

LONDON ASSEMBLY

City Hall

Kamal Chunchie Way
London
E16 1ZE

Tel: 020 7983 4000

www.london.gov.uk



Susan Hall AM

Chairman of the Fire, Resilience and Emergency Planning Committee

Sadiq Khan
Mayor of London

(Sent by email)

7 February 2022

Dear Sadiq,

At its meeting on 3 February 2022, the Fire, Resilience and Emergency Planning Committee, considered the London Fire Commissioner's National Framework Documents.

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 received and noted the Statement of Assurance 2020/21 and agreed that this form 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 but seeks ongoing assurance that the organisation is delivering on the recommendations from the Grenfell Tower Inquiry.*

The Fire, Resilience and Emergency Planning Committee formally received and noted the Efficiency Plan, Reserves Strategy and Medium-Term Financial Strategy 2022/23 and agreed that this form 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 is concerned that the London Fire Brigade (LFB) is using reserves to cover financial shortfalls and that there is too much reliance on reserves. This should not be a long term budgetary strategy. The LFB should develop more concrete savings proposals and stop relying on reserves.*

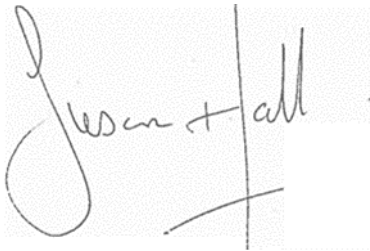
Furthermore, the Committee has asked that LFB sets out how it responded to the comments the Committee made on the documents last year and how these have been reflected in these new documents.

Finally, the Committee noted the request for the London Safety Plan to be extended by one year to the end of March 2023 and made the following comment:

- *The Committee acknowledges that the London Safety Plan needs to be extended in view of the delayed Community Risk Management Plan (CRMP). However, the Committee would like to express its concern about the delay and request that the current targets in the London Safety Plan be updated. The Committee urges the LFB to progress with delivery of the CRMP with a view to introducing it within a year.*

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

Yours,

A handwritten signature in black ink, appearing to read 'Susan Hall', is written over a light grey rectangular background.

Susan Hall AM

Chairman of the Fire, Resilience and Emergency Planning Committee



Report title

Statement of Assurance 2020 - 21

Report to	Date
Brigade Portfolio Board	20 September 2021
Commissioner's Board	6 October 2021
Audit Committee	28 October 2021
Fire, Resilience and Emergency Planning Committee	3 February 2022

Report by	Report number
Assistant Commissioner – Transformation	LFC-0602

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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 2020/21.

Recommended decisions

That the statement (and accompanying information) attached to this report is approved as the LFC's Statement of Assurance for 2020/21.

Background

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.

The Statement

2. The Statement of Assurance for 2020/21 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.
3. The focus of the Statement submitted for approval is the financial year 1 April 2020 to 31 March 2021.

Compliance with the National Framework

4. 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.
5. 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."

6. 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.

Performance data

7. 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.
8. 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.

Finance comments

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

Workforce comments

10. 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.

Legal comments

11. 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.

12. Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.
13. 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).
14. 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' (R (Munjaz) v Mersey Care NHS Trust [2006] 2 AC 148).
15. The Framework states that 'Every authority must publish an annual statement of assurance of compliance with the Framework'.
16. The attached statement functions as the Commissioner's Statement of Assurance under the Framework.
17. Section 327G of the Greater London Authority Act 1999 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.
18. Furthermore, by direction dated 21 March 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").

19. Paragraph 1.1 (b) of said direction requires the Commissioner to seek the Mayor's prior "[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". Paragraph 6.1 (b) further states that, "'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."
20. Paragraph 3.1 of the direction further requires the Commissioner to consult the Deputy Mayor, "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."
21. Consequently the Mayoral Direction requires the Commissioner to consult the Deputy Mayor, as far as practicably possible, in advance of seeking the Mayor's approval to send the Statement of Assurance to the Assembly.
22. The Commissioner may not then publish the final Statement of Assurance before the Assembly has had an opportunity to review the draft document or revision, and make a report on it to the Mayor and the Mayor has approved the draft or revision.

Sustainability implications

23. Sustainability forms part of the assurance gathering processes which support the production of the statement.
24. 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.
25. Governance processes require sustainable development impact assessments of all new or amended policies and corporate projects.
26. 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.

Equalities implications

27. 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.
28. 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.
29. 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.
30. 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.
31. 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.
32. 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.
33. 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.
34. An Equality Impact Assessment (EIA) has not been undertaken for this specific report as it is a reflection of existing assurance elements that the LFC has in place to meet the requirements of the National Framework. However, it does reference content (such as the London Safety Plan) which has been subjected to an EIA.

List of Appendices

Appendix	Title	Protective Marking
1.	Statement of Assurance 2020/21	Not protectively marked
2.	Performance data for five years to 2020/21	Not protectively marked

London Fire Commissioner

STATEMENT OF ASSURANCE 2020/21

Foreword by the Commissioner

1. In my foreword to the previous year's statement, I highlighted that it had been a challenging year for the London Fire Brigade in many areas. 2020/21 has been no less challenging but for very different reasons, mainly the emergence and dominance of the COVID-19 global pandemic which has impacted every single aspect of our service.
2. In my view the response of all our staff to an unprecedented national crisis has been outstanding. As well as dealing with difficult individual challenges brought on by the pandemic including but not limited to mental health, our staff have continued to deliver and come up with innovative ways to meet our objectives. Not only that, but we have successfully supported our colleagues in the London Ambulance Service (LAS) during the pandemic through our Ambulance Driver Assist (ADA) programme to help mitigate the exceptional demands on the LAS.
3. I would like to reassure Londoners that we will continue to provide an effective service to London and further support to our partners where necessary. We have robust contingency plans in place to maintain our response, despite the challenges COVID-19 may present.
4. As well as the pandemic, we have continued to deliver on the important improvement actions identified in the Grenfell Tower Inquiry improvement plan, Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services action plan, and the Transformation Delivery Plan. I am pleased to report that good progress has been made on these actions but we will keep working to secure a Brigade that is continually improving, delivering a service fit for London now and in the future to meet our mission statement, "*trusted to serve and protect*."

Andy Roe, London Fire Commissioner

Introduction

5. The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to provide an annual Statement of Assurance, providing assurance to communities and government on financial, governance and operational matters.
6. The purpose of this Statement is to satisfy the requirement to produce an annual statement under the National Framework. The Statement also provides assurance against the Framework, and to the communities of London and government, with respect to the areas highlighted above for the 2020/21 financial year.
7. The focus of this Statement is the year 1 April 2020 to 31 March 2021.

Operational Assurance

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

9. Fire and rescue authorities operate within a clearly defined statutory and policy framework. The key documents defining operational responsibilities for LFC are the:

- Fire and Rescue Services Act 2004;
- Civil Contingencies Act 2004;
- Regulatory Reform (Fire Safety) Order 2005;
- Fire and Rescue Services (Emergencies) (England) Order 2007;
- Localism Act 2011;
- Policing and Crime Act 2017; and
- Fire and Rescue National Framework for England 2018.

Integrated Risk Management Plan (London Safety Plan)

10. The Fire and Rescue National Framework sets out the requirement that each fire and rescue authority must produce an Integrated Risk Management Plan (IRMP) that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.
11. The requirement for an IRMP in London is delivered through the LFC's London Safety Plan ([here](#)) and sets out the LFC's plans for improvement in services to address the risks facing Londoners, together with the management arrangements required to implement them.
12. Each London Safety Plan (LSP) is supported by a risk based approach to planning emergency cover for London. The approach taken for the current Plan (i.e. the Plan in place for the period covered by this statement) was incorporated into the London Safety Plan under the 'Risk in London' section.
13. A number of considerations make up the Brigade's approach when deciding how to provide its service. This includes:-
 - the principle of equal entitlement;
 - an understanding of risk in London based on the likelihood of an incident occurring and its consequences;
 - the full range of incident types that the Brigade attends;
 - incident trends;
 - assessment of local risk;
 - targeting people at risk; and
 - London's demography.
14. The LSP in place for the period covered by this statement was approved by the former London Fire and Emergency Planning Authority on 30 March 2017 (*and adopted as the extant plan for the LFC on 1 April 2018*) and was developed to cover the period from 2017 to 2021. However, the impact of CoVID-19 has led to an extension being agreed by the Mayor of London. An inclusive approach was taken to the development of the Plan incorporating the ideas, views and contributions from as many people as possible. Details of the public consultation undertaken can be found in the covering report to the Plan (FEP2723). Key performance indicators and targets are included in the LSP.

Performance outcomes in 2020/21

15. Key performance indicators and targets are agreed as part of the London Safety Plan and are reviewed on an annual basis. All key LSP targets and commitments, as well as key projects, were subject to scrutiny and monitoring by the Commissioner's Board.
16. The LFC refreshed its targets for 2020/21 as part of the current London Safety Plan (LSP2017). This information is available online in the annual end of year performance report on the London Fire website under 'Information we publish' (via the following link <https://www.london-fire.gov.uk/about-us/transparency/information-we-publish/>). Commentaries against performance can also be found in the performance reports to the Commissioner's Board.
17. Overall, performance, and safety outcomes for Londoners, for 2020/21 reveals that the majority of indicators set as part of the London Safety Plan are meeting the targets set.

Operational competence

18. The LFC has a statutory duty to ensure that all operational staff were trained to undertake their roles effectively and safely. Training requirements for operational staff include a number of generic core risk critical skills that all staff must develop and maintain. These core skills are set out in a formal Brigade policy - "developing and maintaining operational professionalism" (DaMOP).
19. DaMOP ensures that there is 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 enable staff to maintain their core competencies by continually developing and improving their knowledge, skills and understanding. All DaMOP training is mandatory.
20. Training within the Brigade is divided into two main areas:
 - *Acquisition of skills training* – The initial learning phase. The Brigade's external training provider is responsible for acquisition of skills training. This includes the training of newly appointed firefighters as well as the development of new skills for more experienced staff undertaking new or modified roles; and
 - *Maintenance of skills training* - Once the initial acquisition of skills training has taken place, it will be necessary for staff to practise their skills, knowledge and understanding, in conjunction with, and in addition to, their existing skills, knowledge and understanding. This 'practice' is what is referred to as maintenance of skills training.
21. The Brigade's Operational Improvement Process (OIP) is in place to support the maintenance of operational competence. The OIP identifies and responds to risk-critical issues that have the potential to affect operational performance (and staff). The process monitors operational and training performance, identifying developmental trends and provides mechanisms, including the implementation of training interventions to support operational staff.
22. At the heart of the process is effective information gathering which allows crews, monitoring officers and specialist officers, to record and identify developmental trends arising from incidents and training events. Information is recorded that describes individual and team performance and captures the issues related to training, equipment and procedures. The Operational Professionalism Board, chaired by the Assistant Commissioner for Operational Policy, receives regular reports summarising the information gathered, and makes decisions about changes to and new training interventions, as well as communication/awareness via the Operational News internal publication.

23. OIP is linked to DaMOP which sets out what is required to enable staff at stations to maintain their professionalism by continually developing their skills, knowledge and understanding. The OIP is closely aligned to the requirements of "HSG 65 - Successful Health and Safety Management" produced by the Health and Safety Executive.
24. During 2020/21, the implementation of the revised DaMOP framework for station based staff, as well as mid and end cycle reviews of the revised framework were completed. The reviews noted a number of recommendations for enhancements, which have now begun to be implemented.
25. Phase 2 for senior managers (Station Commanders and Group Commanders) and specialist roles was implemented successfully during July 2020. To ensure that there is continuous improvement of DaMOP for senior managers and specialist staff a review of the initial 12 months of the 24 month programme will be initiated to ensure continuous improvements.
26. A third phase will begin in the new financial year. Phase 3 is for strategic officers (Deputy Assistant Commissioners and Assistant Commissioners). Workshops have been held with the strategic officers to understand their training needs to be able to support their core competencies.
27. During the Covid-19 pandemic all DaMOP training was able to be maintained as it is all station based or delivered in rota groups.
28. In addition to DaMOP developments, a review of the Brigade's training commissioning process is also underway. Training Commissioning and Design have been working closely with the Brigade's training provider to streamline the current course design process from conception of a training request from a commissioning department to the completion of sign off of the training content. The benefits of which will be seen in the coming financial year.
29. The new TCAP process will also be looking at innovative ways for our training interventions which will provide our staff with engaging and immersive training experience.

High rise training

30. The Brigade has taken steps to update a number of policies with regard to high rise firefighting during 2020/21 including Fire Survival Guidance (PN790); High Rise Firefighting (PN633) and a new Evacuation and Rescue Policy (PN970). There has also been a focus on the training delivery requirements of the new policies to ensure that our staff are appropriately trained and equipped to respond competently and confidently to incidents in the high rise built environment in London.
31. A initial computer based training package on fire survival guidance for operational staff has been completed by 89 per cent of station based staff as at the end of March 2021. This will be supplemented by a further 'phase 2' step which will commence in April 2021 to embed understanding and will include a fire survival guidance exercise and walk / talk through high rise attendance and evacuation actions at a local premises. It is anticipated that this will have been delivered to all watches by the end of autumn 2021. The packages will then be made available for local watch training and delivered as part of the DaMOP framework for all 3 levels of operational staff (station based, senior managers and strategic officers).

Safety

32. 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. An annual health and safety report was also provided to the Board in July 2020 providing a full overview of performance against key health and safety indicators (a half yearly report is also provided). This included preventative initiatives and interventions, premises audits, occupational health, and safety consultation.
33. The number of safety events reported under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations 2013 (RIDDOR) first dipped below 100 events five years ago (in 2015/16). These events are those more serious events required to be reported to the Health and Safety Executive (HSE), under RIDDOR. The figure for 2020/21 of 51 RIDDOR reportable injuries is a decrease over the figure reported for 2019/20 (56) and is a significant improvement over the high point of the last five years (93 in 2016/17). As part of the London Safety Plan (2017), officers brought in targets/ context measures to specifically monitor key safety areas. This includes injuries on the incident ground and injuries to members of the public through road traffic collisions with Brigade vehicles.
34. 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 2020/21 has been through developing safety leadership, which is pivotal to effective health and safety management. Specific behaviours focussing on health, safety and wellbeing have been included in the behavioural framework. This is supported through individual risk management objectives and the concept of safety leadership is included in broader leadership development.

Fire safety

35. In addition to the Grenfell Tower Investigation and Review Team (GTIRT), the Brigade's specialist fire safety teams have had an unprecedented level of engagement with the fire sector, standards bodies and government since the Grenfell Tower fire. The Brigade continues to provide its unique expertise to drive evidence based change in the built environment where appropriate.
36. Brigade officers seconded into the Home Office via National Fire Chiefs Council (NFCC) are continuing to assist with the developing changes to the regulatory regime recommended by Dame Judith Hackitt and supporting a review of the Regulatory Reform (Fire Safety) Order 2005 (FSO). Brigade officers are also working to ensure that protecting the most vulnerable in our communities, whilst protecting firefighters during their operations is at the heart of the new regulatory regime. Part of this national work includes the development of national guidance and/or standards so that we are able in the future to assure our fire safety protection and prevention work against agreed benchmarks. Work has started on both the Building Safety Bill and other key consultations such as for Personal Emergency Evacuation Plans (PEEPS) which will pick up in pace in 2021/22.
37. The introduction of the London Plan in March 2021 which sets out a framework for how London will develop over the next 20-25 years and 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). The impact of the fire statements is expected to raise the profile and deliver a tangible improvement to fire safety for new developments.

38. The Brigades High Risk Premises Team (HRPT) continues to work closely with the NFCC Protection Board and is now part of the Building Risk Review (BRR) Programme that is leading on London's activities in relation to not only high rise but also high risk buildings within London. In order to realise additional efficiencies, such as improved data sharing, performance reporting and coordination, the BRR was merged with the Operational Risk Information (ORI) project.
39. The ORI Project has resulted in around 8000 high-rise residential buildings having premises risk assessments being carried out by fire crews, while our fire safety teams have been triaging or auditing them to ensure that we have a joined up understanding of the risks each individual building may present in a fire.
40. In addition to the work of the HRPT, we continue to work closely with London Councils and seek to liaise on major consultations to share our experience, key concerns and identify areas of common interest. We also remain 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 current status of the HRPT.
41. The Brigade has long advocated the use of sprinklers and will continue to lobby for them as part of an appropriate package of fire safety measures. We know that they play an important role in reducing the devastating impact of fire on people, property, business continuity and the environment and assist firefighters in carrying out search and rescue operations by restricting the spread of fire.
42. We continue to ask the Government to take the recommendations from the [Hackitt review](#) on board – including further consideration of the use of sprinklers and other automated fire suppression systems (AFSS). The Brigade has its own sprinkler position statement and has a dedicated officer working on providing information, raising awareness and supporting the strategy.
43. To support our commitment to our outward facing fire safety activities, the Brigade, through protection uplift funding continues to recruit, train and support via the Centre of Learning and Excellence (CLE) and wider fire safety service improvement stream. Recruiting Fire Safety Advisors, working with National Fire Chiefs Council (NFCC) on validation of qualifications and training, upskilling operational colleagues in Fire Safety through Level 3 courses and introducing fire safety checks to be completed by firefighters based on fire stations are some of the core activities to maintain and build fire safety competency across the organisation. Our intention is to widen access to the CLE and offer shared learning with other fire and rescue services going forward.
44. To be better prepared for future challenges such as new legislation and the requirement for professional registration, as well as seeking improved effectiveness and efficiencies, a transformation plan for fire safety service delivery has been developed. The transformation plan is subject to ongoing consultation with both staff and representative bodies and it is expected that once consultation has been completed, the plan will be taken forward as a department project (while maintaining staff engagement), to be primarily delivered within 2021-22.

45. Under our core outward facing duty to promote fire safety, the Brigade has a long standing history of delivering Youth schemes. A youth review was undertaken in 2020 to streamline the LFB core youth offer to partner organisations. Our core youth programme includes a central offer of the Education Team, Safety First Blue Light secondary schools collaboration project, and the Juvenile Firesetters Intervention Scheme (JFIS), alongside Fire Cadets which has now been rolled out into every London Borough supported by Mayoral funding. Junior Citizens and Safe Drive, Stay Alive also continue to run at Borough level.
46. The blue light collaborative project 'The London Safety Centre' has now been established with the objectives of joining up prevention activity between the Metropolitan Police, London Ambulance Service and LFB, to improve joint engagement with the public. A number of initiatives have already been successful, 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.
47. A Home Fire Safety Visit improvement project is underway to ensure all staff are trained to adopt a person centred approach, and to raise awareness of new and arising trends and issues. In addition, a new online Home Fire Safety Checker has been launched to support self-assessment for those that can make small changes to keep themselves safe, whilst still offering face to face visits for those that need it the most.
48. Officers have ensured that the agendas of both prevention and protection work are represented within the Brigade's Community Engagement Strategy. Fire safety officers have been collaboratively working with the Community Engagement Team, particularly in the wake of the New Providence Wharf incident, to ensure recommendations are addressed.
49. Officers have also been working with Communications department colleagues to develop a comprehensive digital strategy encompassing both prevention and protection in a bid to improve our targeted communications as well as clear, concise messaging and self-help tools to members of the public and businesses that we engage with.

Mutual aid agreements

50. 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. We refer to these arrangements as 'cross border' and resources that may be requested to deploy cross-border are mobilised under mutual aid arrangements provided for under sections 13 and 16 of the Fire and Rescue Services Act 2004 (FRSA).
51. The Brigade holds mutual aid agreements with all its surrounding fire and rescue authority areas. Incidents where there could be resources from two or more fire and rescue services are a relatively common occurrence between the Brigade and 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. Deployments for 2020/21 show that the Brigade mobilised to 649 cross border incidents. This is a 12.5 per cent increase from 2019/20 (577). However, the number of incidents attended by neighbouring authorities for incidents in London, at 318, has decreased by 23 per cent since 2019/20 (413).
52. 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

53. 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](#).
54. 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.
55. 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.
56. The programme consists of a number of distinct capabilities. These are:
- Chemical, Biological, Radiological, Nuclear and Explosive CBRN(E);
 - Urban Search and Rescue (USAR);
 - Water and High Volume Pumping (HVP); and
 - Command and Control.
57. A number 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.
58. The Brigade has a full USAR capability and also hosts CBRN(E), Detection, Identification and Monitoring (DIM) and HVP capabilities.
59. 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 has now changed to 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.
60. The Brigade has recently completed year three of the USAR assurance programme with a full scale exercise at Waddington training centre, Lincolnshire.
61. A report was issued highlighting some areas of improvement and an action plan has been developed to address these recommendations accordingly.
62. Brigade staff also have a primary role for the national fire sectors delivery of the UK Government Counter Terrorism, CONTEST. This involves working collaboratively with colleagues from the other blue light services, partner agencies and government departments to develop multi-agency capabilities for responding to a wide range of terrorist and high threat incidents. The London Fire Commissioner is the National Fire Chief Council's (NFCC) Counter-Terrorism lead and Chair of the Counter Terrorism Strategic Board (CTSB). The Assistant Commissioner for Operational Resilience and Control is the NFCC lead for Marauding Terrorist Attacks (MTA). London developed and implemented the concept of National Inter-agency liaison officers (NILOs) which is embedded across the emergency services throughout the UK. The Deputy Assistant Commissioner for Operational Resilience is the NILO National Coordinator which includes delivery of the NILO foundation course for all services.

Business Continuity

63. There are a number of identified infrastructure and workforce related risks that are relevant to the Brigade. These can largely be divided into two categories: those risks that have the potential to place high levels of demand on the operational service (major incidents and emergencies) and those risks that have the potential to disrupt the service (business disruptions).
64. The Brigade has established business continuity arrangements in place. Since 2005 there has been a formal business continuity programme which has led to the successful identification of the activities that are critical to the organisation, enabled the exploration of the dependencies that exist between them and has assisted in the development and review of business continuity plans.
65. It is important that continuity arrangements are tested to assess their adequacy and to incorporate lessons learnt from testing to further improve plans. The Brigade testing and exercising programme includes formats such as departmental table top tests, corporate exercises and specialised tests such as ICT disaster management procedures.
66. During 2020/21, the Brigade's continuity function was wholly engaged with LFB's response to (and recovery from) COVID-19 which reduced capacity for scenario testing and exercising. Instead, regular Commissioner's Continuity Group (CCG) meetings have been held to co-ordinate the Brigade's ongoing response to COVID-19 – this has in effect taken the place of a continuous 'live' continuity event for the entire year which is an extremely unusual situation. There is more on this in the COVID-19 section below. Plans are being developed to return to normal exercising but this is dependent on what happens with COVID-19. At the time of writing, co-ordination of continuity activities is still very much centred on the pandemic.
67. In addition to the business continuity requirements of the Civil Contingencies Act 2004, fire and rescue authorities also have a statutory duty under Section 7 of the Fire and Rescue Services Act 2004 to "secure the provision of the personnel, services and equipment necessary to efficiently meet all normal requirements". To meet the requirements of this duty, there are contingency arrangements (emergency fire crew capability (EFCC)) to deploy emergency fire crews and fire

appliances capable of delivering services within a defined concept of operations. These arrangements have not needed to be used during 2020/21.

COVID-19

68. As previously reported, a new coronavirus disease (COVID-19) causing respiratory symptoms was first identified in December 2019 in China. The World Health Organization declared the outbreak of COVID-19 a pandemic on the 11 March 2020, as a result of COVID-19 spreading worldwide.
69. Throughout the disruption the Brigade has managed to operate at a steady state with all critical activities (i.e. those activities necessary for the delivery of key Brigade services) being managed as per our Business Continuity arrangements. Our capacity to respond to incidents and maintain our response time has been mostly unaffected and degradation strategies have been put in place to manage the impact on our staffing numbers.
70. In-line with our Strategic Response arrangements (SRA) the Commissioner's Continuity Group (CCG) has been convened on a regular basis to provide strategic management of the incident and ensure that the LFB remains prepared for any potential impacts of COVID-19 spread in London. We have also continued our liaison with the National Fire Chiefs' Council to ensure sharing of best practice and information across the country and to make sure that we are aligned with the national position as relevant.
71. We have adopted an approach limiting some activities in-line with Government's 'social distancing' strategy. However, we have continued to provide our full emergency fire and rescue service response, maintaining operational assurance at buildings with simultaneous / waking watch provision, Fire Safety Inspecting Officer activity with additional pre appointment screening, alleged fire risk inspections again with additional pre appointment screening, operational risk database visits, premises risk assessment including high rise information gathering, and petroleum visits / hydrant inspections.
72. As well as ensuring our own critical activities are managed we have been able to assist our partner agencies through the Local Resilience Forum by providing staff and resources to support the pan London response with staff trained and deployed to assist the London Ambulance Service deliver its front line service through Ambulance Driver Assist (ADA), pandemic multi-agency response teams (PMART), and logistical support to the NHS.
73. The Brigade has a dedicated Recovery Group which is assisting in plotting the path to recovery by prioritising the resumption of critical/important activities through risk assessments and aligning these to best support the governments social distancing relaxation plans. This group has been capturing lessons learnt and good practice to inform organisational improvements in efficiency, effectiveness and minimise the impact on our staff and their wellbeing.
74. The Brigade has completed an equalities impact assessment of COVID-19 to identify the associated impacts on the organisation. This assessment paid particular attention to the Public Health England report titled '*Disparities in the risk and outcomes from COVID-19*', which discusses the differences observed in health outcomes from coronavirus infection for different groups of people. The Brigade's assessment subsequently identified a range of impacts and associated mitigating actions.
75. All staff have completed an individual COVID-19 risk assessment that identifies their individual risk from known factors such as their age, gender, ethnicity and health status, allowing for

managers to identify specific additional risk controls required to keep staff at higher individual risk safe from poor health outcomes. Guidance for managers and staff was produced in relation to both individual COVID-19 risk assessment and for the broader impacts that might face staff during the pandemic.

76. It should also be noted that the outcome of a HMICFRS inspection looking at the response to the COVID-19 pandemic found that LFB was quick to review plans, staff wellbeing was a priority and the Brigade was swift to work with others, while continuing to satisfy its core statutory function. It also commended staff who took part in Operation Braidwood which saw the Brigade deliver 20 million pieces of PPE, firefighters driving ambulances to more than 110,000 incidents and staff also delivering food and medicine to vulnerable people.
77. The Brigade is monitoring changes in Government guidance as COVID restrictions are generally relaxed to ensure that workplace risk control measures remain effective and proportionate, particularly where staff are returning to Brigade workplaces after predominantly working from home for the pandemic period.
78. It is likely that the impact of the coronavirus will have a long term effect on the Brigade's finances. It is hard to be certain about the overall financial impact, but the Brigade has incurred additional costs in 2020/21 owing to the pandemic which have been met through cost recovery and additional grant income. There is also an expectation that COVID-19 will impact on future funding, and although the final budget for the year showed this wasn't at the levels previously estimated, there is still uncertainty and this will be further considered in the Mayor's Budget Guidance for the coming financial year. The existing financial controls provide the mechanism to regularly review these costs and their impact on the budget position.

