	449	472	21	23	21	30	16	6	2	3	3	1	14	11	16	24	10	0	1	1	0	1	0	0	1	0	0	3	1	0	4	1
Westminster	Harrow Road	E05013795	126	157	162	185	229	7	10	9	14	13	1	1	1	2	1	4	7	6	9	9	0	0	1	1	1	0	0	0	0	0	0	1	1	1	1
Westminster	Hyde Park	E05013796	298	297	210	300	341	18	21	14	13	22	0	2	2	1	1	7	6	6	7	12	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0
Westminster	Knightsbridge & Belgravia	E05013797	469	441	332	391	471	20	26	21	14	13	1	0	1	1	1	10	19	15	9	4	0	0	0	0	0	0	0	0	0	0	2	2	1	0	0
Westminster	Lancaster Gate	E05013798	297	282	224	341	323	17	17	9	23	8	0	1	0	1	1	11	12	6	19	3	0	0	0	1	0	0	0	0	0	0	4	2	0	0	0
Westminster	Little Venice	E05013799	176	190	183	250	267	8	14	8	9	13	2	2	1	2	1	6	10	7	7	8	0	0	0	0	1	0	0	0	0	0	0	0	0	1	1
Westminster	Maida Vale	E05013800	168	209	195	254	250	5	9	9	6	9	0	1	0	1	1	3	9	4	3	4	1	0	2	0	0	0	0	0	0	0	0	0	0	1	0
Westminster	Marylebone	E05013801	536	602	497	521	562	27	31	17	20	23	0	5	1	0	1	12	11	6	9	10	0	0	0	0	0	0	0	0	0	0	1	2	2	0	2
Westminster	Pimlico North	E05013802	341	376	304	346	450	14	15	15	17	20	1	2	3	1	3	8	8	13	13	10	0	0	0	2	0	0	0	0	0	0	0	0	1	0	0
Westminster	Pimlico South	E05013803	161	148	164	192	173	16	6	15	10	14	6	0	1	0	0	9	4	12	9	12	0	1	1	2	0	0	0	0	0	0	0	0	2	1	1