Governance assurance

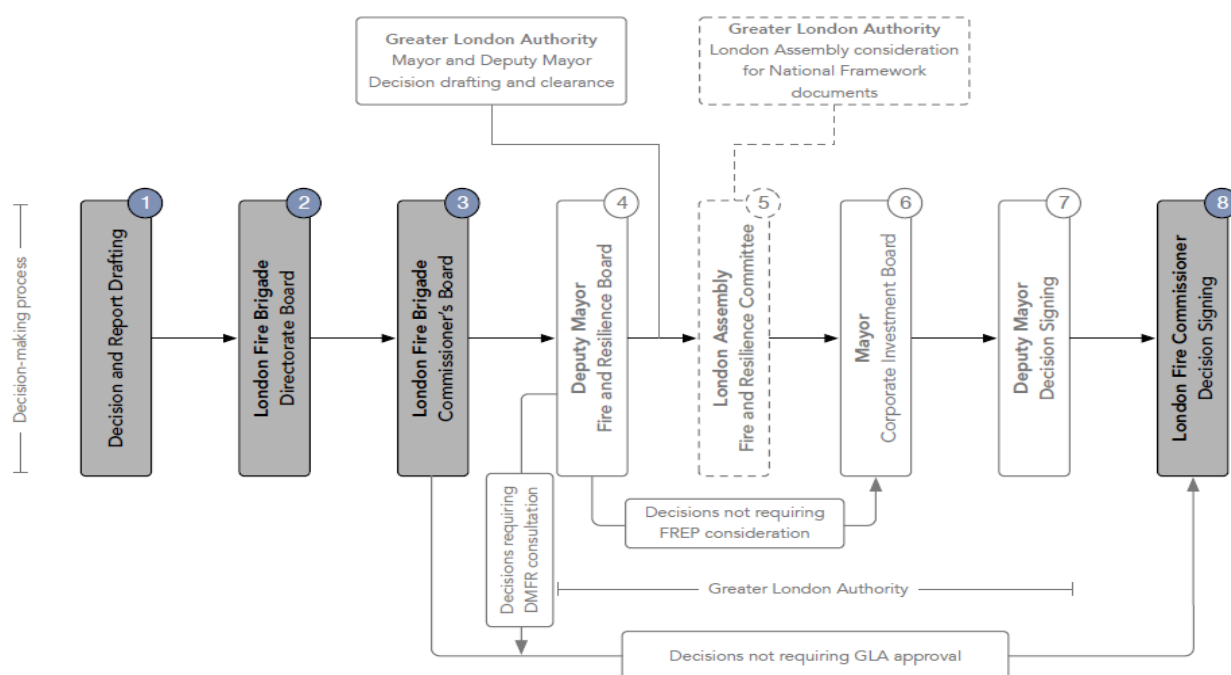
79. The LFC is a corporation sole that came into being on 1 April 2018, replacing the London Fire and Emergency Planning Authority (LFEPA). The Mayor of London issued a [London Fire Commissioner Governance Direction 2018](#) in March 2018 to set out those matters requiring Mayoral consent, those requiring 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.
80. 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.
81. 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 (*LFC-0335*) 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.

82. 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.
83. 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

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



85. 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.

86. Scrutiny of the decision making framework is exercised through the Directorate 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.
87. During 2020/21, a further element has been added to the London Fire Commissioner's scrutiny arrangements with the establishment of an Audit Committee. This was an action in the Transformation Delivery Plan and provides further external scrutiny regarding the actions and decisions taken by the LFC.
88. In terms of the impact of COVID-19 on governance arrangements, there continues to be minimal impact to date. Governance and decision making meetings are able to be conducted virtually through Microsoft Teams which ensures that decisions and business as usual can progress.

Review of effectiveness of governance arrangements

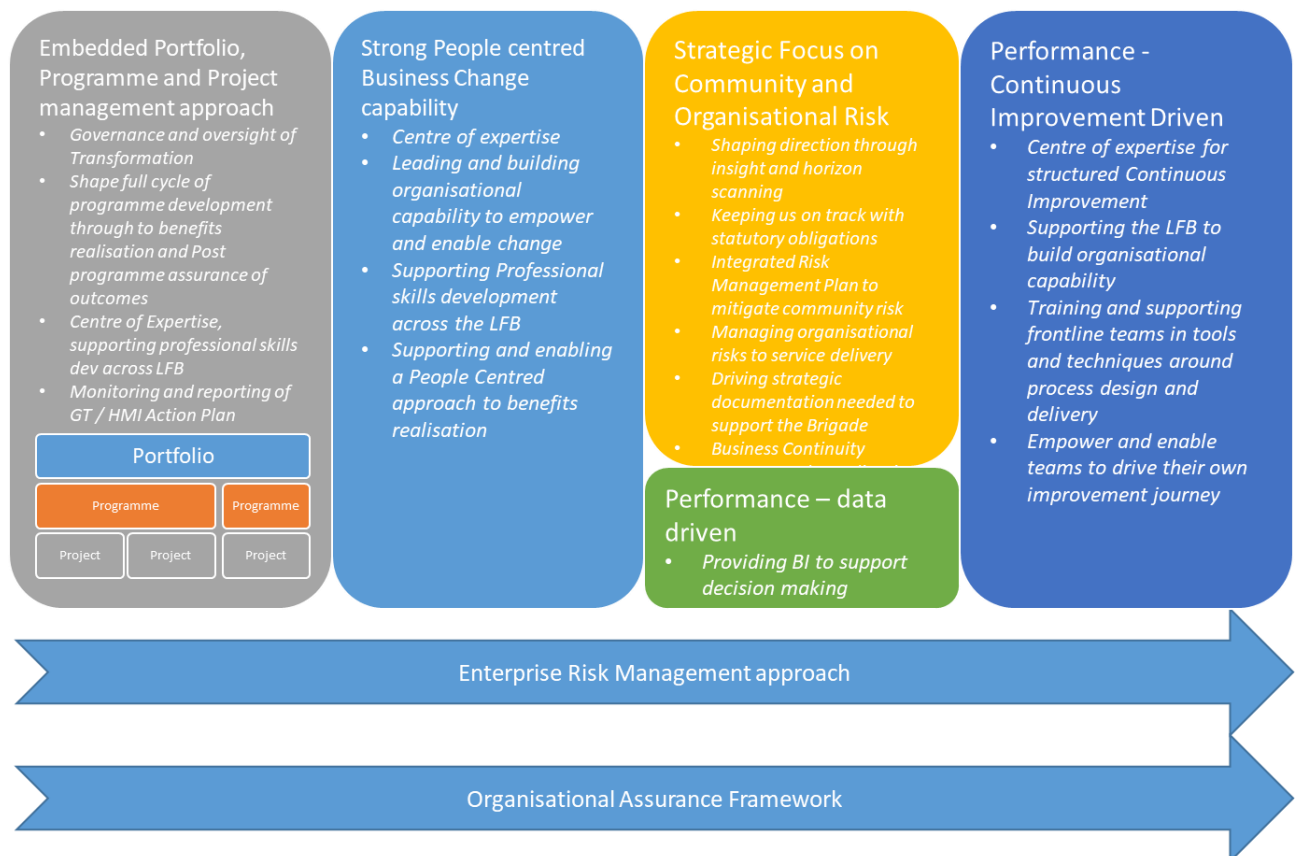
89. The LFC uses a number of ways to review the effectiveness of governance arrangements. One of the key assurance statements, in reviewing effectiveness, is the annual report and opinion of the external auditors. Another significant element is the internal audit function conducted on behalf of the LFC 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 2020/21, MOPAC reported on a number of areas, including all key financial systems. The internal auditors' opinion for 2020/21 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. The end of year report detailing the work conducted by MOPAC can be located [here](#).
90. The preparation of an Annual Governance Statement to support the Annual Statement of Accounts is a statutory requirement for local authorities. Its purpose is to demonstrate and evidence that there is a continuous review of the effectiveness of the Authority's internal control, performance and risk management systems. The latest statement for 2020/21 includes an continuing improvement action regarding the effective and timely delivery of the remaining actions in the Transformation Delivery Plan (TDP), including delivery of the HMICFRS and Grenfell Tower Inquiry action plans. The Annual Governance Statement forms part of the Statement of Accounts 2020/21 and can be found [here](#). [Update link when report is available]

Transparency

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

Risk register refresh and assurance framework development during 2020/21

92. Enterprise (organisational-wide) risk management forms a cross-cutting strand of the Brigade's transformation blueprint (see below). To transform effectively and to meet our mission statement 'trusted to serve and protect', we need to be sighted on, and be taking active steps to manage our most significant risks.



93. The Brigade has a long-standing corporate risk register which forms an important part of the published quarterly corporate performance report. However, the London Fire Commissioner's (LFC's) Transformation Delivery Plan (TDP) which was the beginning of the Brigade's transformation journey, has taken LFB in a different direction.
94. The TDP led to the conclusion that the 'current' corporate risks did not necessarily reflect the LFC's vision nor provide the required insight into barriers that may prevent the Brigade from transforming effectively while continuing to deliver business as usual activities.
95. As a result, risk register refresh/development work was carried out from November 2020 through to March 2021. The development work involved over 40 workshops with all departments alongside continuous risk support and feedback activity from the small central risk team situated within the Transformation Directorate.
96. The risk register refresh and validation of these new risks is a vital step in the development of an assurance framework for the Brigade as it clearly identifies significant risks and associated key controls that the Brigade needs to assure itself on in terms of effectiveness. Development work during 2020/21 has involved consultations with NHS trusts who utilise the 'three lines of defence' model outlined in the [HM Treasury Guidance on Assurance Frameworks](#). NHS trusts aggregate the outputs of their assurance framework in a Business Assurance Framework (BAF) report which is considered regularly by management boards. The BAF brings together all the relevant information on the risks to the organisation's strategic objectives and is an essential tool to enable effective organisational oversight of the strategic risks to priorities.
97. Work is progressing on the Brigade's BAF (which will mirror NHS good practice) alongside consideration of the resource requirements to provide the organisational oversight to validate the Brigade's first line of defence activities and will come into force during the next financial year. Our

BAF will provide assurance to the LFC and other stakeholders by integrating our risk management with our strategy setting, the identification of risks that present barriers to our success, and by assessing the effectiveness of our risk controls using sources of intelligence such as performance data.

Culture review

98. Following the tragic loss of a firefighter who took their own life in August 2020, an inquest and internal investigation into the death has made recommendations leading the Brigade to ask some difficult questions about how it supports staff.
99. Although the Togetherness Strategy has started the conversation about Brigade culture, what it means and the ambition to create a culture where everyone feels supported, an external, independent review of the Brigade's culture was announced at the end of 2020/21 and will commence in the next financial year. The review will help the Brigade provide some answers to how culture is perceived at the Brigade and what needs to be done to improve it. An update on progress will follow in next year's statement.

Financial assurance

100. 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'.
101. For the financial year, 2020/21, the Director of Corporate Services approved the draft Statement of Accounts 2020/21 on 2 July 2021, and these were then published and passed for external audit.
102. An independent audit of the accounts is undertaken by an external audit provider. For the year 2020/21, this work was undertaken by Ernst and Young LLP.
103. 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.
104. A copy of the Statement of Accounts for 2020/21, including the external auditor's opinion can be found [here](#). [Update link when available]

Efficiency Plan

105. 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.
106. 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-0432-D) 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 2021/22.

Inspection, Intervention and Accountability

Grenfell Tower Inquiry

107. 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 persons.
108. Phase 1 of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. The Phase 1 report was published in October 2019 which incorporated a number of recommendations directed at the Brigade, together with recommendations aimed at other fire and rescue services and other emergency services. In addition, a number of recommendations were directed at building owners and managers and Her Majesty's Government.
109. Phase 2 of the Inquiry commenced in early 2020 but was suspended as a result of the COVID-19 pandemic. The Inquiry recommenced in July 2020 and anticipates completing its hearings in 2022.
110. The key findings and the improvement actions to address the Phase 1 Inquiry recommendations, alongside the operational learning identified by the Brigade's internal investigation, were incorporated into a comprehensive action plan, which has been amalgamated with the reporting on the HMICFRS action plan and the associated Transformation Delivery Plan actions during 2020/21 (more on these later).
111. The Grenfell Tower Inquiry made a total of 46 recommendations in its Phase 1 report, directed to a number of different organisations or groups, including LFB, all fire and rescue services, emergency services, the Government, building owners or another specific groups (e.g., Metropolitan Police Service/London Ambulance Service).
112. Of these, a total of 14 recommendations were directed at LFB specifically with 15 directed at another group under which LFB falls (such as all fire and rescue services or emergency services generally). A further 11 were directed at partner agencies/other organisations but have an impact on LFB and require some action on our part to enable completion. The remaining six recommendations do not require any action by the LFB.
113. As at the end of 2020/21, 20 recommendations have now been completed of which 10 were recommendations directed specifically at LFB and seven were directed at another group under which LFB falls.
114. The deliverables are monitored through the Brigade's Portfolio Board which has subsumed the Transformation Board and progress is reported to the Home Office, the Mayor of London and HMICFRS on a monthly basis. It is planned to move to a quarterly reporting cycle during the next financial year.

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

115. In July 2017, Her Majesty's Inspectorate of Constabulary's remit was extended to include inspections of fire and rescue services in England, and was subsequently renamed as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). As a result of this, HMICFRS now assesses and reports on the efficiency and effectiveness of the 45 fire and rescue services in England.

116. The Inspectorate provides a crucial assurance function to consider how effective and efficient fire and rescue services are, how well they manage their people and whether they are fulfilling their statutory obligations. The Inspectorate also highlights good practice and identifies areas where improvement is needed so that remedial or constructive action can be taken.
117. As a result of the Brigade's first full inspection, the HMICFRS concluded that the Brigade generally required improvement across all three areas. The Brigade accepted all 26 recommendations outlined in the inspection report and created an action plan to address these recommendations.
118. Included in the 26 recommendations were specific causes for concern related to addressing a risk critical skills gap identified in emergency driver training and incident command training. Actions have been put in place for these items and the driver training action has been closed ahead of the January 2022 completion date. The revalidation of level 1 incident command is still expected to be completed by December 2021 despite delays owing to COVID-19. Both actions feature prominently in the TDP and are being monitored by the Home Office, the Mayor's Office and HMICFRS.
119. Of the 26 HMICFRS recommendations, six have now been completed as at the end of 2020/21. Progress on the action plan is reported monthly to HMICFRS.
120. HMICFRS has also conducted two further thematic inspections of the Brigade during the latter part of 2020/21, examining LFB's response to the COVID-19 pandemic and assessing the Brigade's progress in implementing the recommendations from the GTI. As reported earlier (in the Business Continuity section), the HMICFRS commended the arrangements the Brigade had put in place to deal with COVID-19. The HMICFRS published the outcome of its GTI assessment in a [report on the Grenfell Tower Inquiry recommendations](#) in which it recognised good progress but also acknowledged that there was still a significant amount of work to do.
121. The next full round of HMICFRS inspections for the 45 fire and rescue services in England have been delayed owing to the coronavirus pandemic. The next full inspection of the Brigade is now expected to take place during the latter part of 2021/22.

Transformation Delivery Plan

122. As a result of the inspection and Phase 1 of the Grenfell Tower Inquiry, the LFC worked with the senior leadership team to produce a delivery plan for the transformation of the Brigade - the aforementioned Transformation Delivery Plan (TDP). It sets out the short, medium and long-term priorities for the Brigade. The TDP includes clear actions with completion dates. The central purpose behind the plan is to get the Brigade to learn to adapt in a more agile and rapid way and to put in place the right behaviours to achieve this.
123. The TDP is based on four strategic pillars; (1) The best people and best place to work, (2) Seizing the future, (3) Delivering excellence, and (4) Outward facing. There are a number of actions against each pillar which the Brigade needs to deliver to transform itself.
124. The plan has been refreshed in light of some delays caused by COVID-19 but we remain fully committed to delivering every action in the plan and meeting every recommendation made by the Grenfell Tower Inquiry and the HMICFRS report. One year into the plan, 41 of the 65 original improvement actions have been completed, with a further 3 closed due to overlap with existing GTI/HMICFRS actions.

125. The 'Outward facing' and 'Seizing the future' pillars continue to make good progress with more than 70 per cent of the actions completed by the end of 2020/21. Both pillars have three actions left to complete, of which, two are on track.
126. The 'Delivering excellence' pillar now also has over 70 per cent of actions completed with five actions left to complete, of which three are on track.
127. The 'Best people, best place to work' pillar continues to have the fewest actions completed to date but the majority of the 10 outstanding actions remain on track.
128. The TDP remains the Brigade's route to being a service that is 'trusted to serve and protect.'

Assurance Declaration

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

Andy Roe

London Fire Commissioner

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

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

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

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

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

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

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

	Requirement	Compliance Evidenced by:-Source Documents/Processes
iii) Financial plans	<ul style="list-style-type: none"> A medium-term financial strategy, an efficiency plan and a reserves strategy. These can be combined or published separately. 	<ul style="list-style-type: none"> March – LFB Budget submission 2020/21
Section 5: Achieving Value For Money		
Achieving Value for Money	<ul style="list-style-type: none"> Fire and rescue authorities must manage their budgets and spend money properly and appropriately, and ensure the efficient and effective use of their resources, pursuing all feasible opportunities to keep costs down while discharging their core duties effectively. Fire and rescue authorities should regularly review the numbers and deployment of firefighters and other staff to ensure that their fire and rescue service has a workforce that is commensurate with the risks that they face. 	<ul style="list-style-type: none"> LFC's Scheme of Governance Budget process Quarterly budget reporting and monitoring Performance reporting Recruitment and selection
	<ul style="list-style-type: none"> Fire and rescue authorities must ensure that financial decisions are taken with the advice and guidance of the chief finance officer and that decisions are taken with an emphasis on delivering value for money to the public purse. Fire and rescue authorities should ensure that management of their finances is undertaken with regard to published guidance including those set out at Annex B (of the National Framework). 	<ul style="list-style-type: none"> LFC's Scheme of Governance Treasury management
Commercial Transformation	<ul style="list-style-type: none"> Each fire and rescue authority must demonstrate that it is achieving value for money for the goods and services it receives. Every fire and rescue authority should look at ways to improve its commercial practices including whether they can aggregate their procurement with other fire and rescue authorities and other local services (e.g. police) to achieve efficiencies. 	<ul style="list-style-type: none"> GLA Collaboration Board London Blue Light Collaboration
	<ul style="list-style-type: none"> Fire and rescue authorities must demonstrate and support national and local commercial transformation programmes where appropriate. Each fire and rescue authority should be able to demonstrate full awareness of the objectives to standardise requirements, aggregate demand and manage suppliers of products and services within their commercial arrangements. 	<ul style="list-style-type: none"> ESN programme PPE contract

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

Requirement		Compliance Evidenced by:-Source Documents/Processes
	<ul style="list-style-type: none"> To ensure greater fairness and the exchange of talent and ideas, all principal fire officer posts must be open to competition nationally, and fire and rescue authorities must take account of this in their workforce planning. 	<ul style="list-style-type: none"> LFB principal officer posts - advertised externally
Section 7: Inspection, Intervention and Accountability		
Inspection	<ul style="list-style-type: none"> All fire and rescue authorities must cooperate with the inspectorate and its inspectors to enable them to deliver their statutory function. This includes providing relevant data and information to inform inspections. The Home Office and HMICFRS will work together to align data and information collections where possible to avoid duplication. 	<ul style="list-style-type: none"> Strategy and Risk internal inspection support team Provision of data to HMICFRS by Information Management
	<ul style="list-style-type: none"> Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given. When forming an action plan, the fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs Council and the Local Government Association; and, for those areas where a PFCC has responsibility for fire governance, the Association of Police and Crime Commissioners. 	<ul style="list-style-type: none"> LFB's inspection report – December 2019 GT/HMI action plan
Accountability	<ul style="list-style-type: none"> Each fire and rescue authority must hold the individual who has responsibility for managing the fire and rescue service – an operational or non-operational Chief Fire Officer – to account for the delivery of the fire and rescue service and the functions of persons under their direction and control. In London, the Mayor of London must hold the London Fire Commissioner, as fire and rescue authority for Greater London, to account for the exercise of the Commissioner's functions. 	<ul style="list-style-type: none"> Deputy Mayor for Fire and Resilience Fire, Resilience and Emergency Planning Board meetings Fire and Resilience Board meeting Delegated authority arrangements Committee/Board constitution/Terms of reference

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



Statement of Assurance 2020/21

Performance data for five years to 2020/21

October 2021

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

About this publication

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

For information about this publication contact:

LFB Business Intelligence Team
169 Union Street
London SE1 0LL

Tel: 020 8555 1200
email: data@london-fire.gov.uk

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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 2020/21 – [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 12 October 2020.

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Introduction

This document sets out key performance information for five years to 2020/21 to support the Statement of Assurance (SoA) for 2020/21.

Fifth London Safety Plan (LSP5)

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

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

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

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

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

Current London Safety Plan

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

Impacts on performance in the period since LSP5 to 2020/21

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 and fire engines in earlier performance years (April to March), as follows:

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

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

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

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

Performance reporting

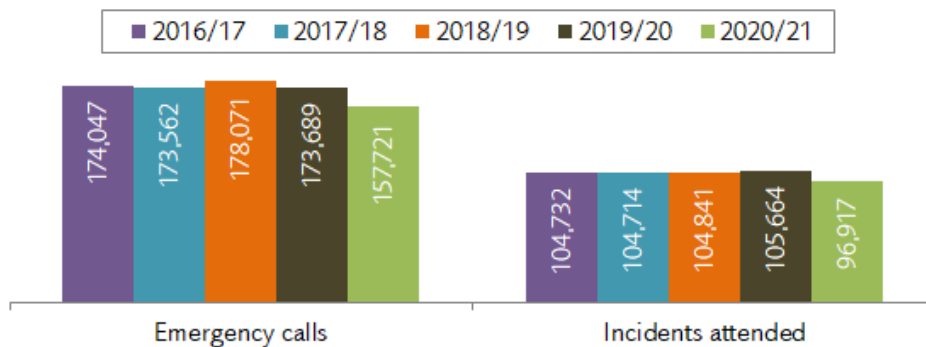
The data in this document is not focussed on performance against indicators/targets but provides a trend analysis for the various data sets presented.

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; for 2020/21 [here](#), and for the current year (2021/22) [here](#).

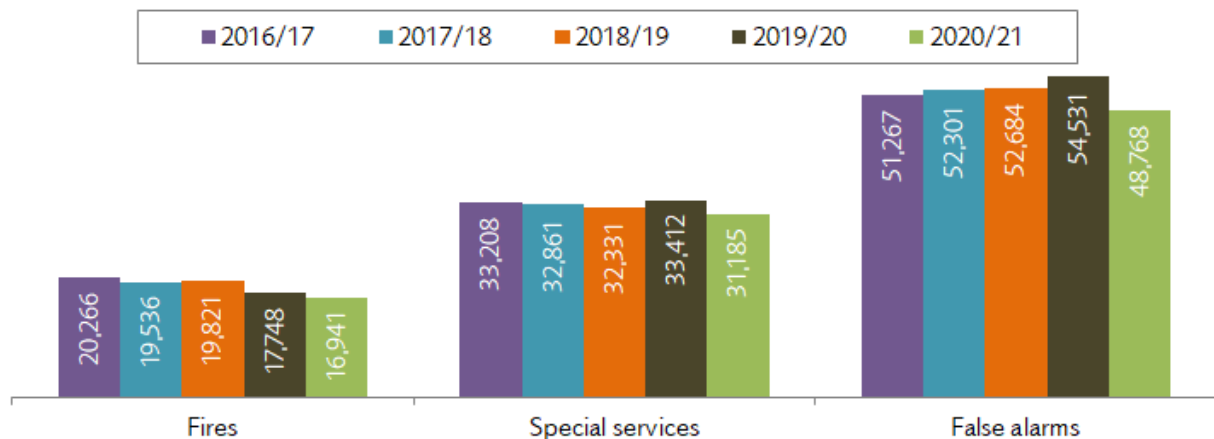
The data published in this document for 2020/21 is consistent with the end of year *Our Performance* report (available on the London Datastore [here](#)).

Emergency calls received and incidents attended

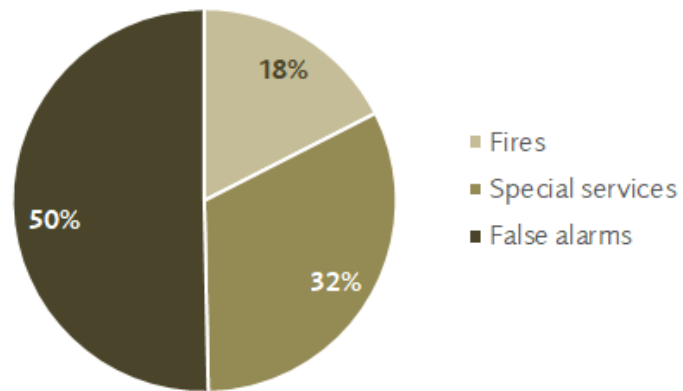
- The numbers of emergency (999) calls received and the incidents attended over the five years to 2020/21 are set out in the chart below. Data for incidents attended is available in annex 1C (borough) and 2B (ward). Emergency call data is not available at ward or borough level as the location of a caller is not captured.
- London-wide, the number of **incidents attended** by the Brigade in 2020/21 was eight per cent lower than in the previous year and was six per cent lower than the five-year average. The number of **emergency calls received** had been gradually increasing up to 2018/19, but in 2020/21 it decreased by eight per cent compared to the five-year average.



- The total number of **fires** attended was some 10 per cent lower in 2020/21 compared to five years earlier, and remains below 20,000 annually. The number of **special services** attended in 2020/21 was seven per cent lower than the previous year, the number is four per cent lower 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, and was down by six per cent across the five years.



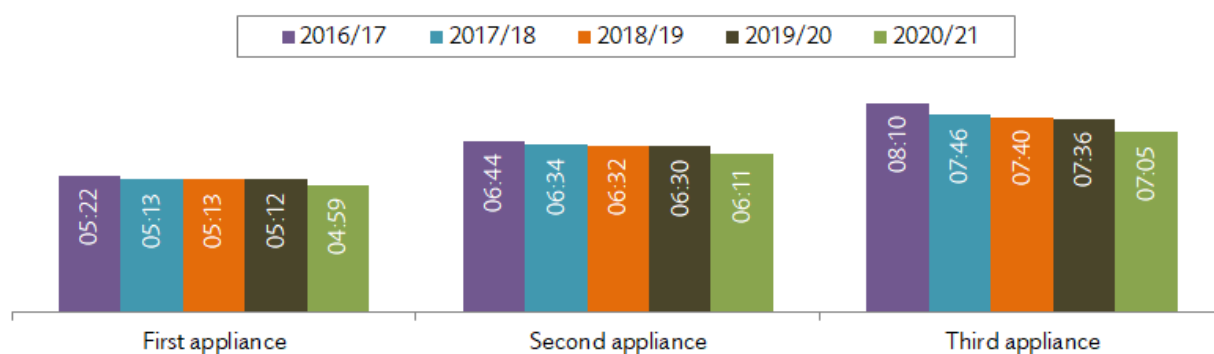
- In 2020/21, the proportions of different types of incident is shown in the chart below. False alarms now represent some 50 per cent of all incidents attended, with special services at 32 per cent and fires at 18 per cent.



Attendance times

First, second and third pumping appliances

- The London-wide attendance time performance² for first, second and third pumping appliances (fire engines) is summarised in the chart below. London-wide and borough attendance times for five years are set out in annex 1A (borough) and Annex 2A (ward). Attendance times are measured from the time the appliance is mobilised to arrival of the appliance at the incident address, although the Brigade does publish the full incident response time (from the time the 999 call is answered to arrival of the appliance at the incident scene – see below). 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.

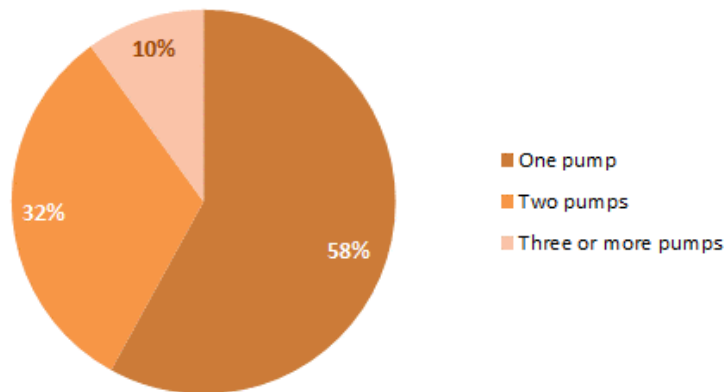


- Average speed of arrival for a **first appliance** at an incident in 2020/21, at 4m:59s, it was the fastest time over the last five years, 23 seconds faster than in 2016/17. In 2020/21, none of the boroughs fell outside of the six minute average target for first appliance.
- London-wide, **second appliance** average response time to incidents in 2020/21, at 6m:11s, was 33 seconds faster than in 2016/17. In 2020/21, no borough was outside the second appliance average attendance target of eight minutes.
- London-wide, the average **third appliance** response time in 2020/21, at 7m:05s, was 55 seconds faster than in 2016/17, and the fastest time out of the five years shown. There is no target for third appliance speed of arrival, but performance is well within the benchmark average of 10 minutes used during LSP5 consultation. No borough in 2020/21 fell outside this 10 minute benchmark.

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

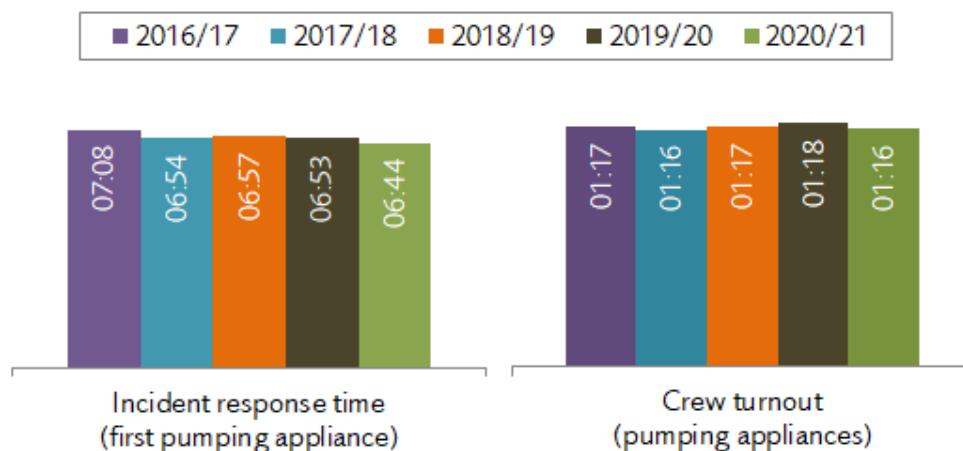
- In considering attendance time performance, it should be noted that 58 per cent of all incidents were attended by only one appliance; 32 per cent of incidents received two appliances, with just 10 per cent receiving three or more appliances. The data underpinning third appliance attendance time performance is, therefore, more limited than that for the first or second appliance.

Pumps attending incidents in 2020/21



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

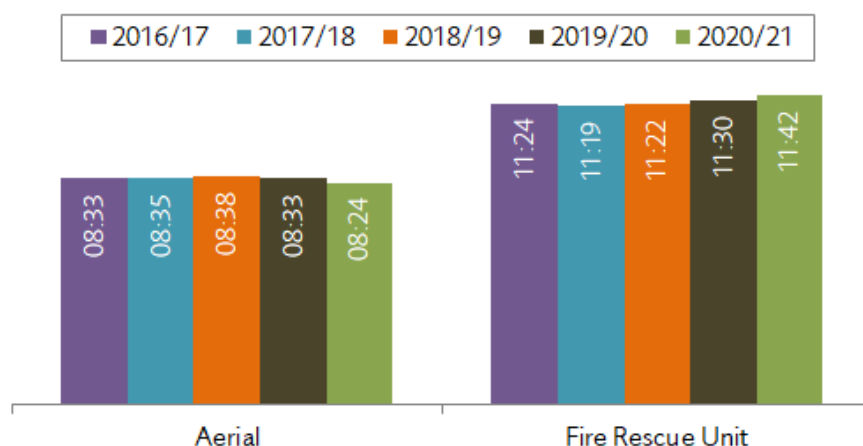
- The overall **incident response time** (from time of call to arrival of first appliance) in 2020/21, at 6m:44s, was 24 seconds faster than five years earlier (2016/17). The London-wide performance is shown in the chart below. As the incident response time covers call handling, the equivalent performance target (for a first appliance) would be an average 7m:40s (1m:40s call handling plus six-minute attendance). Only Hillingdon borough had an incident response time outside this notional target at 7m:44s. Details of the overall **incident response time** between answering the 999-call answer and arrival of the first pumping appliance at incident scene are published for in annexes 1A (borough) and 2A (ward).
- Crew turn-out** performance, at 1m:16s, was slightly faster than in previous years. The crew turn-out time is part of the first, second and third appliance response times (which are measured from the time of mobilisation to arrival at the incident address). Data on pumping appliance crew turnout performance is available by borough in annex 1A; as this data is for station watch performance, it is not available at ward level.



Note: crew turnout time not to same scale.

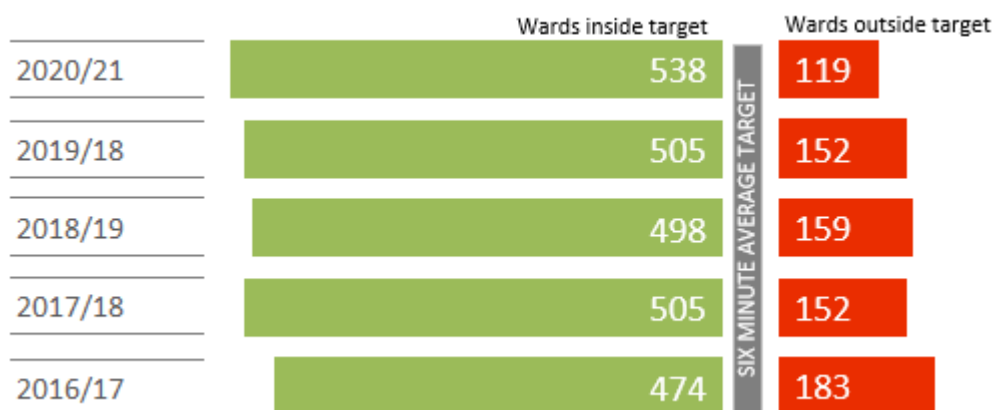
Special appliances

- Data for special appliance average response times – for fire rescue units (FRUs) and aerial appliances – is shown in the chart below for five years up to 2020/21. Data for borough and ward performance is shown in annex 1B and annex 2A respectively.
- London-wide, average **aerial appliance** response times were 8m:24s in 2020/21. This is time is some 9 second faster than the year before (8m:33s). 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 11m:42s in 2020/21, this is slower than the year before, and 15 seconds slower than the five year average. The LSP5 reduced the number of Fire Rescue Units from 16 to 14 (i.e. two fewer). There is no attendance standard for fire rescue units.



Ward pumping appliance attendance times

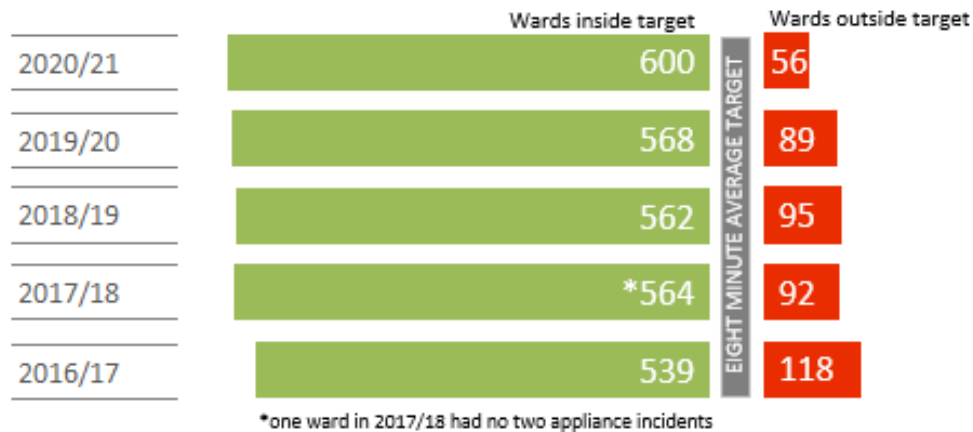
- Ward data for first and second pumping appliance attendance times is in annex 2A. The Brigade does not undertake to meet its attendance standard at ward level.
- 82 per cent of wards in 2020/21 had a **first appliance** within the average six-minute target (it was 77 per cent in the previous year, 2019/20). Comparing performance in 2020/21 with 2016/17, there were 64 fewer wards outside target in the most recent year (2020/21).



- Performance for **first appliance** comparing 2020/21 with 2016/17 shows fewer wards outside the target. Of the 119 wards outside the first appliance average six-minute target in 2019/20, 31 wards were within 30 seconds or less of the target with 26 wards more than 30 seconds outside the target. The chart below shows wards outside the target within four time bands to show how far they were away from the target, together with the cumulative number of wards at each time band.



- Performance for second appliance comparing 2020/21 against 2016/17 shows fewer wards outside the target in the most recent year, compared to five years earlier and 91 per cent of wards were within the average eight minute second appliance target.

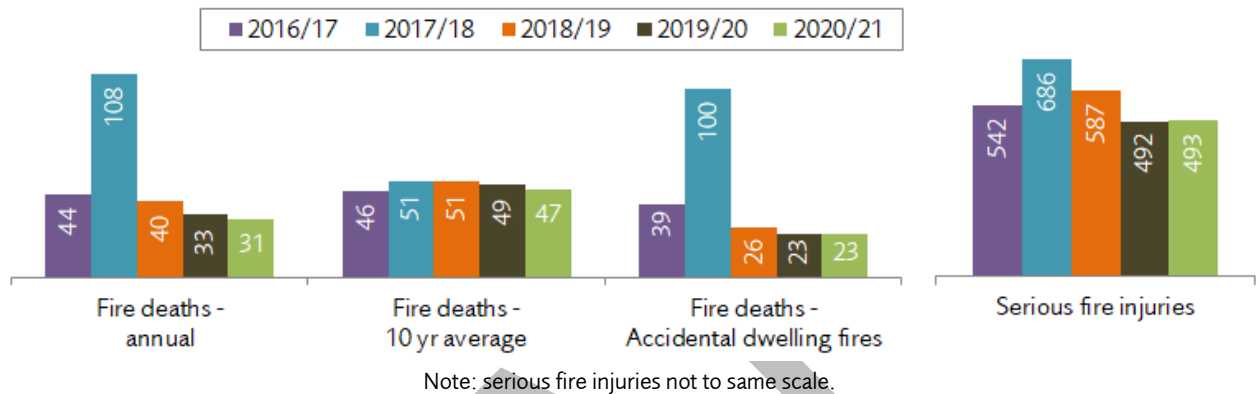


- Of the 56 wards outside the second appliance average eight minute target in 2020/21, 63 wards were within 30 seconds of the target, and 26 wards more than 30 seconds outside the target. The chart below shows wards outside the target within four time bands, to show how far they were away from the target, together with the cumulative number of wards at each time band.

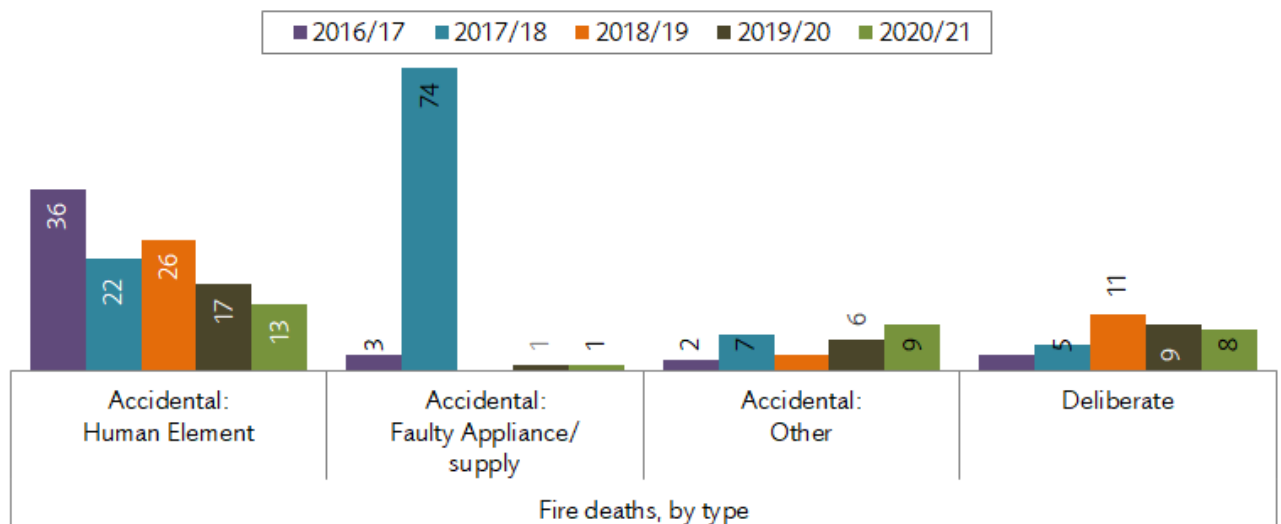


Fire casualties (fatal and non-fatal)

- Data about fire casualties is available in annexes 1D (borough) and 2B (ward) respectively. The number of fire deaths at borough and ward level is generally very small, so there are always limitations on the statistical conclusions that can reliably be drawn from these datasets.
- The chart below shows the numbers of fire casualties (fatal and non-fatal) for the five years to 2020/21. There was an upturn in all casualties in 2017/18 as a result of the Grenfell Tower fire. The 10-year average for all fire deaths is also impacted by the number of fatalities from the Grenfell Tower fire.

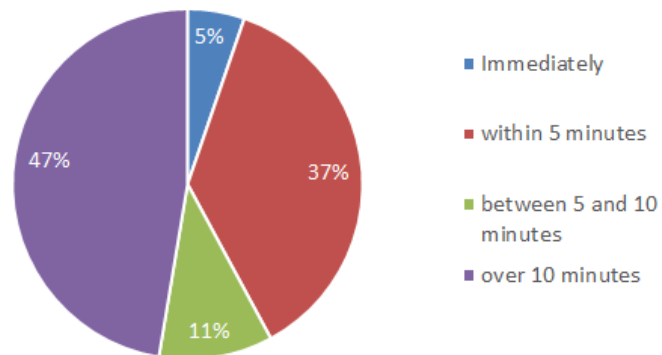


- There are different **types of fire death**. Some are result of deliberate acts (which will include deliberate fire-setting (arson), suicide, or homicide), and some are accidental. Of the accidental fire deaths, the cause of the fire can be the result of faulty equipment or supply or have a human cause (e.g. careless disposal of a cigarette, clothing too close to a heat source). The fire deaths due to a human cause – and where the Brigade's community safety activity has most impact – were lower in 2020/21 than any other year shown. The 74 fire deaths in 2017/18 due to fires of "faulty appliance/supply" include the deaths at the Grenfell Tower fire.



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

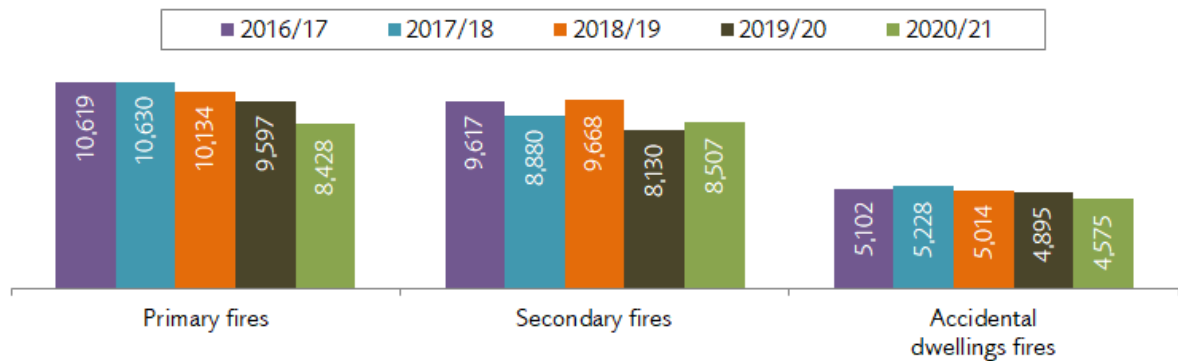
- One factor that is key to whether a person is injured or dies in a fire, is the **delay in discovering the fire and calling the fire brigade**. The chart below shows the estimated delay between ignition of the fire and calling the brigade, based on the work of crews and fire investigators. The five-year average to 2020/21 shows that 58 per cent of cases there was a delay of five minutes or more in calling the Brigade (data is not available for 20 per cent of fatalities).



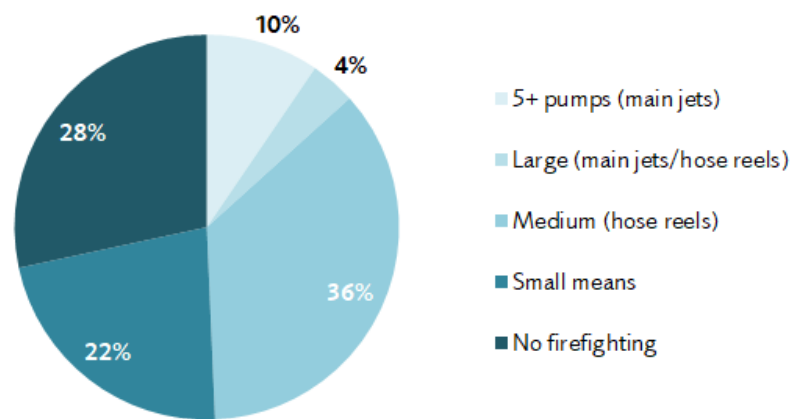
Note: Typically, across the five years displayed, this data is not available for about 20 per cent of fire deaths.

Fires

- Borough and ward data for all fires, primary (more serious) fires, accidental dwellings fires, and fires in care homes/sheltered housing, are in annexes 1C and 2B respectively.
- London-wide, the number of **primary fires**, which includes **accidental dwelling fires**, continued to fall in 2020/21. The number of **secondary fires** slightly increased in 2020/21, but it still lower compared to the previous five years; the numbers tend to fluctuate as open land and grass fires in summer months are a significant proportion of these fires and are higher in years which have warmer/drier summer periods (like 2016/17 and 2018/19).

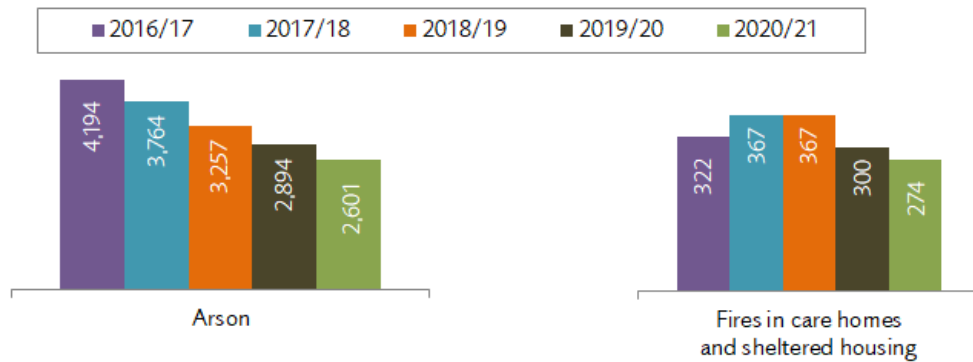


- The total numbers of **primary fires** include incidents of different types; some will require no firefighting whilst others will require the attendance of a large number of fire engines. In 2020/21, 50 per cent of primary fires either required no firefighting or 'small means' (22 per cent), e.g. stamping out, bucket of water. Only 14 per cent of fires were attended by five or more fire engines³, or were larger fires (the use of main jets/hose reels).



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

- **Deliberate fires** (i.e. potential 'arson') have continued to fall and the number in 2020/21 is the lowest for the five years displayed, and some 38 per cent lower than in 2016/17.
- 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 2020/21 some 16 per cent lower than the five year average.

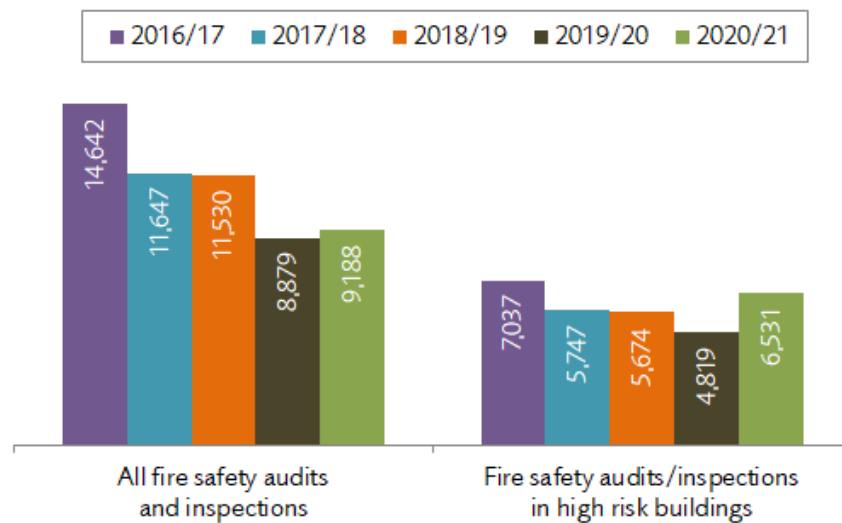


Note: Arson and fires in care homes not to same scale.

Fire safety

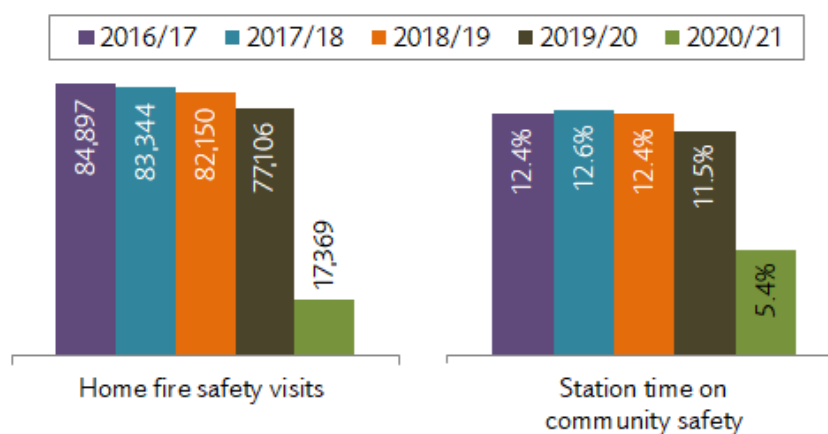
Regulatory fire safety

- Data on **all fire safety inspections/audits** and for **inspection/audits to high-risk premises** and this data is provided at borough level only (annex 1E). London-wide data for the past five years, including 2020/21, is set out in the chart below. There is no direct relationship between the stations and pumping appliance reductions in LSP5 and the volume of regulatory fire safety work undertaken, as this is currently carried out by specialist non-station-based staff.
- The numbers of **fire safety audits/inspections** have fallen in recent years, particularly since the Grenfell Tower fire after June 2017, as new risk-based audit and inspection priorities have been introduced. Although in 2020/21 these have both started to increase again.



Community safety

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



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

LFB performance compared to all English fire and rescue services

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

Incidents attended by the fire and rescue service

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

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

Fires

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

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

False alarms

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

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

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).

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

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

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

Fire-related non-fatal casualties

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

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

Notes on data

Correction to data for earlier years

This document includes some minor corrections to some data for years before 2020/21 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 2020** available on the LFB web site. In line with LSP2017, the calculation has been varied to provide greater accuracy in terms of performance. The method of calculation as described previously is set out below.

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

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

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

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

Special appliance response times

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

Second and third appliance average attendance performance

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

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

Methodological difficulties working at ward level

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

To summarise:

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

In 2020/21, nearly one third (31 per cent) of wards had fewer than two incidents a week (211 wards). Also, as outlined earlier, in 2020/21, nearly two thirds (58 per cent) of all incidents are attended by only one appliance. The small

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

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

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

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

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 year⁶.

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

Annex 1 | Borough data

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

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

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

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

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

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

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

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

	Fire rescue unit					Aerial appliance				
Borough	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
Barking and Dagenham	11:07	12:19	11:42	11:41	12:47	11:55	09:50	08:13	07:46	08:47
Barnet	17:29	14:32	15:43	15:58	15:34	16:30	16:45	16:13	16:25	16:05
Bexley	11:09	08:56	10:57	09:07	10:18		20:02	19:49	19:41	18:28
Brent	10:17	10:21	10:02	10:04	10:40	10:55	08:51	08:07	08:12	08:40
Bromley	14:22	14:22	13:48	15:05	14:30	14:16	12:12	13:22	12:29	13:34
Camden	09:43	09:33	10:10	08:22	09:47	07:44	07:26	07:20	06:58	07:12
City of London	10:52	09:31	11:52	13:00	12:39	09:57	09:52	08:56	09:25	09:12
Croydon	08:12	08:44	08:43	09:12	09:29	16:26	15:32	15:39	16:06	15:05
Ealing	12:33	12:33	11:17	12:23	12:50	13:22	13:13	13:21	13:24	12:23
Enfield	09:27	10:41	11:45	09:43	11:41	09:25	11:56	11:34	10:50	10:51
Greenwich	11:48	11:53	12:15	11:49	13:31	13:41	10:56	10:50	11:29	09:59
Hackney	10:31	09:27	10:15	11:05	10:10	12:41	11:09	10:53	11:00	10:07
Hammersmith and Fulham	11:40	12:28	12:07	12:19	12:26	10:54	10:00	10:35	10:22	10:20
Haringey	11:27	10:55	12:03	11:37	13:09	09:38	08:16	08:30	07:31	07:36
Harrow	13:34	12:46	12:13	12:56	13:37	11:22	12:14	12:14	11:38	12:23
Havering	17:38	17:43	19:20	16:16	19:01	08:08	09:50	09:06	10:16	10:58
Hillingdon	16:24	16:35	16:22	16:52	16:19	09:56	08:30	08:25	09:53	09:20
Hounslow	10:44	10:10	09:32	10:03	11:23	18:49	16:32	16:08	15:04	15:57
Islington	07:06	08:16	09:29	09:30	07:36	09:46	09:23	09:51	09:29	08:48
Kensington and Chelsea	08:05	08:45	09:02	09:45	08:08	09:32	09:02	08:49	08:49	08:32
Kingston upon Thames	13:18	14:49	13:51	14:15	13:57	14:12	14:00	14:18	12:23	14:08
Lambeth	11:13	11:43	12:20	11:22	11:17	07:25	07:22	07:32	07:13	07:06
Lewisham	10:24	10:30	10:40	09:39	11:11	06:53	06:39	06:59	06:48	06:33
Merton	09:25	11:21	08:45	10:52	09:45	04:57	06:08	06:59	05:32	07:29
Newham	10:17	10:33	09:59	10:56	10:34	18:16	17:47	16:57	17:12	16:24
Redbridge	13:06	12:28	12:44	13:32	13:24	13:02	13:22	12:17	12:49	12:28
Richmond upon Thames	13:03	14:10	12:25	15:10	14:14	14:32	16:05	16:14	19:42	14:42
Southwark	13:52	12:24	12:22	12:24	12:12	07:32	06:52	06:51	06:52	06:55
Sutton	11:39	11:54	12:10	11:13	11:49	13:22	11:54	12:06	11:01	11:58
Tower Hamlets	11:09	09:08	09:36	09:22	09:03	12:17	12:37	12:40	13:14	12:22
Waltham Forest	13:04	12:43	13:38	14:16	15:39	08:07	13:19	12:12	11:36	10:53
Wandsworth	09:39	09:45	09:59	10:00	08:54	08:40	08:20	08:00	08:36	08:23
Westminster	08:44	08:57	09:27	09:30	10:00	06:43	06:21	06:15	06:06	05:45
	11:24	11:19	11:28	11:30	11:42	08:33	08:35	08:37	08:33	08:24
Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021 with a cut-off of 40 minutes						Note: Calculation follows the counting rules as agreed and revised in light of LSP 2017-2021 with a cut-off of 40 minutes				

Annex 1C | Incidents attended and fires – borough data

Incidents						Fires					Primary fires					Arson (deliberate fires)					Accidental dwelling fires					Fires in sheltered housing and care homes				
Borough	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
Barking and Dagenham	2,141	2,254	2,106	1,974	1,930	628	584	503	473	441	300	287	259	242	198	200	166	83	96	75	132	125	115	118	90	7	11	3	3	5
Barnet	3,439	3,609	3,521	3,436	3,357	631	668	747	612	617	370	402	414	367	304	78	89	115	93	98	209	209	224	201	163	12	13	20	15	11
Bexley	2,119	2,294	2,296	2,256	2,042	595	578	621	515	560	286	284	262	243	229	174	168	144	141	113	108	109	98	101	92	11	8	13	16	6
Brent	3,134	3,329	3,347	3,205	3,030	680	637	667	659	669	389	371	368	347	314	119	92	78	93	106	219	204	197	169	175	17	11	10	9	5
Bromley	3,081	2,917	3,006	3,126	2,790	919	715	728	641	652	390	363	314	322	294	258	248	199	163	146	159	138	132	132	140	8	16	12	12	11
Camden	4,853	4,995	4,896	4,921	4,049	627	562	577	493	398	349	340	339	305	238	74	61	51	44	47	178	176	180	156	144	9	8	13	4	4
City of London	1,164	1,275	1,271	1,277	796	86	82	93	70	48	65	55	62	53	39	2	2	2	3	3	3	4	4	3	9	11	24	18	19	21
Croydon	3,929	3,746	4,000	4,119	4,109	833	803	799	690	767	461	495	453	425	422	202	152	145	110	112	229	279	233	226	226	30	16	12	4	10
Ealing	3,699	3,509	3,496	3,601	3,314	755	720	714	682	711	390	390	342	360	300	154	134	120	105	126	195	192	152	182	159	10	10	18	6	15
Enfield	3,057	3,277	3,293	3,136	3,124	780	719	755	618	672	406	410	379	313	309	182	170	137	126	109	167	188	172	161	157	7	7	16	13	5
Greenwich	3,070	3,136	3,279	3,193	2,870	706	681	816	745	650	389	374	414	393	320	176	134	160	130	93	179	182	190	201	170	13	18	17	7	9
Hackney	4,026	4,041	3,957	4,147	3,876	590	688	587	562	551	349	400	336	310	315	93	113	88	94	60	211	241	201	198	210	15	11	13	9	8
Hammersmith and Fulham	2,859	2,772	2,865	2,883	2,672	379	334	342	337	296	260	220	212	228	196	42	40	32	47	37	145	123	139	136	109	11	10	16	10	12
Haringey	2,914	3,117	2,911	3,104	3,285	637	673	608	615	541	337	328	310	297	276	117	121	103	87	87	197	173	182	151	167	9	7	9	6	2
Harrow	1,794	1,870	1,884	1,746	1,690	335	408	391	332	375	191	220	190	171	156	52	57	51	45	36	107	120	97	79	93	6	13	11	8	8
Havering	2,326	2,227	2,269	2,092	2,181	697	591	628	514	499	280	268	284	260	227	225	217	188	122	94	109	94	109	105	98	12	14	7	9	5
Hillingdon	3,283	3,095	3,213	3,356	3,042	883	791	843	758	635	477	460	393	409	296	239	173	165	140	132	146	150	135	125	113	7	18	5	9	9
Hounslow	2,786	2,635	2,807	2,831	2,676	671	639	762	681	664	316	324	343	344	266	186	134	122	135	124	135	140	148	149	113	5	7	5	7	7
Islington	3,239	3,407	3,475	3,353	3,097	472	525	487	428	377	280	303	282	248	224	86	66	60	54	28	155	186	164	144	146	5	8	12	5	7
Kensington and Chelsea	3,181	3,399	3,339	3,573	3,126	283	317	259	261	249	214	241	190	200	172	12	15	20	19	22	121	156	113	134	123	11	4	9	6	7
Kingston upon Thames	1,450	1,594	1,521	1,467	1,255	291	311	316	271	217	159	156	165	149	131	70	75	36	28	23	76	68	81	85	74	20	18	17	10	8
Lambeth	4,699	4,234	4,137	4,299	4,095	733	690	664	569	573	400	384	359	312	300	118	111	101	61	47	225	226	200	188	198	11	10	8	17	14
Lewisham	3,533	3,596	3,817	3,760	3,528	588	629	590	575	620	349	365	357	349	350	91	129	92	97	105	222	200	195	201	209	4	8	8	7	3
Merton	2,118	1,748	1,746	1,756	1,701	398	352	388	334	358	197	164	206	190	176	67	68	59	53	37	94	81	124	112	102	7	11	8	5	6
Newham	3,727	3,449	3,333	3,409	3,176	848	788	780	719	696	456	447	408	364	343	307	225	185	180	177	174	209	180	170	163	10	9	16	12	13
Redbridge	2,450	2,373	2,535	2,429	2,353	610	569	652	542	551	287	296	332	288	246	98	85	98	95	65	128	138	144	124	110	4	13	11	9	6
Richmond upon Thames	1,648	1,765	1,690	1,759	1,579	301	265	298	297	274	169	144	154	148	118	47	40	44	50	48	90	75	74	68	65	14	14	7	11	14
Southwark	4,703	4,715	4,646	4,626	4,304	771	760	725	595	601	447	436	405	330	346	132	93	96	60	52	240	247	239	203	236	6	7	17	8	8
Sutton	1,688	1,655	1,683	1,739	1,631	363	339	393	338	379	185	170	204	182	188	69	65	81	63	62	86	74	97	86	97	11	7	11	6	6
Tower Hamlets	4,439	4,402	4,343	4,473	4,010	1,002	840	794	704	673	440	423	381	350	329	276	271	205	172	147	182	205	193	193	180	4	8	11	14	10
Waltham Forest	2,813	2,879	2,977	3,013	2,776	667	667	814	745	664	257	270	295	338	260	108	82	112	93	94	119	138	144	174	134	10	14	10	15	9
Wandsworth	3,491	3,159	2,985	3,190	2,944	582	623	524	520	441	348	388	308	346	241	100	123	50	58	61	192	197	176	223	143	5	14	4	9	10
Westminster	7,879	8,240	8,199	8,427	6,497	932	988	963	853	522	431	452	416	414	305	44	45	39	37	35	170	181	181	197	167	322	367	367	300	274
	104,732	104,713	104,843	105,676	96,905	20,273	19,536	19,828	17,748	16,941	10,624	10,630	10,136	9,597	8,428	4,198	3,764	3,261	2,894	2,601	5,102	5,228	5,013	4,895	4,575	424	322	367	367	300
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	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
Barking and Dagenham	3	0	2	1	1	3	0	0	0	0	25	14	15	6	13
Barnet	0	2	1	2	0	0	2	0	2	0	19	40	18	29	8
Bexley	0	0	0	1	1	0	0	0	1	1	21	9	12	8	15
Brent	1	1	1	2	4	1	0	1	0	2	25	37	15	16	28
Bromley	2	1	0	2	1	2	1	0	0	1	10	10	22	32	12
Camden	3	2	3	1	1	3	1	2	1	1	12	9	12	13	13
City of London	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0
Croydon	1	0	1	0	1	1	0	1	0	1	25	25	31	35	18
Ealing	3	1	1	2	2	2	1	1	1	2	33	21	31	29	24
Enfield	1	2	4	0	1	1	1	2	0	1	23	21	22	14	9
Greenwich	3	0	2	1	4	2	0	1	1	1	16	13	20	15	21
Hackney	1	1	1	2	0	1	1	1	2	0	16	22	24	21	10
Hammersmith and Fulham	1	1	2	2	1	1	1	2	2	1	16	35	14	16	9
Haringey	3	3	3	0	0	2	2	3	0	0	11	20	20	12	16
Harrow	0	1	2	0	0	0	1	1	0	0	13	10	16	7	6
Havering	3	1	0	1	1	3	1	0	0	1	10	17	19	12	10
Hillingdon	0	2	0	0	0	0	2	0	0	0	16	23	18	10	14
Hounslow	1	0	2	2	0	1	0	2	2	0	11	19	22	14	20
Islington	1	1	1	1	1	1	1	0	0	1	23	23	25	18	12
Kensington and Chelsea	0	73	3	0	2	0	73	2	0	2	17	97	8	10	10
Kingston upon Thames	1	3	0	0	0	1	2	0	0	0	5	7	4	2	4
Lambeth	3	2	1	2	0	3	2	1	2	0	20	15	20	9	21
Lewisham	0	0	1	1	0	0	0	0	1	0	20	28	30	29	16
Merton	1	0	1	2	1	1	0	1	2	0	10	11	8	9	7
Newham	2	0	0	1	3	2	0	0	0	3	15	38	26	6	22
Redbridge	1	1	1	1	0	1	1	1	0	0	22	5	24	8	13
Richmond upon Thames	0	1	2	0	0	0	0	1	0	0	4	7	6	10	2
Southwark	3	0	0	2	1	2	0	0	2	1	23	20	22	14	14
Sutton	1	2	1	0	0	1	1	1	0	0	10	20	9	14	9
Tower Hamlets	0	1	0	1	2	0	1	0	1	2	12	18	16	17	11
Waltham Forest	1	2	3	0	1	1	2	1	0	1	18	10	17	16	11
Wandsworth	3	2	1	3	1	2	2	1	3	1	24	20	17	25	18
Westminster	1	2	0	0	1	1	1	0	0	0	16	21	23	16	17
	44	108	40	33	31	39	100	26	23	23	542	686	587	492	433
	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	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
Barking and Dagenham	250	204	301	221	214	120	89	105	103	137	2363	2406	2275	2205	495	11.6	11.0	10.4	11.0	7.7
Barnet	294	250	381	254	234	195	160	286	193	184	2776	2918	3487	3264	476	13.7	14.4	13.6	12.1	4.9
Bexley	145	117	172	109	112	71	54	99	71	68	1930	1928	2367	2194	488	12.2	12.9	12.7	12.4	8.6
Brent	419	381	256	217	241	234	197	153	132	181	1923	1792	1760	1542	415	10.2	10.5	9.1	9.3	4.0
Bromley	432	223	261	221	225	314	138	186	122	144	3042	3126	3290	3125	520	14.1	14.5	13.7	13.6	4.9
Camden	934	689	651	577	818	419	295	278	275	563	5357	4186	2665	2581	545	11.0	10.7	10.6	10.7	4.3
City of London	452	436	434	259	70	24	40	41	22	21	612	573	547	520	36	11.9	11.2	11.5	12.4	4.6
Croydon	479	370	313	347	394	317	229	189	203	292	3941	4162	4663	4567	1088	12.4	12.7	13.4	12.9	5.3
Ealing	434	301	256	237	207	259	138	150	156	156	2934	3253	3816	3493	624	12.8	12.4	12.8	11.9	4.5
Enfield	313	242	255	237	79	223	158	157	181	55	2227	2591	2689	2644	713	10.1	10.6	10.9	10.4	5.5
Greenwich	199	235	211	245	369	126	135	134	177	318	3918	4074	4240	3937	790	13.7	13.7	13.1	12.1	5.9
Hackney	566	787	612	291	561	217	451	367	150	395	2950	3142	3000	2837	687	12.4	12.8	12.2	11.9	5.7
Hammersmith and Fulham	395	225	218	129	112	267	128	114	90	58	1859	1787	1879	1638	426	13.7	12.6	14.3	12.7	7.0
Haringey	282	190	233	196	126	162	77	131	126	86	3464	2567	2210	2308	441	11.3	10.7	10.5	10.3	5.2
Harrow	266	120	166	134	81	96	55	108	93	53	1363	1485	1704	1594	286	14.6	15.0	14.7	12.9	5.5
Havering	376	256	375	435	494	185	111	119	169	400	2453	2616	2458	2499	661	15.1	15.7	16.2	14.8	8.1
Hillingdon	314	194	265	185	182	124	74	125	63	109	2226	2226	2749	2589	483	13.9	12.9	13.0	9.8	4.4
Hounslow	330	185	256	132	241	140	99	167	95	195	2138	2474	2381	2281	510	10.6	11.4	10.1	9.5	3.6
Islington	514	612	555	226	499	218	244	253	106	326	1727	1405	1674	1529	485	12.9	12.1	12.2	12.0	5.0
Kensington and Chelsea	494	309	289	214	138	288	195	184	129	77	2283	2363	2195	1996	417	11.4	12.0	11.7	10.4	4.5
Kingston upon Thames	185	139	202	143	98	127	58	65	86	76	1929	2138	2138	1897	364	14.6	14.8	14.5	12.6	5.8
Lambeth	465	395	433	234	221	271	197	251	145	151	6663	4913	4531	4280	736	14.6	14.0	14.2	11.4	4.2
Lewisham	273	218	191	164	190	179	154	135	97	155	3435	2767	2194	2083	599	10.6	12.0	11.7	11.3	5.7
Merton	99	141	198	162	108	50	50	92	82	69	1061	1270	1526	1128	285	10.8	11.3	10.8	10.1	3.3
Newham	698	525	508	400	340	205	228	208	223	245	2221	2121	1900	2031	574	10.7	11.3	11.0	10.5	5.4
Redbridge	509	284	411	330	281	252	109	171	163	204	2533	2456	2739	2619	839	14.3	14.2	15.4	14.3	11.7
Richmond upon Thames	139	156	241	143	79	91	63	110	92	61	1229	1467	1516	1501	309	13.8	13.3	13.9	12.5	7.5
Southwark	387	278	201	215	323	239	168	98	119	269	3294	2927	1771	1530	429	11.4	12.4	11.9	10.4	4.7
Sutton	247	161	147	171	198	170	108	98	123	165	1448	1655	1779	1645	367	12.9	13.6	12.9	12.2	5.0
Tower Hamlets	1360	1252	792	733	857	445	708	335	450	649	3344	3137	3111	2718	493	12.7	13.2	12.9	11.5	5.1
Waltham Forest	610	407	447	330	331	186	159	206	112	202	2709	3271	3113	2857	661	14.6	15.6	15.4	13.4	6.4
Wandsworth	359	350	290	215	206	243	198	161	151	153	2108	2243	2090	1905	740	12.2	12.3	10.5	10.0	4.7
Westminster	1420	1013	1004	773	559	576	469	392	315	314	1435	1905	1693	1569	387	7.8	8.2	8.1	8.3	3.1
	14639	11645	11525	8879	9188	7033	5736	5668	4814	6531	84895	83344	82150	77106	17369	12.4	12.6	12.4	11.5	5.4
Note: Numbers may vary from those previously reported due to data being refreshed retrospectively.						Note: Numbers may vary from those previously reported due to data being refreshed retrospectively.					Note: These are home fire safety visits carried out by fire station crews, light duty staffs and CS practitioners. The numbers exclude any visits carried out by partners.					Note: The percentage of time is for the LFB management borough (i.e. Surbiton in Kingston). Lambeth station has been returned to Lambeth borough retrospectively.				

Annex 2 | Ward data

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

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

The annex 2 data is within the excel document named Annex 2 - Ward Data - 2020-21

DRAFT

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

[illegible]

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

[illegible]

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

[illegible]

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

[illegible]

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

Borough	Ward	First appliance					Second appliance					Third appliance					Fire rescue unit					Aerial appliance					Overall incident response time (call answer to arrival of first appliance)				
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
WALTHAM FOREST	HATCH LANE	05:53	05:25	05:27	05:39	05:09	08:42	07:21	07:20	07:23	06:40	11:40	08:46	10:05	07:58	08:10	16:12	11:47	16:08	14:01	13:50	13:24	07:43	07:01	07:00	07:02	06:49	00:00	00:00	00:00	00:00
	HIGH STREET	04:49	04:35	04:36	04:41	04:54	05:36	06:12	05:55	05:30	04:54	06:45	08:52	14:03	06:22	06:10	15:15	13:59	14:13	15:01	18:31	28:07	08:28	08:28	08:28	08:28	08:28	08:28	08:28	08:28	08:28
WALTHAM FOREST	HIGHAM HILL	05:20	05:11	05:09	05:13	04:51	06:35	06:16	06:18	06:59	05:01	09:44	07:36	09:26	06:47	11:30	09:20	10:10	09:52	14:46	29:31	07:01	06:52	06:55	06:47	06:37	00:00	00:00	00:00	00:00	00:00
	HOF STREET	05:18	05:09	05:22	04:56	04:51	06:27	06:14	06:14	06:24	05:41	07:06	08:50	09:57	06:15	06:59	11:55	09:48	18:48	17:04		06:45	06:33	06:44	06:30	06:18	00:00	00:00	00:00	00:00	00:00
WALTHAM FOREST	LARKSWOOD	05:34	05:52	05:35	05:41	05:31	07:20	07:15	06:59	07:25	06:46	07:55	08:59	06:57	08:42	06:50	15:14	09:17	11:42	08:30	16:51	07:08	07:16	06:48	07:08	07:08	00:00	00:00	10:15	10:51	14:28
	LEA BRIDGE	05:06	05:13	05:16	04:51	04:40	06:53	07:07	07:14	06:46	06:45	07:13	08:47	07:46	07:01	07:07	13:08	11:00	16:14	13:49	13:35	07:27	06:51	06:59	06:34	06:29	00:00	00:00	08:20	12:57	12:05
WALTHAM FOREST	LEYTON	04:36	04:10	04:07	03:55	03:59	07:09	06:31	07:01	06:44	06:58	08:39	06:34	07:51	07:02	08:48	08:50	13:59	13:52			06:18	05:40	05:44	05:40	05:42	00:00	08:50	13:59	13:52	00:00
	LEYTONSTONE	05:01	04:54	05:12	05:25	04:32	07:26	07:16	07:30	06:54	06:28	07:39	08:42	10:31	10:02	08:28	12:24	13:04	21:24	16:15	13:15	07:05	06:46	06:51	07:05	06:21	00:00	00:00	00:00	00:00	09:46
WALTHAM FOREST	MARKHOUSE	05:05	05:28	05:22	05:18	05:29	05:17	05:12	05:12	05:58	05:56	06:39	07:16	07:54	07:56	05:05	13:33	13:19		14:31		06:45	07:26	06:56	07:03	07:01	00:00	00:00	00:00	00:00	00:00
	VALLEY	08:43	08:22	08:16	08:03	05:45	08:28	08:01	07:25	07:33	08:06	10:17	07:42	07:07	07:36	09:54	14:07	15:04	08:30	07:56	18:57	08:36	08:02	08:22	07:35	07:21	00:00	00:00	00:00	00:00	00:00
WALTHAM FOREST	WILLIAM MORRIS	05:44	05:40	05:27	05:15	05:33	04:58	04:53	04:54	04:04	04:59	07:00	09:18	04:35	07:14	07:47	11:33	10:16	15:49	14:37	14:31	08:17	08:27		07:41		05:40	05:43	05:38	05:40	05:48
	WOOD STREET	05:14	05:29	05:48	05:36	05:18	06:00	06:47	06:00	06:02	06:09	07:32	08:11	06:24	07:34	06:12	10:35	12:59	11:50	16:16	09:00	07:01	07:10	07:16	07:14	07:21	00:00	00:00	11:51	11:11	09:38
WANDSWORTH	BALHAM	04:42	04:56	04:51	04:59	04:50	05:31	05:57	05:48	05:46	05:33	05:58	07:14	06:18	04:59	06:00	09:52	06:53	11:11	09:31	08:41	04:05	05:07	08:14	04:52	05:05	05:03	04:05	05:07	08:14	04:52
	BEDFORD	04:52	04:23	04:04	04:22	04:07	05:19	05:42	05:00	05:23	05:20	08:06	11:05	09:22	07:24	07:24	07:08	08:34	14:43			06:18	06:14	05:50	06:00	05:52	07:44	00:00	00:00	06:48	15:37
WANDSWORTH	EARLSFIELD	06:04	05:45	05:43	05:43	05:31	06:37	06:43	07:01	06:46	06:15	12:55	07:15	06:26	06:45		09:39	12:09	12:14	06:21	07:35	08:41	07:31	07:26	07:31	07:03	07:35	00:00	00:00	09:01	00:00
	EAST PUTNEY	04:21	04:07	04:05	04:20	04:00	07:19	07:36	06:41	07:17	07:16	06:56	08:40	08:13	07:45	09:10	08:36	10:21	08:02	16:12	15:10	06:23	06:05	06:39	05:55	05:59	00:00	00:00	10:08	10:11	10:25
WANDSWORTH	Fairfield	04:38	04:18	04:17	04:18	04:01	06:27	06:14	05:58	06:05	05:36	07:26	07:05	07:24	07:47	05:42	07:11	07:42	15:15	08:51	09:24	09:56	09:57	12:12	07:53	09:53	09:06	09:57	12:12	07:53	09:53
	FURZESIDE	05:49	05:50	05:35	05:27	05:21	06:56	06:18	06:51	06:12	06:23	07:46	07:19	07:17	07:22	06:59	18:55	11:24	11:19	12:10		07:39	07:37	07:05	06:54	07:00	00:00	00:00	09:48	11:15	00:00
WANDSWORTH	GRAVENY	05:08	04:52	04:55	04:32	04:58	06:16	06:05	06:10	05:15	05:29	07:35	07:01	06:51	06:29	06:18	11:00	04:41	07:45	06:47	06:37	06:55	06:32	06:28	06:06	06:26	07:17	00:00	00:00	09:22	06:50
	LATCHMERE	04:01	03:43	04:03	04:10	03:35	05:51	05:41	05:49	06:04	05:36	07:23	06:52	07:13	07:13	06:33	06:48	07:57	06:49	08:55	03:45	07:21	07:07	07:16	06:54	07:04	05:37	05:16	05:42	05:53	05:25
WANDSWORTH	NIGHTINGALE	04:04	03:44	04:04	04:04	03:42	05:05	05:14	04:57	05:52	04:33	06:46	06:17	06:53	07:07	06:36	28:29	19:26	07:59	09:29	06:57	05:31	05:29	05:43	05:43	05:21	10:35	00:00	05:49	05:55	06:01
	NORTHCOTE	04:12	03:58	04:10	04:08	04:01	05:54	06:07	06:22	06:09	06:07	07:59	06:56	07:23	05:27	08:51	04:47	04:53	10:41	07:02	04:20	06:28	06:21	04:02	05:02	05:43	04:46	06:28	06:21	04:02	05:02
WANDSWORTH	QUEENSTOWN	05:03	05:13	05:08	05:08	04:58	05:52	06:22	06:12	06:13	06:05	07:24	06:56	07:06	07:03	07:00	06:56	09:44	06:46	10:37	09:58	07:02	07:14	07:04	07:00	06:41	07:48	06:40	06:26	06:17	07:40
	RODHAMPTON AND PUTNEY HEATH	06:42	06:17	06:34	06:36	06:20	09:15	08:30	08:43	08:27	08:07	10:36	09:40	09:20	10:09	09:25	12:53	12:38	10:44	12:39	11:59	08:32	07:58	08:16	08:02	08:01	13:00	12:53	12:38	10:44	12:39
WANDSWORTH	SHAFESBURY	04:25	04:28	04:34	04:15	04:02	06:19	05:27	05:48	05:43	05:54	06:37	08:48	06:17	07:12	06:59	05:46	14:02	06:00	05:26	07:52	06:37	06:48	05:01	05:39	13:07	05:12	05:48	00:00	05:02	05:39
	SOUTHFIELDS	04:56	04:28	04:40	04:57	04:37	07:59	07:31	07:14	07:31	06:47	08:37	08:03	07:15	07:42	07:00	11:36	07:48	08:59	12:04	07:05	08:46	10:11	09:14	08:41	08:41	09:09	08:46	10:11	09:14	08:41
WANDSWORTH	ST MARY'S PARK	04:20	04:18	04:23	04:16	04:07	05:46	06:04	05:49	05:43	05:44	06:50	08:01	07:03	06:37	06:44	09:06	07:35	06:21	03:59	08:05	10:21	08:03	08:01	08:29	08:29	08:25	10:21	08:03	08:01	08:29
	THAMESFIELD	04:43	04:34	04:50	04:35	04:39	06:49	06:18	07:26	06:30	05:56	09:09	07:58	08:01	07:28	07:09	10:14	08:22	13:14	14:16	12:04	13:36	13:23	12:59	10:56	11:22	09:43	13:35	13:23	12:59	10:56
WANDSWORTH	TOOTING	04:56	04:50	04:49	04:56	04:56	05:40	05:52	06:07	05:59	05:54	08:05	08:03	07:01	06:51	06:58	09:42	07:54	10:16	08:43	06:35	06:41	06:40	08:30	08:07	07:35	07:46	06:41	06:40	08:30	08:07
	WANDSWORTH COMMON	05:08	04:50	05:40	05:00	04:42	05:55	06:06	05:23	05:22	05:22	07:32	08:14	07:15	06:17	06:44	05:41	05:12	08:20	09:29	06:35	08:57	08:19	07:35	10:06	11:25	09:16	08:57	08:18	07:35	10:06
WANDSWORTH	WEST HILL	05:41	05:43	05:28	05:44	05:29	08:16	08:35	07:51	08:36	08:15	08:46	10:01	08:13	11:15	09:20	08:36	11:48	08:02	07:03	12:00	10:02	11:44	11:09	10:41	10:43	10:49	10:02	11:44	11:09	10:41
	WEST PUTNEY	06:28	06:02	05:45	06:10	05:48	08:32	07:50	07:44	08:15	07:52	10:46	10:24	09:25	10:22	09:52	10:21	09:27	15:14	15:41	15:08	12:38	10:35	12:05	12:07	12:20	16:05	12:38	10:35	12:05	12:07
WESTMINSTER	ABBEY ROAD	05:37	05:32	05:24	05:23	05:14	06:07	06:04	06:04	05:53	05:48	07:22	07:36	08:42	06:18	06:48	05:58	05:51	08:03	06:22	20:33	04:25	06:37	05:59	05:56	05:37	06:22	04:25	06:36	05:59	05:56
	BAYSWATER	04:37	05:12	04:43	04:44	04:23	05:20	05:53	05:24	05:14	05:17	05:56	06:03	05:43	06:52	06:04	04:20	05:54	11:52	08:04	22:03	04:24	05:13	05:16	04:58	05:27	06:12	06:55	06:16	06:13	05:43
WESTMINSTER	BRYANSTON AND DORSET SQUARE	05:48	05:28	05:38	05:38	05:02	06:39	05:59	06:20	06:02	05:33	09:05	07:39	07:34	07:16	06:21	09:59	06:33	10:55	11:18	07:41	07:32	07:03	07:14	07:24	06:47	07:32	07:03	07:14	07:24	06:47
	CHURCH STREET	05:22	05:35	05:16	05:28	04:58	06:13	06:18	06:07	06:24	05:44	08:45	08:08	07:44	07:48	06:43	05:46	08:10	07:18	05:04	05:3										

Annex 2B | Incidents, fires and fire casualties - ward data

Borough		Ward		Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries					
				2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	
BARKING AND DAGENHAM		ABBEY		22	23	21	21	8	13	18	10	3	6	6	9	7	11	6	0	0	0	0	0	0	0	0	1	0	0	2	0	2	0	1
BARKING AND DAGENHAM		ALIBON		18	14	15	12	10	12	7	3	6	7	5	7	8	7	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0
BARKING AND DAGENHAM		BECONTREE		18	20	12	8	11	5	4	4	5	4	11	13	6	5	6	0	3	0	0	0	0	0	0	0	0	1	5	1	0	0	
BARKING AND DAGENHAM		CHADWELL HEATH		13	12	16	16	22	9	6	5	8	14	8	7	6	7	10	0	1	1	0	1	0	0	0	1	1	2	0	0	0	3	
BARKING AND DAGENHAM		EASTBROOK		13	13	13	13	10	9	4	4	6	2	5	7	6	6	4	0	1	0	0	0	0	0	0	0	0	2	0	0	1	0	
BARKING AND DAGENHAM		EASTBURY		12	16	14	18	9	6	17	5	10	1	5	7	6	8	5	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
BARKING AND DAGENHAM		GASCOIGNE		19	16	21	19	14	16	9	4	5	7	12	10	13	13	8	0	0	0	0	0	2	0	0	0	0	2	2	0	1	0	
BARKING AND DAGENHAM		GORESBRook		25	10	13	13	6	14	12	4	3	3	12	2	5	9	4	0	0	1	0	0	0	0	0	0	0	2	0	0	0	0	
BARKING AND DAGENHAM		HEATH		16	16	16	17	17	15	7	6	7	10	8	9	9	8	7	1	4	0	2	1	2	0	0	0	0	5	1	2	0	0	
BARKING AND DAGENHAM		LongBRIDGE		19	7	6	10	3	3	2	0	3	1	13	5	3	6	2	0	0	0	0	0	0	0	0	0	0	4	1	0	0	0	
BARKING AND DAGENHAM		MAYESBRook		16	26	9	13	14	14	15	2	10	1	5	9	4	3	6	2	1	0	0	1	0	0	0	0	0	0	0	1	1	4	
BARKING AND DAGENHAM		PARSLOES		9	8	9	7	7	11	1	3	3	3	3	5	5	3	4	0	0	0	0	0	0	0	0	0	0	1	0	2	1	0	
BARKING AND DAGENHAM		RIVER		16	15	17	9	8	6	10	2	5	0	8	4	4	4	5	0	0	0	0	0	0	1	0	0	0	2	0	0	0	0	
BARKING AND DAGENHAM		THAMES		37	44	34	20	33	31	28	12	8	5	15	11	11	6	9	3	1	1	0	0	0	0	0	0	0	1	0	1	0	4	
BARKING AND DAGENHAM		VALENCE		18	18	5	15	8	13	6	3	3	3	6	10	4	6	4	1	0	0	0	0	0	0	0	0	0	1	4	2	0	0	
BARKING AND DAGENHAM		VILLAGE		12	21	25	21	10	10	13	12	6	6	3	10	12	14	3	0	0	0	1	0	0	0	0	0	0	0	1	3	1	1	
BARKING AND DAGENHAM		WHALEBONE		17	8	13	10	8	13	7	4	5	2	7	0	6	2	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
BARNET		BRUNSWICK PARK		10	10	6	11	9	4	2	2	2	4	5	6	3	6	6	0	0	0	0	0	0	0	0	1	0	1	0	0	1	0	
BARNET		BURNT OAK		23	21	21	25	18	17	11	7	8	9	11	11	8	14	13	1	1	0	1	1	0	1	0	0	0	1	3	3	0	2	
BARNET		CHILDS HILL		23	27	19	23	11	3	5	4	4	2	11	18	12	13	6	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
BARNET		COLINDALE		21	14	23	26	33	3	1	7	5	5	15	11	16	15	20	0	0	1	0	1	0	0	0	0	0	2	1	5	6	3	
BARNET		COPPETTS		12	19	19	20	16	7	6	10	2	5	8	8	6	11	6	0	2	3	0	1	0	1	0	0	0	2	1	1	0	1	
BARNET		EAST BARNET		12	15	12	9	9	2	6	6	5	3	7	4	6	5	5	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	
BARNET		EAST FINCHLEY		17	25	18	14	7	3	2	3	3	1	8	16	14	7	1	2	0	4	3	2	0	0	0	0	0	1	0	0	0	1	
BARNET		EDGWARE		17	16	27	18	15	3	4	8	3	4	12	10	9	10	9	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	
BARNET		FINCHLEY CHURCH END		11	26	13	21	7	2	3	1	2	2	7	17	7	16	3	0	3	0	1	1	0	0	0	0	0	0	0	0	1	0	
BARNET		GARDEN SUBURB		20	18	15	9	18	1	5	0	0	5	10	11	9	6	5	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
BARNET		GOLDERS GREEN		26	23	34	25	20	3	4	8	5	6	15	13	24	15	14	1	2	3	1	1	0	0	0	0	0	0	18	0	1	0	
BARNET		HALE		17	15	15	19	18	3	6	11	7	12	12	10	11	8	10	1	0	0	0	0	0	0	0	0	0	1	0	0	4	0	
BARNET		HENDON		30	21	24	23	23	3	2	3	2	6	19	10	14	15	12	0	0	4	4	3	0	0	0	0	0	4	0	2	1	0	
BARNET		HIGH BARNET		19	15	22	11	11	3	3	6	7	5	11	5	14	3	6	2	1	0	0	0	0	0	0	0	0	0	1	1	0	0	
BARNET		MILL HILL		23	17	27	20	18	5	6	9	6	7	12	6	12	15	11	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
BARNET		OAKLEIGH		17	12	13	9	18	1	1																								

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries					
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	
CAMDEN	HAMPSTEAD TOWN	17	14	21	11	9	0	5	1	3	3	9	8	11	7	5	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	
CAMDEN	HAVERSTOCK	19	10	11	15	12	9	1	3	2	2	8	9	7	13	6	0	0	1	0	0	0	0	1	1	0	0	0	0	0	0	
CAMDEN	HIGHGATE	15	18	24	17	14	6	5	5	1	3	9	12	15	13	12	0	0	0	0	0	1	0	0	1	0	0	3	0	3	2	0
CAMDEN	HOLBORN AND COVENT GARDEN	35	35	25	38	14	7	3	3	1	3	13	8	6	6	8	0	0	0	0	0	0	1	0	0	0	0	0	0	3	0	1
CAMDEN	KENTISH TOWN	23	26	15	19	26	8	9	5	2	5	9	13	9	11	20	0	1	0	2	0	0	0	0	0	0	0	0	0	0	2	
CAMDEN	KILBURN	22	22	12	10	14	4	6	1	3	8	15	16	4	4	6	0	1	1	0	0	0	1	1	0	0	0	0	0	2	1	
CAMDEN	KING'S CROSS	16	14	19	19	13	3	4	1	3	3	10	7	10	10	4	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
CAMDEN	REGENT'S PARK	23	25	25	31	13	6	5	5	4	0	7	13	14	13	7	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	
CAMDEN	ST. PANCRAS AND SOMERS TOWN	31	30	25	34	22	6	4	6	4	8	11	15	6	20	11	0	1	0	0	1	1	0	0	0	1	2	1	3	3	5	
CAMDEN	SWISS COTTAGE	12	13	10	8	5	3	3	0	0	1	6	6	8	6	2	2	0	1	0	0	0	0	0	0	0	0	0	1	0	0	
CAMDEN	WEST HAMPSTEAD	17	13	16	16	9	2	1	2	3	1	11	10	9	7	7	1	0	2	0	0	0	0	0	0	0	3	0	1	1	0	
CITY OF LONDON	ALDRSGATE	0	0	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	ALDGATE	5	1	2	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	
CITY OF LONDON	BASSISHAW	0	3	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	0	
CITY OF LONDON	BILLINGSGATE	3	1	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	BISHOPSGATE	3	3	0	5	4	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	BREAD STREET	4	2	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	0	0	
CITY OF LONDON	Bridge	2	1	2	2	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	
CITY OF LONDON	BROAD STREET	3	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	0	
CITY OF LONDON	CANDLEWICK	1	1	0	4	1	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	CASTLE BAYNARD	9	9	6	5	4	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
CITY OF LONDON	CHEAP	1	1	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	COLEMAN STREET	3	4	7	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	CORDWAINER	0	3	4	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	CORNHILL	3	1	3	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	CRIPPLEGATE	3	3	2	1	3	0	0	0	0	0	1	2	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	DOWGATE	0	2	1	0	1	0	0	1	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	FARRINGDON WITHIN	6	4	5	5	4	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	
CITY OF LONDON	FARRINGDON WITHOUT	1	4	6	5	3	0	2	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	LANGBOURN	4	2	3	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	LIME STREET	0	0	1	2	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	PORTOKEN	2	2	1	2	2	0	0	0	0	1	1	0	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	QUEENHITHE	0	0	2	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	TOWER	5	2	9	6	4	0	0	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	VINTRY	4	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CITY OF LONDON	WALBROOK	3	4	0	4	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CROYDON	Addiscombe East	13	11	13	12	7	3	3	3	0	3	4	6	6	8	4	1	0	0	0	0	0	0	0	0	0	1	0	0	3	1	
CROYDON	ADDISCOMBE WEST	20	20	14	11	15	8	3	2	2	1	11	15	10	9	9	0	3	2	1	2	0	0	0	0	0	0	2	0	4	1	
CROYDON	BEDDINGTON NORTH	7	10	16	12	12	7	2	5	1	6	1	1	1	3	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
CROYDON	BEDDINGTON SOUTH	11	8	11	6	8	3	3	7	5	2	5	4	2	2	3	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	
CROYDON	Bensham Manor	16	17	16	14	17	3	2	4	1	2	9	10	6	9	10	0	0	1	1	0	0	0	0	0	0	3	1	2	1	0	
CROYDON	BROAD GREEN	20	29	18	23	25	9	5	8	8	4	8	17	11	13	16	0	0	0	0	0	1	0	0	0	0	0	1	0	5	0	
CROYDON	COULSDON TOWN	14	12	13	7	17	2	6	5	2	4	9	3	4	1	6	0	0	0	0	0	0	0	0	0	0	1	1	2	0	0	
CROYDON	CRYSTAL PALACE & UPPER NORWOOD	14	13	21	19	10	2	4	5	4	3	10	8	13	12	8	0	1	1	1	0	0	0	0	0	0	0	2	3	3	0	
CROYDON	Fairfield	33	32	31	31	28	15	7	8	7	6	11	14	13	11	14	1	1	2	0	2	0	0	0	0	0	3	1	1	2	3	
CROYDON	GIPSY HILL	21	12	13	16	17	7	6	8	5	2	11	7	5	14	9	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	
CROYDON	HASELBURY	23	19	17	20	13	11	6	10	5	7	10	9	8	13	8	0	1	0	0	0	0	0	0	1	0	2	2	2	1	0	
CROYDON	Kenley	8	14	7	7	9	3	1	3	1	1	6	11	5	2	4	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	
CROYDON	LAVENDER FIELDS	13	4	4	11	9	6	3	0	4	4	6	2	4	9	5	0	1	0	0	0	0	0	0	0	0	1	0	0	1	4	
CROYDON	LEYTON	16	17	23	32	19	5	8	13	10	11	8	12	12	18	8	1	0	0	0	0	0	0	0	0	0	1	3	2	0	3	
CROYDON	New Addington North	18	17	21	15	19	27	17	5	11	7	7	12	13	4	12	0	1	0	1	1	0	0	0	0	0	0	1	0	1	1	
CROYDON	NEW ADDINGTON SOUTH	24	26	20	26	17	24	18	13	17	16	8	13	6	10	2	0	0	0	0	0	0	0	0	0	0	2	0	1	2	0	
CROYDON	NORBURY & POLLARDS HILL	13	9	14	13	13	2	2	0	2	3	5	4	10	11	10	1	1	0	1	1	0	0	0	0	0	0	2	0	1	0	
CROYDON	NORBURY PARK	7	7	11	8	13	4	3	2	2	3	3	1	5	6	8	0	0	0	0	0	0	0	0	0	0	0	0	2	1	2	

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries					
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	
CROYDON	Old Coulsdon	9	9	7	14	9	4	3	2	2	7	4	3	3	9	4	1	2	1	0	1	0	0	0	0	0	0	0	0	0	0	
CROYDON	Park Hill & Whitgift	5	8	2	3	6	4	2	5	0	1	2	3	0	2	4	1	1	0	2	2	0	0	0	0	0	0	0	0	1	1	
CROYDON	Purley & Woodcote	19	22	20	22	13	12	5	2	8	5	8	9	9	7	8	2	3	5	3	3	0	0	0	0	0	0	2	1	0	1	
CROYDON	Purley Oaks & Riddlesdown	6	9	6	9	3	4	1	3	3	2	5	3	4	5	2	0	0	0	0	1	0	0	0	0	0	1	0	1	0	1	
CROYDON	SANDERSTEAD	8	6	13	9	8	1	4	1	4	0	6	2	7	5	5	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	
CROYDON	SELHURST	25	18	22	20	18	7	7	6	4	4	18	15	14	13	8	0	1	0	0	3	0	0	0	0	0	0	1	1	0	2	0
CROYDON	SELSDON & ADDINGTON VILLAGE	11	14	7	14	15	1	7	2	3	1	6	4	2	6	7	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	1
CROYDON	Selsdon Vale & Forestdale	9	8	7	6	12	8	6	5	2	3	2	3	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
CROYDON	SHIRLEY NORTH	17	17	15	7	9	3	4	2	2	2	9	7	11	5	7	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
CROYDON	Shirly South	11	8	10	5	7	9	4	3	2	1	5	6	4	2	1	0	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0
CROYDON	SOUTH CROYDON	14	20	17	19	22	7	2	7	3	6	7	13	9	14	12	0	1	0	1	0	0	0	0	0	0	0	0	1	1	2	0
CROYDON	SOUTH NORWOOD	23	34	24	20	18	6	7	8	2	8	14	23	13	10	8	1	4	1	2	0	0	0	0	0	0	0	0	0	0	0	0
CROYDON	THORNTON HEATH	24	25	22	24	26	4	4	4	2	5	16	16	15	13	15	0	0	1	0	0	0	0	1	0	0	2	1	8	3	0	
CROYDON	Waddon	34	30	25	21	19	16	15	12	7	5	14	14	9	11	11	0	3	0	2	1	1	0	0	0	0	2	2	4	0	1	
CROYDON	WEST THORNTON	25	30	18	24	21	7	2	7	1	5	12	24	8	15	11	0	0	1	0	1	0	0	0	0	0	6	3	4	0	0	
CROYDON	WOODSIDE	21	30	39	22	26	7	8	18	8	4	10	20	21	11	18	2	1	3	1	1	0	0	0	0	0	1	1	1	1	3	
EALING	ACTON CENTRAL	21	14	9	14	17	14	0	2	3	5	13	10	6	10	12	2	3	1	0	1	1	0	0	0	0	4	0	1	1	2	
EALING	CLEVELAND	17	12	13	14	10	2	4	2	2	3	14	7	7	6	8	4	0	1	0	2	0	0	0	0	0	1	0	1	2	0	
EALING	DORMERS WELLS	19	9	12	19	13	7	4	2	4	4	11	6	8	12	9	3	1	1	1	0	0	0	0	0	0	1	0	1	1	0	
EALING	EALING BROADWAY	18	15	16	17	7	1	1	2	3	2	9	6	11	11	4	3	0	1	0	1	0	0	0	1	0	0	0	1	1	3	
EALING	EALING COMMON	19	16	12	10	12	3	9	3	2	3	9	6	8	4	10	1	1	1	0	3	0	0	0	0	0	0	2	1	0	2	
EALING	EAST ACTON	31	30	27	36	26	9	5	7	7	6	10	12	7	11	8	0	0	1	0	1	0	0	0	0	0	0	1	1	0	0	
EALING	ELTHORNE	21	17	10	10	13	5	5	6	1	5	14	10	6	5	8	4	3	0	0	0	0	0	0	0	0	0	0	3	0	0	
EALING	GREENFORD BROADWAY	25	19	16	19	14	13	3	10	10	8	10	10	5	10	8	0	1	0	0	0	0	0	0	0	0	0	2	0	3	1	
EALING	GREENFORD GREEN	17	23	13	10	16	4	5	4	2	7	6	10	4	4	6	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	
EALING	HANGER HILL	6	19	18	10	14	7	2	4	4	1	3	9	6	5	6	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EALING	HOBBAYNE	14	12	15	10	9	6	6	8	4	5	7	6	8	6	5	0	1	0	1	0	0	0	0	0	0	2	1	2	0	0	
EALING	LADY MARGARET	7	4	11	12	7	6	2	0	1	2	3	2	6	9	5	0	0	0	0	0	1	0	0	0	0	2	1	1	0	0	
EALING	NORTH GREENFORD	7	15	11	19	21	3	8	7	6	5	5	7	4	9	9	0	0	0	0	0	0	0	0	1	0	1	2	3	1		
EALING	NORTHFIELD	9	13	8	7	5	2	1	2	11	2	6	8	5	1	2	3	1	0	0	0	0	0	0	0	0	0	1	0	2	0	
EALING	NORTHOLT MANDEVILLE	16	18	26	27	19	12	11	17	7	3	9	10	10	13	9	0	0	0	0	0	0	0	0	0	0	1	2	0	0	2	
EALING	NORTHOLT WEST END	21	29	18	11	15	13	11	10	7	8	6	14	8	6	5	2	1	1	0	0	0	0	0	0	0	0	0	3	1	1	
EALING	NORWOOD GREEN	15	27	17	16	12	6	15	6	7	10	5	8	7	7	6	3	1	0	0	0	0	0	0	1	0	5	0	2	3	3	
EALING	PERIVALE	14	18	15	22	13	7	3	5	5	3	8	10	3	12	5	0	0	1	0	0	0	0	0	0	0	0	5	1	7	0	
EALING	SOUTH ACTON	26	18	17	28	13	4	6	3	6	4	16	13	10	16	8	2	1	1	2	2	0	1	0	0	0	8	0	2	2	1	
EALING	SOUTHALL BROADWAY	21	18	18	10	9	12	20	7	7	27	11	8	7	3</																	

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries				
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
	ENFIELD	16	17	9	10	11	7	7	6	5	2	8	10	7	7	7	1	0	0	0	0	0	0	0	0	0	1	5	1	0	0
	ENFIELD	7	20	16	13	16	1	3	3	5	1	4	9	10	8	8	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
	ENFIELD	10	8	11	10	10	4	5	3	2	2	4	4	7	6	3	0	2	0	0	0	0	0	0	0	0	1	0	0	0	0
	ENFIELD	20	24	20	20	20	11	7	8	5	3	11	11	11	14	12	0	0	1	0	0	0	0	0	0	0	1	0	0	0	1
	ENFIELD	33	36	26	15	19	15	23	16	4	10	9	16	9	6	10	0	0	0	0	0	0	0	1	0	0	1	2	2	0	1
	ENFIELD	9	9	11	7	7	5	4	0	4	3	4	8	7	5	6	2	1	0	0	0	1	0	0	0	0	0	1	0	0	0
	GREENWICH	35	24	34	22	20	22	17	17	15	7	11	8	11	10	11	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0
	GREENWICH	13	9	17	17	17	4	3	5	2	2	7	3	11	12	9	1	1	2	2	0	0	0	0	0	0	0	0	1	0	1
	GREENWICH	9	15	18	20	19	2	4	4	10	2	7	10	10	8	12	0	1	2	2	0	0	0	0	0	0	0	1	3	1	3
	GREENWICH	15	17	15	16	7	4	2	9	14	5	7	8	4	7	2	0	0	0	0	2	0	0	0	0	0	0	0	0	1	1
	GREENWICH	19	4	11	8	9	10	1	3	3	1	9	1	5	4	5	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	GREENWICH	16	15	12	13	20	11	3	5	2	6	6	7	7	10	11	0	0	0	0	0	0	0	0	0	0	1	3	0	1	1
	GREENWICH	15	18	17	14	8	2	10	9	4	6	8	7	9	7	3	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0
	GREENWICH	22	20	23	23	20	12	8	7	3	5	10	12	11	15	13	0	0	0	0	0	0	0	0	1	0	1	0	0	1	6
	GREENWICH	28	16	27	30	25	5	1	3	6	6	16	11	15	14	13	0	0	1	2	0	0	0	0	0	3	2	1	0	0	0
	GREENWICH	21	21	18	20	10	8	11	7	6	5	10	10	7	12	3	0	0	1	1	0	0	0	1	0	0	0	0	3	0	2
	GREENWICH	15	29	18	10	19	7	12	5	4	12	8	16	12	6	12	0	0	1	0	1	0	0	0	0	0	0	2	0	0	0
	GREENWICH	29	38	18	36	32	9	9	4	8	5	14	12	3	16	16	1	2	2	2	1	1					5	1	1	2	1
	GREENWICH	24	16	37	21	21	13	3	9	4	4	11	7	23	12	12	1	0	1	1	0	0	1				1	0	0	1	2
	GREENWICH	22	18	28	19	11	8	9	5	9	3	15	9	16	5	5	0	1	1	0	0	0	1				1	2	1	1	0
	GREENWICH	57	41	51	51	35	35	18	17	18	14	17	15	21	24	13	0	0	3	0	0	0	0	1			0	2	5	0	2
	GREENWICH	23	28	22	28	19	7	8	12	2	2	10	16	11	20	14	1	0	1	1	1	1				1	1	3	2	1	
	GREENWICH	26	45	48	45	28	17	15	39	20	8	13	30	14	19	16	1	1	0	0	0	2				3	0	2	3	1	
	HACKNEY	3	7	6	4	13	1	3	1	0	0	1	4	2	3	9	1	0	0	0	0	1				0	2	3	1	0	
	HACKNEY	20	23	29	19	16	9	11	7	4	2	12	16	19	17	11	0	0	0	0	0	0	1			1	0	0	1	1	
	HACKNEY	27	20	23	18	18	6	3	5	7	2	19	10	17	12	15	2	2	3	0	1	1				0	0	1	0	0	
	HACKNEY	14	17	10	12	13	4	5	3	0	1	6	6	4	7	8	0	0	0	1	1	1				0	4	0	0	0	
	HACKNEY	12	9	12	10	11	6	1	4	2	1	8	8	9	5	9	0	1	0	0	0	0	0			0	0	0	2	2	
	HACKNEY	15	26	18	10	15	3	5	7	2	4	9	15	12	6	9	0	0	2	0	1	1				0	1	5	1	0	
	HACKNEY	14	18	13	12	20	2	9	2	4	4	12	11	9	6	10	0	2	3	1	1	1				1	0	0	1	1	
	HACKNEY	11	18	13	16	13	4	5	6	5	0	4	13	5	10	12	1	2	1	0	0	0	0			0	4	2	3	0	
	HACKNEY	14	20	15	22	23	9	7	4	5	5	11	15	8	14	15	0	0	0	0	0	0	0			0	0	0	1	1	
	HACKNEY	22	20	18	20	20	7	4	3	8	4	10	14	8	10	17	0	0	1	1	0	0	0			0	0	3	0	1	
	HACKNEY	24	33	22	20	19	5	10	5	16	2	8	11	5	7	9	0	0	0	0	0	0	0			0	1	0	0	2	
	HACKNEY	17	16	14	18	11	3	2	1	3	3	8	12	7	10	3	1	1	0	0	0	0	0			0	0	0	0	0	
	HACKNEY	14	13	13	15	15	2	1	6	5	4	11	9	9	9	10	0	2	1	1	1	1				1	1	0	2	1	
	HACKNEY	19	22	17	14	17	5	3	4	4	3	10	12	7	9	10	1	0	2	1	1	1				0	0	0	0	0	
	HACKNEY	14	19	17	17	10	1	9	4	3	3	10	13	12	14	9	0	1	1	1	0	0	1			0	1	0	1	1	
	HACKNEY	9	14	11	8	13	1	3	3	0	1	7	9	9	8	12	0	2	1	1	0	0	0			0	0	3	2	0	
	HACKNEY	30	31	25	15	24	9	12	7	11	8	22	18	16	9	14	3	1	0	0	1	1				0	5	3	0	0	
	HACKNEY	14	20	14	12	11	3	5	3	4	1	9	12	11	11	9	1	0	0	0	0	0	0			0	0	1	1	0	
	HACKNEY	19	22	12	19	10	0	0	4	2	6	12	14	9	12	5	0	1	1	0	1	1				0	2	1	2	0	
	HACKNEY	17	16	15	17	10	6	7	7	5	5	9	10	10	10	7	2	0	1	0	0	0	0			0	0	0	0	0	
	HACKNEY	20	16	19	12	13	7	8	2	4	1	13	9	13	9	7	1	3	0	0	0	0	0			0	0	1	3	0	
	HAMMERSMITH AND FULHA ADDISON	19	9	11	7	15	0	1	2	1	0	14	7	3	5	9	0	1	0	1	0	0	0			0	2	0	0	1	
	HAMMERSMITH AND FULHA ASKEW	16	15	15	16	14	5	3	3	3	1	9	11	10	11	9	1	0	1	0	1	1				0	3	1	0	3	
	HAMMERSMITH AND FULHA AVONMORE AND BROOK GREEN	18	13	11	15	15	1	2	0	0	2	13	7	7	12	7	2	1	0	2	2	2				1	2	0	2	1	
	HAMMERSMITH AND FULHA COLLEGE PARK AND OLD OAK	34	21	16	45	40	16	11	9	32	21	6	2	3	6	11	0	0	0	1	0	0				1	1	1	2	1	
	HAMMERSMITH AND FULHA FULHAM BROADWAY	18	13	20	15	7	3	1	2	0	1	9	7	15	12	3	1	2	2	0	0	0	0			0	1	1	2	0	
	HAMMERSMITH AND FULHA FULHAM REACH	4	8	11	13	6	2	1	2	2	1	2	3	7	9	5	0	0	2	0	0	0	1			0	0	0	3	0	
	HAMMERSMITH AND FULHA HAMMERSMITH BROADWAY	24	17	19	24	13	4	3	3	2	3	14	12	11	10	6	1	0	2	1	0	0	0			0	0	2	1	0	
	HAMMERSMITH AND FULHA MUNSTER	13	9	8	7	3	0	1	0	0	0	11	7	6	5	2	2	0	0	0	0	0	1			0	1	0	0	0	
	HAMMERSMITH AND FULHA NORTH END	16	10	8	11	11	0	3	2	1	0	11	7	3	10	9	0	1	0	0	0	0	0			0	0	0	1	0	
	HAMMERSMITH AND FULHA PALACE RIVERSIDE	6	7	4	6	6	2	1	0	0	0	2	5	4	6	4	1	3	0	2	0	0	0			0	0	0	0	0	

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries					
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	
	HAMMERSMITH AND FULHA PARSONS GREEN AND WALHAM	17	13	13	9	8	1	3	0	0	0	13	7	11	5	6	2	0	2	1	1	1	0	0	0	0	0	1	2	3	0	0
	HAMMERSMITH AND FULHA RAVENSCOURT PARK	16	11	12	8	9	1	1	0	1	0	8	3	10	5	6	3	3	2	0	3	0	0	0	0	0	0	0	0	2	0	
	HAMMERSMITH AND FULHA SANDS END	15	13	18	17	11	2	4	1	2	1	11	9	16	11	10	1	0	1	0	1	0	0	0	0	0	3	1	2	0	1	
	HAMMERSMITH AND FULHA SHEPHERD'S BUSH GREEN	26	37	23	19	14	1	4	3	1	4	12	20	17	17	8	1	0	1	1	0	0	0	0	0	0	1	1	1	1	1	
	HAMMERSMITH AND FULHA TOWN	16	9	13	8	10	3	1	1	0	0	9	5	9	6	5	0	0	0	0	0	0	0	0	0	0	0	22	1	2	0	
	HAMMERSMITH AND FULHA WORMHOLT AND WHITE CITY	2	15	10	8	14	1	0	4	2	3	1	11	7	6	9	0	0	0	0	0	0	0	1	0	0	0	0	2	0	1	
	HARINGEY ALEXANDRA	9	5	13	7	13	4	3	1	2	2	7	3	12	4	7	1	0	0	0	1	0	0	0	0	0	0	0	4	0	0	
	HARINGEY BOUNDS GREEN	14	12	16	17	8	5	1	3	1	2	9	10	13	10	3	0	1	0	1	0	0	0	0	0	0	0	2	3	0	0	
	HARINGEY BRUCE GROVE	20	25	29	16	15	5	6	4	5	3	12	16	20	9	12	1	0	2	1	0	0	0	2	0	0	1	1	2	4	4	
	HARINGEY CROUCH END	12	12	12	5	13	1	2	0	1	0	8	7	7	3	6	0	1	0	0	0	0	0	0	0	0	0	1	1	2	1	
	HARINGEY FORTIS GREEN	9	12	15	19	6	4	5	1	0	3	6	7	9	10	3	0	1	4	0	0	0	0	0	0	0	0	0	0	0	0	
	HARINGEY HARRINGAY	18	14	12	18	11	4	4	7	2	4	10	7	5	10	9	0	0	2	0	0	0	0	0	0	0	1	0	0	1	2	
	HARINGEY HIGHGATE	12	9	6	12	8	3	1	4	4	5	4	4	2	4	4	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	
	HARINGEY HORNSEY	21	11	17	14	14	6	2	3	7	0	14	5	9	7	9	0	0	0	0	2	0	0	0	0	0	1	0	2	1	1	
	HARINGEY MUSWELL HILL	11	7	6	15	7	5	4	2	2	4	5	5	4	5	6	1	0	2	0	1	0	0	0	0	0	0	1	0	0	0	
	HARINGEY NOEL PARK	15	22	18	21	26	12	5	1	6	3	10	11	11	7	16	0	0	0	0	2	0	0	0	0	0	0	0	1	1	1	
	HARINGEY NORTHUMBERLAND PARK	29	29	34	28	24	9	14	13	6	10	12	9	18	12	13	1	1	2	1	1	1	1	0	0	0	0	1	1	1	3	
	HARINGEY SEVEN SISTERS	28	23	20	16	22	5	10	5	6	9	18	12	14	11	13	0	1	1	2	0	1	1	0	0	0	0	1	1	0	1	
	HARINGEY ST. ANN'S	16	14	11	8	20	3	2	4	6	5	11	8	5	3	9	0	1	0	1	0	0	0	0	0	0	2	1	0	0	1	
	HARINGEY STROUD GREEN	17	8	15	8	5	5	4	4	2	1	12	6	10	5	5	1	1	0	0	0	0	1	0	0	0	0	0	3	1	0	
	HARINGEY TOTTENHAM GREEN	27	41	24	25	27	6	34	23	9	10	16	18	11	15	17	2	1	2	2	3	1	0	1	0	0	2	1	0	0	0	
	HARINGEY TOTTENHAM HALE	20	21	18	16	22	9	8	13	6	6	15	10	10	6	12	2	0	0	1	0	0	0	0	0	0	1	2	1	1	0	
	HARINGEY WEST GREEN	14	17	14	21	9	12	7	8	7	3	8	9	5	12	4	1	1	0	1	0	0	0	0	0	0	0	0	1	1	0	
	HARINGEY WHITE HART LANE	17	22	15	18	16	11	9	3	12	14	9	8	8	10	11	0	0	1	0	1	0	0	0	0	0	0	7	0	1	1	
	HARINGEY WOODSIDE	28	24	15	13	10	8	0	4	3	3	11	18	9	8	8	1	1	0	0	1	0	0	0	0	0	2	2	1	0	0	
	HARROW BELMONT	4	12	4	1	4	0	1	1	0	1	4	6	0	1	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	
	HARROW CANONS	18	18	14	17	8	5	2	5	4	1	8	12	4	6	6	2	1	0	1	0	0	0	0	0	0	1	1	0	1	0	
	HARROW EDGWARE	8	3	8	7	11	4	1	1	2	2	6	3	7	3	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
	HARROW GREENHILL	11	21	12	18	11	1	6	2	5	1	3	5	5	6	7	2	2	0	1	0	0	0	0	0	0	0	0	2	0	0	
	HARROW HARROW ON THE HILL	12	15	15	9	11	3	2	1	4	3	7	10	7	3	10	0	2	0	1	0	0	0	0	0	0	3	0	1	0	0	
	HARROW HARROW WEALD	15	10	7	8	8	4	5	2	2	4	8	6	3	5	4	1	1	1	1	0	0	0	0	0	0	0	1	0	1	0	
	HARROW HATCH END	6	6	14	7	8	0	1	5	0	2	3	2	6	5	3	0	1	2	0	0	0	0	0	0	0	0	0	5	0	0	
	HARROW HEADSTONE NORTH	3	7	8	5	3	1	2	1	2	1	1	4	5	2	0	0	0	2	0	0	0	0	1	0	0	0	0	4	1	0	
	HARROW HEADSTONE SOUTH	8	4	6	8	6	2	2	1	2	3	3	1	3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	
	HARROW KENTON EAST	6	11	4	5	6	3	3	3	2	0	5	7	0	2	5	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	
	HARROW KENTON WEST	10	7	3	4	4	5	4	1	0	0	5	1	0	2	2	0	0	0	1	0	0	0	0	0	0	1	1	0	0	0	
	HARROW MARLBOROUGH	17	11	9	12	6	3	6	5	0	1	11	6	4	8	2	0	0	0	0	1	0	0	0	0	0	2	1	0	0	2	
	HARROW PINNER	4	14	14	5	10	0	4	0	0	1	3	8	7	3	8	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	
	HARROW PINNER SOUTH	5	6	5	3	7	1	3	0	1	1	3	4	1	0	4	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	
	HARROW QUEENSBURY	3	8	9	4	5	2	2	2	1	1	3	5	6	1	1	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	
	HARROW RAYNERS LANE	5	12	5	9	5	1	1	1	1	0	4	8	4	5	4	0	0	1	0	0	0	0	0	0	0	2	0	0	0	0	
	HARROW RO																															

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries				
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
HAVERING	HEATON	13	23	21	15	14	18	20	10	5	9	7	7	15	8	8	1	3	1	0	3	0	0	0	0	0	1	4	4	0	2
HAVERING	HYLANDS	7	8	11	12	5	10	10	12	3	4	6	5	5	6	2	0	0	1	0	0	3	0	0	0	0	0	0	0	0	0
HAVERING	MAWNEYS	15	15	10	6	11	12	8	7	9	2	5	7	6	3	7	0	1	0	0	0	0	0	0	0	0	1	2	1	1	1
HAVERING	PETTITS	8	11	14	5	3	11	9	12	3	2	1	3	6	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HAVERING	RAINHAM AND WENNINGTON	21	32	23	26	23	15	15	11	7	7	4	7	6	4	2	0	1	1	0	0	0	0	0	0	0	0	2	3	2	0
HAVERING	ROMFORD TOWN	23	19	28	25	12	13	18	12	7	2	6	7	14	10	3	0	1	1	1	0	0	0	0	0	0	1	0	1	2	0
HAVERING	SOUTH HORNCURCH	19	29	19	28	23	14	11	14	8	6	7	8	4	9	8	0	0	0	1	0	0	0	0	0	0	1	1	1	0	0
HAVERING	SQUIRREL'S HEATH	14	14	15	10	8	7	12	5	4	1	9	5	4	6	5	0	2	1	1	1	0	0	0	0	0	3	1	2	2	1
HAVERING	ST. ANDREW'S	14	12	13	9	12	7	8	9	1	4	4	4	4	5	5	1	0	1	2	2	0	0	0	0	0	0	1	0	0	0
HAVERING	UPMINSTER	17	14	18	9	14	12	12	9	7	13	3	7	3	0	6	0	0	0	0	0	0	1	0	0	1	0	1	2	0	1
HILLINGDON	BARNHILL	21	23	15	20	11	16	12	8	4	8	8	5	10	11	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
HILLINGDON	BOTWELL	29	10	25	25	25	27	4	19	15	8	6	6	10	11	14	0	0	1	0	1	0	0	0	0	0	0	2	2	0	3
HILLINGDON	BRUNEL	25	21	23	18	20	8	10	9	4	2	8	7	8	6	7	0	0	0	1	1	0	0	0	0	0	8	3	1	0	1
HILLINGDON	CAVENDISH	6	9	6	5	7	6	5	1	2	2	3	4	5	4	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HILLINGDON	CHARVILLE	14	15	9	17	7	7	6	6	10	4	4	9	4	6	4	0	1	0	1	0	0	0	0	0	0	1	1	0	2	2
HILLINGDON	EASTCOTE AND EAST RUISLIP	10	11	15	15	7	5	3	6	4	3	7	10	4	6	3	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
HILLINGDON	HAREFIELD	16	13	16	8	15	7	6	10	4	9	5	4	4	2	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
HILLINGDON	HEATHROW VILLAGES	114	98	84	102	33	18	10	15	18	11	7	7	10	6	8	1	1	0	0	0	0	0	0	0	0	1	1	0	3	2
HILLINGDON	HILLINGDON EAST	22	26	9	9	11	10	10	8	10	7	10	8	4	2	3	0	0	0	0	0	0	0	0	0	0	1	4	0	0	0
HILLINGDON	ICKENHAM	9	10	8	2	6	2	3	0	1	1	4	3	2	1	4	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HILLINGDON	MANOR	12	10	14	5	9	5	4	2	1	6	5	4	3	3	4	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
HILLINGDON	NORTHWOOD	13	12	7	14	8	3	1	1	4	3	5	5	3	6	3	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
HILLINGDON	NORTHWOOD HILLS	13	13	10	12	10	4	3	5	2	5	6	8	7	5	5	1	1	2	0	0	0	0	0	0	0	0	0	1	0	0
HILLINGDON	PINKWELL	15	25	20	13	10	13	5	9	10	2	6	12	8	6	3	0	1	1	1	0	0	0	1	0	0	0	2	0	2	0
HILLINGDON	SOUTH RUISLIP	17	10	12	9	11	8	3	4	3	4	10	5	3	3	2	1	0	0	0	0	0	0	0	0	0	3	0	0	0	1
HILLINGDON	TOWNFIELD	30	27	20	26	21	18	12	14	11	5	10	10	12	6	13	1	2	0	1	2	0	0	0	0	0	1	2	0	0	1
HILLINGDON	UXBRIDGE NORTH	17	22	12	14	21	11	8	8	4	6	8	6	4	6	9	3	2	1	1	1	0	0	0	0	0	0	0	1	0	0
HILLINGDON	UXBRIDGE SOUTH	18	16	20	25	10	8	4	3	4	10	5	5	5	8	3	1	0	0	0	0	0	0	0	0	0	0	1	2	0	1
HILLINGDON	WEST DRAYTON	24	23	24	12	11	30	24	12	8	9	9	6	9	5	5	0	0	1	1	0	0	0	0	0	0	1	1	2	0	2
HILLINGDON	WEST RUISLIP	14	20	8	19	3	1	3	4	7	4	9	12	3	9	2	2	3	0	2	0	0	0	0	0	0	0	1	0	1	0
HILLINGDON	YEADING	18	12	12	16	11	13	7	3	4	8	6	5	8	6	4	1	0	0	0	0	0	0	0	0	0	0	2	0	0	0
HILLINGDON	YIEWSLEY	20	34	24	23	29	19	30	18	10	15	5	9	9	7	10	0	1	1	0	0	0	0	0	0	0	0	1	9	1	0
HOUNSLOW	BEDFONT	17	23	26	21	31	14	13	16	11	15	8	11	9	8	4	1	1	0	1	1	0	0	0	0	0	0	0	1	4	0
HOUNSLOW	BRENTFORD	22	20	16	9	16	11	7	6	6	5	10	11	9	4	8	0	2	0	0	0	1	0	0	0	0	0	0	1	0	2
HOUNSLOW	CHISWICK HOMEFIELDS	9	6	10	12	4	1	0	2	3	3	4	4	3	5	3	0	0	0	0	0	0	0	0	0	0	1	1	0	2	0
HOUNSLOW	CHISWICK RIVERSIDE	12	16	10	10	7	2	3	0	2	2	6	9	8	6	6	0	1	0	1	1	0	0	0	0	0	0	0	1	1	5
HOUNSLOW	CRANFORD	15	14	9	19	11	9	10	3	3	8	6	7	2	8	5	0	0	0	0	0	0	0	0	0	0	2	4	0	0	0
HOUNSLOW	FELTHAM NORTH	11	11	14	19	16	5	5	10	12	11	6	6	7	6	3	1	2	0	0	1	0	0	0	0	0	0	0	2	0	5
HOUNSLOW	FELTHAM WEST	38	27	24	48	23	34	21	16	34	9	13	12	7	11	14	0	0	0	0	2	0	0	0	0	0	0	1	1	1	0
HOUNSLOW	HANWORTH	16	12	16	21	10	20	9	11	8	5	3	6	5	9	6	0	0	0	0	0	0	0	1	0	0	2	0	4	1	0
HOUNSLOW	HANWORTH PARK	19	11	27	14	15	18	10	16	11	8	9	4	9	6	3	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1
HOUNSLOW	HESTON CENTRAL	11	11	8	14	6	10	4	5	2	4	5	2	3	8	3	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0
HOUNSLOW	HESTON EAST	8	18	10	9	10	7	5	0	3	4	7	5	5	4	6	0	1	0	1	0	0	0	0	0	0	0	1	2	0	0
HOUNSLOW	HESTON WEST	16	20	20	25	8	5	6	5	9	13	6	6	9	8	3	0	0	0	0	0	0	0	1	0	0	0	2	3	1	0
HOUNSLOW	HOUNSLOW CENTRAL	23	30	23	17	24	6	7	3	5	7	11	12	14	10	9	2	3	1	2	2	0	0	0	0	0	1	0	0	1	3
HOUNSLOW	HOUNSLOW HEATH	9	17	23	17	19	11	13	7	14	13	6	5	12	9	8	0	0	1	0	0	0	0	0	0	0	1	0	1	0	1
HOUNSLOW	HOUNSLOW SOUTH	5	11	5	7	3	4	2	3	1	3	2	8	2	4	2	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
HOUNSLOW	HOUNSLOW WEST	14	14	21	14	9	7	5	5	3	5	5	8	10	9	3	1	3	1	1	0	0	0	0	1	0	0	1	0	0	0
HOUNSLOW	ISLEWORTH	17	15	25	14	17	10	2	3	0	2	4	6	13	6	11	1	1	1	1	0	0	0	0	0	0	0	3	0	0	1
HOUNSLOW	OSTERLEY AND SPRING GROVE	27	14	28	20	11	6	3	4	3	4	10	5	8	11	4	0	0	0	0	0	0	0	0	0	0	2	2	3	1	1
HOUNSLOW	SYON	18	15	15	20	12	4	5	4	3	3	8	3	4	10	6	1	1	0	1	1	0	0	0	0	0	1	2	2	0	0
HOUNSLOW	TURNHAM GREEN	9	19	13	14	14	2	4	3	2	0	6	10	9	7	6	0	3	0	0	1	0	0	0	1	0	1	1	0	0	1
ISLINGTON	BARNSBURY	23	18	13	19	10	10	1	3	4	3	13	14	9	9	7	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0
ISLINGTON	BUNHILL	22	31	28	30	26	2	6	1	4	2	11	14	12	20	14	0	1	0	0	1	0	0	0	0	0	1	5	0	4	1

Annex 2B | Incidents, fires and fire casualties - ward data

Borough		Ward		Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries					
				2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	
ISLINGTON	CALEDONIAN	32	24	24	19	18	21	9	9	6	6	10	9	9	5	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ISLINGTON	CANONBURY	9	14	16	5	15	1	1	5	1	2	7	11	10	5	11	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	2		
ISLINGTON	CLERKENWELL	17	23	17	16	17	6	2	2	3	4	11	15	11	9	8	0	0	0	1	1	0	0	0	0	0	0	0	0	3	0	1	1	
ISLINGTON	FINSBURY PARK	20	18	23	15	20	6	6	3	4	2	7	10	12	7	14	0	1	0	0	0	0	0	0	0	1	1	0	1	0	7	2	2	
ISLINGTON	HIGHBURY EAST	10	13	14	12	11	6	1	0	3	2	6	10	11	9	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0	
ISLINGTON	HIGHBURY WEST	14	17	18	15	11	4	0	5	1	0	8	11	12	12	8	0	0	1	0	0	0	0	0	0	0	0	0	0	1	4	4	1	3
ISLINGTON	HILLRISE	10	18	10	10	5	6	4	5	4	1	7	13	5	3	4	0	2	1	1	0	0	0	0	1	0	0	0	0	3	1	0	0	
ISLINGTON	HOLLOWAY	15	21	21	13	12	6	3	4	4	2	9	12	11	7	9	1	1	1	0	0	0	0	0	0	0	0	0	2	0	3	0	0	
ISLINGTON	JUNCTION	17	23	27	25	12	3	8	9	2	3	8	16	14	16	8	1	0	1	2	1	0	0	0	0	0	0	0	2	1	1	2	1	
ISLINGTON	MILDMAY	16	19	13	15	13	2	6	1	2	1	11	10	10	10	6	0	0	0	0	0	0	0	0	0	0	0	0	3	1	2	0	0	
ISLINGTON	St. George's	17	11	9	12	13	3	11	5	5	0	14	6	9	6	10	2	0	0	0	0	2	0	0	0	0	0	0	0	0	1	1	0	
ISLINGTON	ST. MARY'S	26	19	18	12	19	1	4	4	3	0	14	12	9	6	14	0	0	1	0	2	0	0	0	0	0	0	0	2	1	3	1	1	
ISLINGTON	ST. PETER'S	16	10	15	14	12	5	1	2	5	0	7	6	7	10	9	0	1	0	2	0	0	1	0	0	0	0	0	2	1	0	0	0	
ISLINGTON	TOLLINGTON	16	24	16	16	10	4	3	2	3	0	12	17	13	10	9	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	3	1	
KENSINGTON AND CHELSEA	ABINGDON	9	10	4	9	11	0	1	0	1	1	5	6	3	7	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	
KENSINGTON AND CHELSEA	BROMPTON & HANS TOWN	22	23	16	13	12	1	2	2	1	1	6	14	9	5	7	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	1	
KENSINGTON AND CHELSEA	CAMPDEN	8	5	12	8	13	0	0	2	0	2	5	1	4	6	7	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	
KENSINGTON AND CHELSEA	CHELSEA RIVERSIDE	16	22	17	22	11	1	4	0	3	0	14	15	12	14	9	0	1	0	0	0	1	0	0	0	0	0	0	2	2	1	0	1	
KENSINGTON AND CHELSEA	COLVILLE	12	19	12	17	13	0	3	0	2	0	10	12	10	14	10	2	3	2	3	1	0	0	0	0	0	0	0	1	0	0	2	0	
KENSINGTON AND CHELSEA	COURTFIELD	18	18	10	18	8	0	0	1	0	0	8	12	4	12	4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	2	2	
KENSINGTON AND CHELSEA	DALGARNO	8	13	5	9	9	1	1	1	2	0	4	9	4	6	7	1	1	0	0	0	1	0	0	0	0	0	0	3	6	1	0	0	
KENSINGTON AND CHELSEA	EARL'S COURT	15	15	12	11	10	0	1	0	0	1	8	8	6	5	5	1	0	1	0	2	0	0	0	0	0	0	0	2	1	2	0	0	
KENSINGTON AND CHELSEA	GOLBORNE	11	19	14	15	11	3	0	3	2	7	4	14	6	11	5	0	0	2	1	0	0	0	0	0	2	0	0	1	4	4	0	0	
KENSINGTON AND CHELSEA	HOLLAND	8	7	7	5	8	1	0	1	0	0	6	5	3	2	6	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	
KENSINGTON AND CHELSEA	NORLAND	5	8	6	7	8	0	0	1	1	1	3	4	5	5	7	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	
KENSINGTON AND CHELSEA	NOTTING DALE	9	16	12	18	17	2	0	2	2	6	3	12	10	15	15	0	2	3	1	0	0	0	0	71	0	0	1	0	78	0	3	3	
KENSINGTON AND CHELSEA	PEMBRIDGE	7	10	5	6	5	0	1	0	0	0	5	6	5	4	5	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	0	0	
KENSINGTON AND CHELSEA	QUEEN'S GATE	18	14	6	9	8	0	0	0	0	0	12	9	1	7	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
KENSINGTON AND CHELSEA	REDCLIFFE	13	10	14	9	9	2	1	4	1	0	8	7	11	6	8	0	0	0	0	0	0	0	0	0	1	0	0	4	0	0	0	0	
KENSINGTON AND CHELSEA	ROYAL HOSPITAL	14	8	11	7	8	1	1	0	0	0	8	5	5	6	6	0	0	2	0	1	0	0	0	0	0	0	0	0	1	0	0	0	
KENSINGTON AND CHELSEA	ST. HELEN'S	5	11	9	5	3	0	0	2	2	2	3	9	7	2	2	1	0	2	0	0	0	0	0	1	0	0	0	0	0	0	1	0	
KENSINGTON AND CHELSEA	STANLEY	16	13	18	12	8	0	0	1	2	1	9	8	8	7	5	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0		

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries				
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
LAMBETH	GIPSY HILL	21	12	13	16	17	7	6	8	5	2	11	7	5	14	9	0	0	0	0	0	0	0	0	0	0	0	2	1	2	
LAMBETH	HERNE HILL	27	22	16	23	11	8	7	4	5	1	10	11	11	9	5	1	2	1	0	1	0	0	0	0	0	1	0	0	0	0
LAMBETH	KNIGHT'S HILL	22	28	28	18	16	8	20	15	6	3	16	10	10	5	10	1	2	1	0	1	1	0	0	0	0	2	0	0	0	2
LAMBETH	LARKHALL	29	20	18	20	11	12	7	8	2	2	14	9	9	15	4	2	0	1	0	0	0	0	1	0	0	1	0	0	0	2
LAMBETH	OVAL	17	19	15	14	14	3	3	2	2	2	10	9	9	8	11	0	0	0	1	0	0	0	0	0	0	0	1	2	3	2
LAMBETH	PRINCE'S	22	21	20	20	14	4	2	2	1	1	12	15	16	15	12	2	1	2	0	1	0	0	0	0	0	0	2	0	0	1
LAMBETH	ST. LEONARD'S	20	17	14	12	17	2	2	3	1	5	13	9	10	9	10	2	2	5	0	0	0	0	0	0	0	2	0	2	0	1
LAMBETH	STOCKWELL	23	16	16	12	11	6	4	0	0	1	19	12	13	10	6	0	0	0	0	0	0	0	0	0	0	2	2	4	0	3
LAMBETH	STREATHAM HILL	16	19	17	10	13	4	3	4	3	1	11	11	7	6	7	0	0	2	0	1	1	0	0	0	0	1	2	1	1	0
LAMBETH	STREATHAM SOUTH	9	15	9	6	17	2	5	2	1	5	6	11	4	5	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LAMBETH	STREATHAM WELLS	25	21	12	2	6	5	5	3	1	0	16	14	9	2	3	3	2	0	0	0	0	0	0	0	0	3	1	3	0	2
LAMBETH	THORNTON	20	11	13	5	11	4	0	0	0	2	15	11	11	5	10	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
LAMBETH	THURLOW PARK	13	15	9	12	12	3	11	3	1	1	5	7	5	7	9	3	2	1	0	1	0	0	0	1	0	0	0	0	0	2
LAMBETH	TULSE HILL	15	14	15	17	10	11	7	4	6	2	8	9	9	9	8	0	0	0	1	0	0	1	0	0	0	0	1	1	0	2
LAMBETH	VASSALL	12	12	22	20	12	1	1	3	5	5	9	12	16	11	9	0	1	0	3	1	0	0	0	0	0	1	0	0	0	0
LEWISHAM	BELLINGHAM	17	20	24	19	24	8	10	15	11	14	10	7	14	10	10	0	0	2	0	3	0	0	0	0	0	0	0	1	0	0
LEWISHAM	BLACKHEATH	22	20	9	13	15	5	1	1	4	3	14	16	5	6	11	1	1	0	1	0	0	0	0	0	0	2	2	0	5	0
LEWISHAM	BROCKLEY	23	30	30	25	30	5	8	4	10	6	17	20	18	12	18	1	2	1	3	3	0	0	0	0	0	0	2	3	2	2
LEWISHAM	CATFORD SOUTH	14	14	12	13	16	1	2	2	2	2	8	9	6	9	10	0	0	0	1	0	0	0	0	0	0	0	0	4	1	1
LEWISHAM	CROFTON PARK	14	11	14	15	9	3	3	3	8	4	10	7	7	8	6	0	0	0	0	0	0	0	0	0	0	1	0	2	0	0
LEWISHAM	DOWNHAM	13	16	16	16	17	2	7	6	8	4	6	7	9	6	10	0	1	1	0	0	0	0	0	0	0	0	3	0	0	1
LEWISHAM	EVELYN	26	22	19	22	22	4	14	5	1	7	19	13	13	16	22	0	0	0	1	0	0	0	0	0	0	2	2	2	1	0
LEWISHAM	FOREST HILL	16	23	11	19	25	2	10	3	3	2	9	13	4	14	17	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0
LEWISHAM	GROVE PARK	15	12	11	15	14	5	1	3	3	8	10	7	5	9	9	1	2	0	2	0	0	0	0	0	0	0	1	0	0	1
LEWISHAM	LADYWELL	21	17	19	13	6	4	4	6	2	4	14	13	10	10	4	0	0	0	0	1	0	0	0	0	0	1	3	0	0	1
LEWISHAM	LEE GREEN	11	9	16	14	13	3	2	5	5	6	4	2	8	3	6	0	0	0	2	1	0	0	0	0	0	1	1	0	2	0
LEWISHAM	LEWISHAM CENTRAL	33	40	50	36	35	10	8	7	10	10	22	17	25	20	16	1	1	2	1	1	0	0	0	1	0	3	5	0	4	0
LEWISHAM	NEW CROSS	27	30	32	39	25	12	10	11	6	3	13	18	16	21	14	1	0	0	0	0	0	0	0	0	0	0	2	5	0	3
LEWISHAM	PERRY VALE	18	23	23	17	16	3	13	5	3	7	15	12	17	14	11	0	1	0	0	2	0	0	0	0	0	2	3	9	2	2
LEWISHAM	RUSHEY GREEN	24	25	19	20	26	8	5	5	12	12	16	16	7	10	12	1	0	0	1	1	0	0	0	0	0	2	2	2	6	2
LEWISHAM	SYDENHAM	17	22	21	21	21	6	13	5	1	4	9	9	11	12	14	2	1	1	3	2	0	0	0	0	0	3	2	4	1	0
LEWISHAM	TELEGRAPH HILL	17	17	16	17	19	2	4	3	5	3	11	10	9	12	10	2	0	0	1	0	0	0	0	0	0	1	0	0	1	0
LEWISHAM	WHITEFOOT	21	14	15	15	17	8	14	3	3	6	15	4	11	9	9	1	0	1	1	0	0	0	0	0	0	1	0	2	0	3
MERTON	ABBEY	8	7	14	14	16	3	3	3	3	1	2	2	5	5	11	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0
MERTON	CANNON HILL	6	7	9	1	4	2	1	3	4	1	4	4	6	1	3	1</														

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries				
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
NEWHAM	BOLEYN	22	11	8	11	11	11	5	6	5	9	12	5	6	7	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NEWHAM	CANNING TOWN NORTH	27	39	38	19	32	25	33	17	22	13	12	12	13	12	16	0	0	0	1	1	0	0	0	0	0	2	1	0	1	1
NEWHAM	CANNING TOWN SOUTH	42	33	31	27	15	37	19	12	38	4	13	17	18	13	8	0	0	0	0	0	0	0	0	0	0	1	1	2	0	3
NEWHAM	CUSTOM HOUSE	55	26	33	24	18	55	21	22	14	7	14	10	7	9	8	0	0	1	0	1	0	0	0	0	0	5	1	1	1	2
NEWHAM	EAST HAM CENTRAL	10	21	17	17	13	11	10	9	6	20	2	11	6	11	6	0	3	1	0	2	0	0	0	0	0	0	0	2	0	0
NEWHAM	EAST HAM NORTH	16	13	11	11	7	8	7	6	5	2	7	8	7	6	5	0	0	0	0	0	0	0	0	0	0	0	1	2	1	0
NEWHAM	EAST HAM SOUTH	24	23	24	22	16	16	9	6	6	12	12	13	12	9	5	0	0	0	0	0	0	0	0	0	0	1	7	2	0	1
NEWHAM	FOREST GATE NORTH	10	17	9	14	14	5	5	2	4	7	5	12	8	5	6	1	0	0	0	0	0	0	0	1	0	3	2	0	0	0
NEWHAM	FOREST GATE SOUTH	28	27	20	18	25	12	9	9	11	22	13	13	11	9	7	0	1	0	0	0	0	0	0	0	0	0	3	0	0	6
NEWHAM	GREEN STREET EAST	8	16	7	14	14	2	5	4	1	5	2	10	5	9	8	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
NEWHAM	GREEN STREET WEST	13	16	12	12	17	11	8	5	1	6	6	7	6	4	8	1	0	0	1	1	0	0	0	0	0	0	0	2	0	0
NEWHAM	LITTLE ILFORD	21	15	20	12	10	2	10	8	6	5	11	7	10	4	6	1	0	0	0	0	0	0	0	0	0	0	2	1	0	0
NEWHAM	MANOR PARK	18	16	13	12	12	8	5	5	7	7	9	7	6	4	6	1	1	2	0	0	0	0	0	0	0	0	2	0	0	2
NEWHAM	PLAISTOW NORTH	19	25	16	12	17	13	14	6	3	9	6	13	12	6	9	2	2	0	1	0	0	0	0	0	0	0	4	3	0	1
NEWHAM	PLAISTOW SOUTH	23	22	20	30	17	16	7	13	9	7	11	11	7	18	8	0	0	0	0	0	2	0	0	0	1	0	5	4	0	0
NEWHAM	ROYAL DOCKS	15	21	20	19	19	7	10	6	4	6	4	9	9	7	10	0	0	0	0	0	0	0	0	1	0	0	0	0	3	2
NEWHAM	STRATFORD AND NEW TOWN	37	41	52	39	32	18	11	10	12	10	12	17	16	14	20	0	2	3	1	0	0	0	0	0	1	0	4	4	0	2
NEWHAM	WALL END	9	9	10	10	13	4	3	7	4	9	6	6	7	4	7	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0
NEWHAM	WEST HAM	17	16	12	15	15	6	7	8	6	7	10	12	7	11	6	0	0	0	0	0	0	0	0	0	0	3	1	0	0	0
REDBRIDGE	ALDBOROUGH	8	18	15	10	7	2	3	5	4	5	3	9	2	3	1	0	0	0	0	1	0	0	0	0	0	0	0	2	0	0
REDBRIDGE	Barkingside	11	8	10	13	7	1	4	2	2	0	5	5	7	5	2	0	0	3	0	1	0	0	0	0	0	0	0	2	0	0
REDBRIDGE	Bridge	11	8	19	10	8	5	1	6	2	1	2	2	12	5	2	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0
REDBRIDGE	CAZENOVE	20	23	29	19	16	9	11	7	4	2	12	16	19	17	11	0	0	0	0	0	1	0	0	0	0	5	0	0	1	1
REDBRIDGE	Chadwell	11	12	15	13	9	3	6	2	3	4	8	9	12	8	3	1	0	0	0	0	0	0	0	0	0	7	0	2	0	2
REDBRIDGE	Churchfields	17	8	14	12	18	6	1	2	5	2	7	4	7	5	8	0	0	0	0	0	0	0	0	0	0	0	0	4	0	1
REDBRIDGE	Clayhall	13	11	19	15	6	5	3	6	1	2	3	5	5	3	4	0	1	0	1	1	0	0	0	0	0	0	0	1	1	0
REDBRIDGE	Clementswood	7	10	11	13	9	3	5	2	3	1	4	4	3	7	4	2	0	1	1	0	0	0	0	0	0	0	1	0	1	0
REDBRIDGE	Cranbrook	13	7	12	4	20	3	1	2	1	4	9	3	3	3	9	0	0	1	0	1	0	0	0	0	0	1	0	1	0	0
REDBRIDGE	ELM PARK	17	5	11	8	6	11	13	7	3	2	8	0	4	5	3	2	0	0	0	0	0	0	0	0	0	1	0	1	1	0
REDBRIDGE	FAIRLOP	10	8	14	8	15	2	1	4	2	7	6	4	8	3	5	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0
REDBRIDGE	Fullwell	9	19	13	21	14	3	0	1	5	4	7	11	10	11	8	1	0	0	3	0	0	0	0	0	0	2	0	1	0	0
REDBRIDGE	Goodmayes	19	16	17	22	13	9	7	5	10	6	8	8	7	8	4	2	0	1	1	4	0	0	1	0	0	3	0	0	2	1
REDBRIDGE	Hainault	17	22	16	11	13	4	9	6	8	4	8	5	8	4	8	0	0	0	1	0	0	0	0	0	0	0	0	3	0	0
REDBRIDGE	ILFORD TOWN	21	22	27	13	17	3	4	11	4	5	7	5	10	5	9	2	0	1	1	0	0	0	0	0	0	2	0	1	0	0
REDBRIDGE	Loxford	17	16	15	22	17	7	4	3	8	3	11	12	7	10	8	0	0	3	0	1	0	0	0	1	0	1	0	2	3	4
REDBRIDGE	Mayfield	15	14	12	15	8	10	8	7	5	1	9	6	1	7																

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries						
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21		
RICHMOND UPON THAMES	SOUTH RICHMOND	11	15	10	10	6	5	1	1	3	0	6	6	4	3	5	0	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	
RICHMOND UPON THAMES	SOUTH TWICKENHAM	6	2	9	5	2	0	1	1	2	1	5	1	4	2	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
RICHMOND UPON THAMES	ST. MARGARETS AND NORTH TWICKENHAM	6	6	8	10	9	4	1	3	3	1	1	3	3	4	7	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	
RICHMOND UPON THAMES	TEDDINGTON	10	5	10	6	5	0	0	3	1	7	4	3	7	2	3	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	
RICHMOND UPON THAMES	TWICKENHAM RIVERSIDE	14	12	9	7	9	2	3	0	1	0	6	5	4	3	4	1	1	2	0	0	0	0	0	0	0	0	0	1	3	0	3	0
RICHMOND UPON THAMES	WEST TWICKENHAM	10	10	4	6	7	1	3	4	6	4	5	6	2	2	4	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0
RICHMOND UPON THAMES	WHITTON	13	7	3	6	3	1	1	3	0	2	7	2	1	1	1	0	2	0	1	0	0	0	0	1	0	0	0	0	1	1	0	0
SOUTHWARK	BISHOP'S	18	19	23	22	24	1	1	13	5	4	2	9	11	9	10	0	0	0	0	0	0	0	0	0	0	0	0	1	0	5	1	1
SOUTHWARK	Borough & Bankside	18	15	27	14	17	0	2	7	7	4	5	4	13	5	8	1	0	1	0	2	0	0	0	0	0	0	0	1	2	1	0	0
SOUTHWARK	Camberwell Green	22	20	28	12	19	5	6	3	1	3	14	13	20	10	14	2	1	0	1	3	1	0	0	0	0	0	0	1	0	1	1	0
SOUTHWARK	Champion Hill	14	8	10	9	10	2	4	1	0	1	11	5	5	7	10	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0
SOUTHWARK	Chaucer	16	21	22	14	12	3	4	9	1	2	6	16	12	7	6	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0
SOUTHWARK	CRYSTAL PALACE	19	12	23	14	14	11	8	6	4	7	9	5	14	6	8	1	0	1	0	2	0	0	0	0	0	0	0	0	2	0	0	1
SOUTHWARK	Dulwich Hill	6	5	11	8	6	1	1	2	4	0	5	3	8	3	3	0	0	1	0	1	0	0	0	0	0	0	0	0	1	1	0	0
SOUTHWARK	Dulwich Village	11	15	9	5	10	3	1	0	1	2	6	10	7	2	6	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
SOUTHWARK	DULWICH WOOD	11	8	8	8	10	2	3	3	4	0	5	3	6	6	6	0	0	0	1	0	0	0	0	0	0	0	0	1	1	0	0	0
SOUTHWARK	FARADAY	28	33	28	18	27	11	5	6	4	3	17	21	19	12	20	0	0	0	0	0	0	0	0	0	0	0	0	7	1	8	0	1
SOUTHWARK	Goose Green	18	8	15	7	7	1	1	1	3	2	13	3	12	4	4	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0
SOUTHWARK	GREENFORD GREEN	17	23	13	10	16	4	5	4	2	7	6	10	4	4	6	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	1	1
SOUTHWARK	HAYES AND CONEY HALL	13	13	12	13	9	10	7	2	8	5	2	6	6	7	4	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	1	1
SOUTHWARK	KIDBROOKE WITH HORNFAIR	21	21	18	20	10	8	11	7	6	5	10	10	7	12	3	0	0	1	1	0	0	0	1	0	0	0	0	0	3	0	2	2
SOUTHWARK	LONDON BRIDGE & WEST BERMONDSEY	26	19	24	41	16	6	3	6	4	0	12	5	8	25	10	0	2	1	1	0	0	0	0	0	0	0	0	2	0	0	2	0
SOUTHWARK	NEWINGTON	20	23	12	14	10	5	7	2	2	1	13	16	9	9	9	2	1	0	0	0	0	0	0	1	0	0	1	1	1	2	2	1
SOUTHWARK	NORTH BERMONDSEY	29	18	9	12	14	10	5	1	0	0	15	12	6	8	8	1	0	0	0	2	1	0	0	0	0	0	0	1	0	0	1	1
SOUTHWARK	NORTH WALWORTH	15	22	26	8	18	3	6	6	2	4	8	8	14	3	14	4	1	0	0	0	0	0	0	0	0	0	0	1	1	2	0	0
SOUTHWARK	Nunhead & Queen's Road	21	16	19	21	21	7	2	5	4	6	11	9	10	15	13	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0
SOUTHWARK	Old Kent Road	35	37	28	17	23	13	6	4	6	5	19	22	12	7	15	2	3	0	1	2	0	0	0	0	1	0	0	0	4	2	0	0
SOUTHWARK	OVAL	17	19	15	14	14	3	3	2	2	2	10	9	9	8	11	0	0	0	1	0	0	0	0	0	0	0	0	0	1	2	3	2
SOUTHWARK	Peckham	20	14	12	10	20	6	2	1	0	2	14	9	6	8	14	1	2	0	0	2	0	0	0	0	0	0	0	1	0	1	0	1
SOUTHWARK	Peckham Rye	13	7	11	10	9	4	3	1	3	1	7	4	9	7	8	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
SOUTHWARK	Rotherhithe	22	18	12	15	17	7	2	5	3	5	13	13	9	10	13	0	0	1	2	0	0	0	0	0	0	0	0	1	0	0	1	1
SOUTHWARK	Rye Lane	25	36	22	28	20	13	7	6	4	1	12	21	14	15	13	0	0	0	0	0	0	0	0	0	0	0	0	1	7	0	3	5
SOUTHWARK	SOUTH BERMONDSEY	21	32	28	18	20	10	5	14	3	3	11	19	20	16	13	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	2	1
SOUTHWARK	St. George's	15	14	14	13	11	6	0	5	0	1	6	8	5	8	8	0	1	0	0	1	0	0	0	0	0	0	0	2	0	0	0	3
SOUTHWARK	St. Giles	17	29	22	14	18	4	8	4	3	3	9	15	10	9	14	0	0	1	2	0	0	0	0	1	0	0	0	0	1	2	0	0
SOUTHWARK	STONEBRIDGE	33	39	34	37	36	9	11	9	11	32	15	18	18	14	14	1	1	1	1	0	0	0	0	0	1	0	0	4	3	0	5	2
SOUTHWARK	Surrey Docks	22	18	8	14	11	10	10	4	1	3	7	8	5	7	7	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0
SOUTHWARK	WEST END	8																															

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries					
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	
SUTTON	WANDLE VALLEY	11	19	20	22	20	8	13	20	16	17	3	9	10	5	6	0	2	0	0	1	0	0	0	0	0	0	4	1	1	3	
SUTTON	WORCESTER PARK	7	9	12	12	9	1	4	2	4	1	5	1	5	4	5	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	
TOWER HAMLETS	BETHNAL GREEN	25	30	29	19	24	18	31	20	9	14	13	10	12	6	12	0	0	0	0	1	0	0	0	0	0	0	3	3	1	2	
TOWER HAMLETS	BLACKWALL & CUBITT TOWN	17	23	19	15	23	3	5	2	3	5	7	13	12	9	15	0	0	0	0	0	0	0	0	1	0	1	0	0	1		
TOWER HAMLETS	BOW EAST	25	24	18	20	17	9	12	5	6	8	10	13	12	9	10	1	1	1	0	0	0	0	0	0	0	2	0	2	3	0	
TOWER HAMLETS	BOW WEST	16	17	15	17	13	14	23	12	16	6	7	6	12	9	8	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	
TOWER HAMLETS	BROMLEY NORTH	18	20	18	12	15	15	22	18	15	12	7	7	9	10	8	1	0	0	0	0	1	0	0	0	0	1	0	0	0	2	
TOWER HAMLETS	BROMLEY SOUTH	19	15	10	10	14	15	4	2	5	10	9	11	7	7	10	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	
TOWER HAMLETS	CANARY WHARF	32	28	25	23	24	4	3	3	4	5	9	11	5	11	7	1	0	1	0	0	0	0	0	0	0	1	1	1	1	0	
TOWER HAMLETS	ISLAND GARDENS	11	13	14	7	9	8	5	7	10	1	4	9	7	4	8	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	
TOWER HAMLETS	LANSBURY	35	22	33	26	21	44	11	16	14	21	11	11	22	15	11	0	3	1	0	1	0	0	0	0	0	0	0	2	1	0	
TOWER HAMLETS	LIMEHOUSE	9	11	5	5	6	10	9	1	5	3	3	7	2	2	5	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	
TOWER HAMLETS	MILE END	30	29	22	25	23	21	19	14	12	7	18	17	12	12	14	0	0	0	0	0	2	0	1	0	0	1	0	5	0	1	0
TOWER HAMLETS	POPLAR	13	14	10	12	10	14	10	6	3	9	6	5	4	7	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOWER HAMLETS	SHADWELL	29	28	15	22	18	12	11	4	8	9	14	14	9	12	5	2	1	0	1	0	0	0	0	0	0	0	1	0	0	2	0
TOWER HAMLETS	SPITALFIELDS & BANGLATOWN	25	40	22	23	17	8	12	10	7	7	8	14	8	10	6	3	1	1	1	0	0	0	0	0	0	0	0	2	1	2	0
TOWER HAMLETS	ST. DUNSTAN'S	15	14	31	15	13	17	16	18	9	10	5	5	12	11	8	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
TOWER HAMLETS	ST. KATHARINE'S & WAPPING	13	14	8	8	4	15	2	2	4	0	2	7	6	4	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0
TOWER HAMLETS	ST. PETER'S	29	25	29	31	18	15	27	20	13	5	10	11	15	18	14	3	1	2	0	0	0	0	0	1	0	1	0	1	0	2	
TOWER HAMLETS	STEPNEY GREEN	21	14	20	16	15	16	24	20	12	6	6	8	9	9	11	0	0	0	1	0	0	0	0	0	0	1	1	0	3	1	
TOWER HAMLETS	WEAVERS	19	19	21	19	21	6	10	11	8	6	14	10	14	15	11	0	0	3	0	1	0	0	0	0	0	1	1	5	2	0	
TOWER HAMLETS	WHITECHAPEL	39	23	17	25	24	12	15	14	9	3	19	16	4	13	12	0	0	0	0	2	0	0	0	0	0	1	1	0	0	1	
WALTHAM FOREST	CANN HALL	10	11	23	15	16	4	3	4	2	3	5	5	16	14	12	1	1	4	1	0	0	0	0	0	1	1	1	3	0	1	
WALTHAM FOREST	CATHALL	14	14	10	20	17	6	4	7	2	2	4	7	7	16	10	0	1	2	2	2	0	0	0	0	0	1	1	0	0	1	
WALTHAM FOREST	CHAPEL END	15	8	9	12	14	4	3	2	4	4	9	3	2	7	6	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
WALTHAM FOREST	CHINGFORD GREEN	9	10	16	19	9	4	4	3	2	5	5	6	5	8	2	0	0	0	1	0	0	1	0	0	0	0	0	0	1	0	0
WALTHAM FOREST	ENDLEBURY	7	14	17	7	12	1	2	2	1	5	6	7	11	3	4	0	1	0	0	0	0	0	0	0	0	1	0	2	1	0	0
WALTHAM FOREST	FOREST	10	6	19	19	7	6	0	6	7	4	5	2	9	8	4	0	0	0	0	0	0	0	0	0	0	0	0	1	6	1	
WALTHAM FOREST	GROVE GREEN	9	10	7	13	7	1	2	2	3	5	4	9	6	7	4	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2
WALTHAM FOREST	HALE END AND HIGHAMS PARK	17	12	11	15	12	10	1	2	3	7	3	5	5	1	4	0	0	0	0	0	0	0	0	0	0	0	2	0	2	0	0
WALTHAM FOREST	HATCH LANE	5	9	21	15	14	4	2	11	6	2	2	6	9	8	4	0	0	0	0	0	2	0	0	1	0	0	0	0	0	0	0
WALTHAM FOREST	HIGH STREET	26	18	16	19	10	5	2	3	1	0	14	9	12	11	8	0	0	1	0	0	0	1	0	0	0	1	1	2	1	1	
WALTHAM FOREST	HIGHAM HILL	17	18	16	20	15	12	10	15	12	6	8	9	5	10	7	1	2	0	2	0	0	0	0	0	0						

Annex 2B | Incidents, fires and fire casualties - ward data

Borough	Ward	Primary fires					Arson					Dwelling fires (Accidental)					Fires in care homes and sheltered housing					Fire deaths					Fire serious injuries				
		2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21	2016/17	2017/18	2018/19	2019/20	2020/21
	WANDSWORTH	10	19	11	18	7	1	2	0	2	1	5	10	5	12	3	0	0	0	0	0	0	0	0	1	0	0	1	1	0	1
	WANDSWORTH	14	15	17	8	9	2	3	3	4	1	9	8	7	6	6	0	2	0	1	1	0	0	0	0	0	0	1	0	0	1
	WANDSWORTH	21	16	12	26	6	5	7	1	2	0	13	11	8	21	5	2	1	0	0	1	0	0	0	0	0	1	0	0	7	0
	WANDSWORTH	12	16	14	8	7	0	2	0	0	3	8	7	8	7	5	0	0	1	1	0	0	0	0	0	0	0	0	1	1	2
	WANDSWORTH	22	22	13	14	19	1	1	4	0	3	7	10	5	8	12	1	0	1	0	2	0	0	1	0	0	0	3	0	2	2
	WANDSWORTH	42	60	17	37	26	30	47	9	23	16	7	7	5	7	7	0	1	0	0	0	0	0	0	0	0	1	2	0	1	2
	WANDSWORTH	15	16	12	15	13	3	6	3	0	0	12	9	9	11	10	0	0	0	1	0	0	1	0	0	0	1	1	0	2	2
	WANDSWORTH	9	15	10	14	7	3	5	3	2	2	6	10	6	10	4	0	0	0	2	0	0	0	0	0	0	3	0	1	1	4
	WESTMINSTER	11	10	8	9	7	2	0	0	1	0	8	5	7	6	6	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	WESTMINSTER	13	14	16	19	14	1	1	2	0	1	6	12	14	15	12	0	0	0	1	0	0	0	0	0	0	3	2	1	0	1
	WESTMINSTER	20	24	19	16	11	0	1	0	0	1	9	13	12	6	5	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0
	WESTMINSTER	20	22	21	23	21	8	10	6	2	3	12	16	14	11	15	0	2	0	1	0	0	1	0	0	0	0	0	3	1	1
	WESTMINSTER	10	12	13	11	11	3	0	4	0	2	7	5	9	8	9	0	0	0	1	1	0	0	0	0	0	0	0	2	1	0
	WESTMINSTER	11	13	8	10	12	2	1	1	1	1	5	11	5	8	8	1	3	1	0	2	0	0	0	0	0	1	1	0	1	1
	WESTMINSTER	19	21	19	23	16	1	3	0	2	2	8	7	8	8	7	0	0	0	0	1	0	0	0	0	0	0	1	0	0	1
	WESTMINSTER	14	12	17	20	20	0	0	0	0	0	6	9	7	15	13	0	0	0	0	0	0	0	0	0	0	3	0	0	1	1
	WESTMINSTER	20	17	17	17	8	0	2	0	1	0	16	7	13	13	7	0	0	0	0	0	0	1	0	0	0	0	2	4	2	0
	WESTMINSTER	10	10	8	14	8	2	2	2	2	1	9	7	6	10	7	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	WESTMINSTER	16	10	4	7	6	4	0	0	1	0	9	6	2	7	2	0	0	0	0	1	0	0	0	0	0	2	0	0	0	0
	WESTMINSTER	22	35	24	31	19	2	2	0	5	1	7	5	8	11	6	0	0	0	1	0	0	0	0	0	0	0	1	0	2	2
	WESTMINSTER	18	19	10	15	9	5	6	0	2	1	10	15	6	13	8	0	3	0	0	0	0	0	0	0	0	1	0	2	1	3
	WESTMINSTER	15	16	17	21	19	0	1	1	0	1	6	9	11	13	13	2	3	0	0	2	0	0	0	0	0	0	6	0	2	1
	WESTMINSTER	76	71	84	64	36	5	8	8	10	9	11	12	10	11	5	0	0	0	5	0	1	0	0	0	0	3	1	2	3	2
	WESTMINSTER	10	9	8	8	12	1	1	2	2	0	4	7	3	3	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	WESTMINSTER	13	17	12	15	16	2	1	5	2	1	7	8	5	6	9	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
	WESTMINSTER	12	10	14	9	9	1	0	2	0	3	5	4	8	5	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	3
	WESTMINSTER	88	94	79	66	36	4	2	3	4	3	16	14	19	16	10	0	0	0	0	0	0	0	0	1	1	6	7	2	1	
	WESTMINSTER	13	16	18	16	15	1	4	3	2	5	9	9	14	12	7	0	1	1	0	3	0	0	0	0	0	2	0	1	0	0
Grand Total		#####	10630	#####	9597	8428	4198	3764	3261	2894	2601	5102	5228	5013	4895	4575	322	367	367	300	274	44	108	40	33	31	542	686	587	492	433
							Note: All fires (primary, secondary, chimney and late call) where the motive is recorded by attending crew					Note: A primary fire in a dwelling (including late call). A dwelling is a flat, maisonette or house/bugalow.					Note: Data includes care and residential homes, and sheltered housing (both self-contained and non					Note: All deaths at fires 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				

Report title

Draft Budget Submission 2022/23

Report to	Date
Finance and Investment Board	25 October 2021
Commissioner's Board	3 November 2021
Fire and Resilience Board	9 November 2021
Commissioner's Board	23 November 2021
Audit Committee	2 December 2021
London Fire Commissioner	

Report by	Report number
Assistant Director, Finance	FP1141

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

I agree the recommended decision below.


Andy Roe

London Fire Commissioner

Date

This decision was remotely signed
on 9th December 2021

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 2022/23. The Mayor is proposing to provide funding of £418.5m 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 2022/23.

This is the full draft budget for 2022/23 and will form the basis for the GLA group budget submission on 26 November 2021 in line with the Mayor' Budget Guidance issued on 30 July 2021.

Recommended decisions

For the Deputy Mayor

1. The Deputy Mayor has considered the attached report and gives prior approval to the London Fire Commissioner to submit the draft Budget Submission to the Mayor and agrees this serves as consultation prior to the LFC seeking approval of the Mayor to forward the draft Medium Term Financial Strategy (MTFS) and Reserves Strategy to the Fire, Resilience and Emergency Planning (FREP) Committee.

For the London Fire Commissioner

That the London Fire Commissioner approves:

1. The draft **revenue** Budget Submission for 2022/23 to the Mayor that includes:
 - a. Saving proposals of £4.3m in 2022/23 as set out in Appendix 3;
 - b. Departmental Growth proposals of £7.0m in 2022/23 as set out in Appendix 4, alongside
 - c. An additional £5.4m of growth to meet MTFA pressures;
2. A draft 20-year **Capital Strategy** together with a detailed four year capital plan at Appendix 5.
3. A draft **Medium Term Financial Strategy** (MTFS) covering the period to 2024/25 at Appendix 2.
4. A draft **Reserves Strategy** at Appendix 6.
5. A draft covering letter at Appendix 9 for consultation with the Fire, Resilience and Emergency Planning (FREP) Committee.

Background

1. The Mayor's Budget Guidance for 2022/23 for the Greater London Authority (GLA) and the functional bodies was issued on 30 July 2021. The Guidance sets out the Mayor's key policy priorities to be reflected in future years' budgets, the proposed funding levels he intends to provide for each functional body, the financial context and the planned timetable for budget preparation for the GLA Group.
2. In his Budget Guidance the Mayor has used indicative funding levels from retained business rates, council tax precept income and Group wide reserves to determine the total funding he plans to provide the LFC from the resources under his control.
3. The Mayor then set out funding totals for each functional body, which are all based on a "central scenario" assuming a 2 per cent increase in business rates in line with inflation, a 1.99 per cent increase in council tax precept and an increase in the council tax base of 1 per cent each year.
4. Under the GLA Act 1999, the Mayor must consult the functional bodies before proposing a Component Budget for consultation. The Mayor has now written to the London Fire Commissioner (Appendix 1) to confirm the amounts as set out in his budget Guidance, which are

for proposed funding levels for 2022/23 of £418.5m, 2023/24 of £431.2m, and 2024/25 of £445.8m.

5. An internal budget process has been undertaken looking at departmental growth and savings proposals and previous assumptions made in the MTFS. Key elements of this process included budget scrutiny meetings chaired by the Commissioner and attended by all directors, with a focus in turn on each department and its budget proposals. The budget process also included review of the draft budget submission by the newly established Finance and Investment Board.
6. The MTFS (Appendix 2) shows the forecast estimates of income and expenditure for the next financial year and the following two financial years to 2024/25 and highlights budget surpluses or deficits for those years.
7. The proposals to meet any budget deficits are set out within this report and supported by the savings and growth proposals (Appendix 3 and 4 respectively). As set out in this budget submission, the LFC has plans in place to ensure that a balanced budget can be set for 2022/23.
8. Taking into account the proposed savings and growth options, there currently remains a budget deficit of £8.8m in 2023/24. The LFC is currently working on further plans to address the budget deficit in line with the Chief Finance Officer's Value for Money (VFM) efficiency principles which are issued to provide a framework within which the further efficiency savings will be delivered.
9. Until these plans have been agreed, the current MTFS assumption is that the £8.8m deficit in 2023/24 will be met by a draw down on the Budget Flexibility Reserve.
10. The development of the LFC's revenue budget and capital programme will continue during the Mayor's budget cycle, which concludes in February 2022. The LFC will agree a final revenue budget and capital programme for 2022/23 in March 2022.
11. This report forms the proposed full draft Budget Submission to the Mayor, including the additional tables attached at Appendix 10. The Mayor has set a deadline for the LFC of 26 November 2021 to provide the GLA group budget submission and, if approved, this draft budget will form the basis for the LFC submission.
12. The Mayor has requested that the LFC integrates its Capital Spending Plans and Revenue Budgets into one overall Budget Submission. In order to meet this requirement, the LFC's capital expenditure is set out below.
13. Under the Prudential Code of Practice, the LFC is required to formulate a longer term Capital strategy which sets out the LFC's capital expenditure plans over the longer term and this is included at Appendix 5.
14. Table 1 below sets out a provisional timetable for the remainder of the budget process.

Table 1: Timetable for the remainder of the Budget Process

27 October	HM Treasury publishes Spending Review and Autumn Budget
Early November	Formal Budget Letters shared with the LFC, confirming funding control total.
26 November 2021	Functional bodies to provide full and summary budget submissions to the Mayor. This must be published on LFC's website.
November/December 2021	Provisional Local Government Funding Settlement
9 December 2021	Budget and Performance Committee meeting with LFC and MOPAC
Mid to late December 2020	Following the publication of the provisional Local Government, Fire and Police Settlements, the Mayor will issue his draft consolidated budget, including Capital Strategy and borrowing limits.
Week beginning 4 January	GLA to inform Functional Bodies (FBs) of any changes to control total allocations (only if major changes following provisional settlement publication)
19 January 2022	January Budget Update report presented to CB, providing updates from the November submission if required.
29 January 2022	London Assembly considers the Mayor's draft consolidated budget 2022/23.
Early February	Government expected to publish final local government and fire finance settlement (expected date based on final settlement for 2021/22).
24 February 2022	London Assembly considers the Mayor's final draft consolidated budget 2022/23.
28 February 2022	Statutory deadline by which the GLA precept must be approved and the Mayor's statutory Capital Spending Plan is published.
March 2022	The LFC approves the final Budget for 2022/23, within the overall funding limit set by the Mayor.

Mayor's Consultation Letter

- The Mayor issued a consultation letter to the London Fire Commissioner on 24 November 2021. The purpose of the letter is to consult the LFC and clarify the requirements for the LFC's budget submission before preparing a draft component budget for 2022/23. A copy of that letter is at Appendix 1 and the main points are set out below.

16. The letter notes that the GLA intends to publish its Group Budget Consultation Document before the Christmas break. This is on the expectation that the Government announces the Provisional Local Government and Fire Finance Settlement in early to mid December.
17. The Mayor has set out funding for the LFC of £418.5m in 2022/23, which is in line with revenue funding totals as set out in his Budget Guidance issued on 31 July 2021 and represents an increase in funding of £7.1m from the funding levels provided in 2021/22. The guidance then sets out funding of £431.2m in 2023/24, and of £445.8m in 2024/25.

Government Comprehensive Spending Review

18. In reviewing the financial position set out in this report it should, of course, be noted that on the 7 September 2021 the Chancellor of the Exchequer announced that he will conduct a three year spending review to cover the period from 2022/23 to 2024/25, which concluded on 27 October 2021, alongside the Autumn Budget.

Medium Term Financial Plan

19. The March 2021/22 Budget Report (LFC-0505x) set out the agreed budget for the 2021/22 financial year and included one further year for 2022/23, as required by the Mayor in his Budget Guidance for that year. That report set out a budget surplus of £3.5m in 2022/23 based on the assumptions in that report, which included a recruitment freeze saving of £14.7m for that year. The estimates have been kept under review in light of financial performance during 2021/22 and an updated position is set out at Appendix 2.
20. The impact of the increase in funding, together with the results of the review of the MTFS as part of the preparation for the 2022/23 budget process, is set out in Table 2 below. The table also contains a summary of the financial impact of other changes to the forecast position over the three year period, which are explained in more detail below.
21. The table shows that based on these assumptions there would be a budget surplus of £0.1m in 2022/23, but a budget deficit of £8.8m in 2023/24, largely due to the growth within the 2022/23 budget. There is then a forecast budget surplus of £0.3m in 2024/25, which reflects forecast funding increases from the Mayor.
22. However the position from 2022/23 will of course be impacted by Local Government and Fire Service settlement which is expected in early to mid December, as well as the LFC's own forward plans which are to be set out in the Target Operating model (TOM). These are considered later in this report.

Table 2: Budget Position for the LFC

	2022/23 £m	2023/24 £m	2024/25 £m
LFC 2020/21 Budget Report - Funding Gap (Surplus)	(3.5)	(0.1)	8.8
Medium Term Financial Strategy Pressures	(1.6)	7.6	6.9
Change in Funding from the Mayor	(7.1)	(12.7)	(14.6)
End of Operational Recruitment Freeze	0.0	14.7	0.0
National Insurance (NI) Increase	2.6	0.0	0.0
Anticipated Home Office Grant to Meet NI increase	(2.6)	0.0	0.0
Remove Prior Year Savings	4.0	0.0	0.0
Departmental Savings	(4.3)	(1.6)	(1.6)
Departmental Growth	7.0	0.9	0.2
Temporary resource to support transformation	1.0	(1.0)	0.0
Growth for Marauding Terrorist Attacks Capability	5.4	0.0	0.0
Reserve funding for temporary transformation resource	(1.0)	1.0	0.0
(Surplus) / Deficit	(0.1)	8.8	(0.3)

23. The MTFS includes an assumption of a 2% pay award for all staff annually, which forms the majority of the additional pressure in each year. The table also shows the impact of the operational recruitment freeze fully ending at the end of the 2022/23 financial year.
24. Table 2 includes a £2.6m increase for National Insurance (NI) contributions, following the recent Government announcement, but there is an assumption that this pressure will be met by a grant from central government as previously indicated by them. There may also be additional pressures in future years due to pay awards, however it is currently expected that this pressure would be funded via central government grant.

Recruitment Freeze

25. The 2021/22 Budget included the impact of a temporary operational recruitment freeze, which projected one-off savings of £5.9m in 2021/22 increasing to £14.7m in 2022/23. This position has been kept under review and a report was prepared in July 2021 (LFC-0552) providing an update on the recruitment freeze.
26. That report also set out that the pension remedy which will be required following the successful discrimination claim (McCloud/Sargeant) brought by the Fire Brigades Union (FBU). This is in connection with the transitional arrangements applicable to the Firefighters Pension Scheme 2015 which could significantly increase the number of employees retiring from the organisation and therefore may have an impact on recruitment levels.

27. However, since the 2021/22 budget report, there has been developments in respect of the Pension Remedy and this is set out in more detail below.
28. In light of these updated staffing forecasts the report then proposed to recommence recruitment from the 2021/22 financial year, whilst still achieving the savings projected above for 2022/23.

Pension Remedy

29. The Pension Remedy is a complex issue now facing Fire and Rescue services nationally but given the size and scale of the London Fire Brigade has the potential for a significant impact on both pension costs for the LFC and, as highlighted above, operational workforce planning.
30. The transitional protection arrangements which were linked to the career average Firefighters Pension Scheme (FPS) 2015 had the effect that, depending on individual member's age, some members remained in the final salary 1992 or 2006 Firefighters Pension Scheme (the legacy schemes), some were transferred immediately to the 2015 FPS scheme and for others they were tapered across into the 2015 FPS on different dates depending on their age.
31. Over the last few years, there have been a number of legal cases successfully brought to challenge the lawfulness of protecting those closest to retirement age, where the transitional protection arrangements were found to be discriminatory. These cases are known as the McCloud/Sargeant cases.
32. On 4 February 2021 the government published its consultation response on how it intends to remove the discrimination identified by the courts in the 2015 pension reforms through changes to primary legislation and FPS regulations. The discrimination will be removed in two parts. The first is prospectively for future benefits from 1 April 2022, the second is retrospectively for benefits built up during the period of discrimination 1 April 2015 to 31 March 2022 (the remedy period).
33. From 1 April 2022 all those who continue in service will do so as members of the reformed FPS 2015, regardless of age, meaning all members will be treated equally in terms of which pension scheme they are a member of. All currently protected members will be placed in the FPS 2015 for service after 1 April 2022 (the end of the remedy period).
34. As per the basis of protection implemented in 2015, all protected members who will have reached normal retirement date in their legacy scheme by 1 April 2022 and will be eligible for immediate retirement if they wish to do so. For those who wish to continue to accrue benefits they will do so as members of the FPS 2015 (as amended).
35. On 8 November 2021 the Home Office launched a consultation on the amendments to the pension scheme regulations to deliver the first set of changes to remove the transitional protections from the FPS 2015.
36. These changes enact the policy announced in February of this year, and are consequential to the provisions in the Public Service Pensions & Judicial Offices Bill (PSPJO Bill) currently before Parliament. The changes are intended to come into force on 1 April 2022.
37. It is anticipated that the PSPJO Bill, with secondary legislation (the Remedying Legislation) will be enacted in or around October 2023. Prior to the Remedying Legislation coming into force, there will be some individuals who may experience an immediate detriment by not being able to access

their legacy scheme pension benefits. Immediate detriment refers to those members who have already retired or will do so before the Remedying Legislation is implemented.

38. Due to the inherent significant delay in enacting the Remedying Legislation, the Local Government Association (LGA) and the Fire Brigades Union (FBU) have developed a framework and memorandum of understanding (the Framework) which addresses a number of outstanding issues that needed to be resolved to make immediate detriment payments. The Framework was published on 08 October 2021.
39. Whilst it is a matter for each fire and rescue authority (FRA) to decide whether or not to adopt the Framework, it is fully expected that the FBU will be expecting the LFB to adopt it and to process the immediate detriment cases. The LFB has no legal obligation to adopt the Framework.
40. However, as successful litigation has already been taken, it is highly likely that further litigation could ensue by those suffering immediate detriment.
41. The exact numbers of staff who may be impacted by Immediate Detriment cannot be accurately quantified at this point in time as this will depend on individual circumstances. However, indicative estimates show that there may be 548 active members who may be in scope and 1249 retired staff who retired in the remedy period.
42. The Home Office is the Responsible Authority for the management of the FPS and makes the scheme regulations. Under the FPS, where there is a deficit in a financial year between receipts and payments, the Home Office must pay the LFC an amount equal to 80% of the likely deficit. It is not yet clear how, or whether, the regulations apply to Immediate Detriment payments.
43. At the time of formulating the draft budget submission, the impacts of the publication of the Framework are being worked through and it is not currently possible to include, with any accuracy, the financial implications of future developments into the draft budget submission. However, rough estimates indicate that these costs in total could be in the region of £100m.
44. Any developments between now and the final budget submission in February will be highlighted in the final budget proposals.

Efficiency Plans

45. A total of £7.5m in efficiency savings have been included in this budget submission over the period 2022/23 to 2024/25. The savings proposed include £4.3m for 2022/23 with the remaining savings to be achieved in 2023/24 and 2024/25. A summary of the saving proposals is set out in Appendix 3.
46. Despite these savings, there currently remains a budget deficit of £8.8m in 2023/24 and it will be important that further efficiency plans are developed to address this budget shortfall. In order to facilitate this, the LFC CFO has issued a framework of VFM Efficiency Principles to be adopted over the MTFs period to drive through value-for-money in service delivery.
47. Until firm plans for future years have been developed, the current assumption is that the deficit in 2023/24 will be met from a draw down on the Budget Flexibility Reserve.

Growth proposals

48. The budget process for the LFC also identified a number of proposals for growth including £7.0m in departmental proposals and £5.4m for the impact of the work to reach a Joint Collective Agreement to respond to a Marauding Terrorism Attack (MTA) incidents. It should be noted that £1.5m of the departmental growth proposals relates to the continuing transformation of the LFC, including resources to increase project management support to ensure that progress against the Transformation Delivery Plan and HMICFRS inspection recommendations is maintained.

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

Department	Growth in 2022/23	Additional Growth in 2023/24	Additional Growth in 2024/25	Total Growth 2022-25
	£000	£000	£000	£000
General Counsel	1,393	0	0	1,393
Transformation	1,488	0	0	1,488
People Services	1,232	(38)	37	1,231
Finance Services	525	(15)	0	510
ICT	1,228	760	0	1,988
Property	575	0	0	575
Fire Safety	126	182	182	490
Operational Policy	137	0	0	137
Control & Mobilising	227	0	0	227
Operational Resilience	41	0	0	41
TOTAL	6,972	889	219	8,080

Transformation

50. Following Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of LFC and the subsequent report published on 17 December 2019 the LFC was required to develop an action plan responding to the report. HMICFRS also carried out two virtual inspections in 2020.

51. The first reviewed our progress in implementing the recommendations of the Grenfell Tower Inquiry Phase 1 report and the second looked at how we are addressing the causes for concern identified in the HMICFRS Inspection report. HMICFRS subsequently published their inspection findings, where they recognised the "sustained focus and effort on understanding the lessons from the fire and acting where the inquiry recommended it should".

52. Following the HMICFRS inspections the Commissioner published his Transformation Delivery Plan (TDP) in January 2020, setting out the strategy and priorities for the London Fire LFC (LFC). The 2020/21 Budget report (LFC- 0324y-D) included an initial analysis of likely costs as part of this transformation, and it was estimated that there would be a cost of £3.5m in 2020/21 and an ongoing cost of £4.1m from 2021/22. Revised calculations have further reduced this requirement to £2.5m in 2022/23, and a baseline of £1.5m in 2023/24. Within 2022/23, £1.0m will be funded via the transformation reserve. A Transformation reserve was also established to support the £7.6m costs in the first two years.
53. Progress against the TDP is monitored at the LFC Portfolio Board, chaired by the Director for Transformation, and reported to stakeholders. Key changes so far include the items set out below.
- Since the last inspection there have been significant changes in the governance and top management team structure, including the appointment of a new Commissioner, creation of the Transformation and People Services directorates and directors to lead these newly established structures.
 - There has been an ongoing review of the LFC's governance arrangements. Significant changes to the Board structures have been introduced including the establishment of a new Finance & Investment Board and the Scheme of Delegation revised to improve the division of respective roles and responsibilities.

We have developed a Business Assurance Framework (BAF) utilising the 'three lines of defence' model. This directly links assurance activity to the management of risk focusing on organisational objectives and priorities. The design of the BAF is supported by a refresh and relaunch of our risk management approach and the ongoing development of performance management metrics.

- We have established an independent Audit Committee who review and triangulate all relevant information to provide assurance of the LFC's risk controls.
 - We have appointed an independent Operational Assurance Advisor, who provides assurance on the effectiveness of operational service delivery and supporting areas, such as training, policy and operational learning.
 - We are implementing a portfolio approach to enable us to prioritise change and improvement activities against business as usual, focusing on an outcome and benefits-based approach, through the adherence to programme and change management principles.
54. The progress in the TDP has been supported by funding from the transformation reserve to support specific initiatives as appropriate. The requests for funding from the transformation reserve are considered and approved at the Brigade Portfolio Board.
55. The budget proposals for 2022/23 include additional resources for transformation to increase project management support to ensure that progress against the TDP and HMICFRS inspection recommendations is maintained. These additional resources are expected to cost £2.5m in 2022/23, with fixed term resources required to support the transformation at £1.0m and ongoing funding to support the new approach at £1.5m.

56. The fixed term funding will be met from within the transformation reserve funding already set aside or a transfer from the Budget Flexibility Reserve will be requested.

People Services

57. 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.
58. People Services, as the LFC's HR Function, is one of the main enablers to the delivery of this change, however its current function is not set up in the best way to deliver this. Most staff in People Services are dedicated to the delivery of the end-to-end employee lifecycle, rather than strategic work to improve the culture of the organisation. The HR function is also integral to the development of the CRMP which includes focus on services being delivered by the right people with the right skills and capability.
59. The LFC has developed a new HR operating model and includes the creation of a strategic HR business partnering function. A total growth investment of £1.2m in People Services is requested as part of this budget submission. The new operating model will take at least two years to implement, and the LFC has an ambitious agenda to deliver over the next 12 months. The growth now required is in four key areas:
- Bolstering Learning support services and approach to reasonable adjustments.
 - Developing Leadership capability.
 - Culture, Diversity and Wellbeing.
 - HR Systems and Services, including administrative support, recruitment and fitness tests.
60. At its core, this investment enables LFB's HR function to move from dealing with individual HR and personnel issues, to partnering with the business to drive systemic change in terms of people. The investment will therefore have a direct impact on the performance through:
- getting the right people, with the right skills, who represent the society we serve, in the right place at the right time.
 - ensuring every member of staff would recommend LFB as a place to work to their family and friends (the 'family and friends' test), indirectly maximising efficiency and effectiveness through a healthy and engaged workforce.
 - Improving the reputation of and service provided to London's diverse communities through a workforce that represents London's diversity, embraces diversity and ensures every member of staff feels a sense of belonging.
61. The new operating model and associated growth will deliver long-term cost savings in a number of areas, help to reduce the current impact of directorate and departmental risks, and help the implementation of actions in the LFC's HMICFRS action plan and TDP, including:
- 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
- More effective implementation of HMICFRS actions such as the roll-out of personal objective setting and performance discussions
- Deliver efficiencies in People Services following the implementation of the new operating model, including through continuing benchmarking the HR to employee ratio.

62. It is estimated that the investment required in 2022/23 will lead to cashable efficiency savings in 2023/24 of £0.3m and a further £0.7m in 2024/25 and the details of those plans will be set out in the following year's budget submission.

Corporate Services

63. The Corporate Services Directorate includes Finance, IT, Property Services, Procurement and General Counsel. Specific savings proposals have been identified for General Counsel as a result of high level review of demand going forward.

64. However, a number of the other Corporate Services function are currently subject to review and external scrutiny and initial indications are that these services are under-resourced and will require additional staffing. These functions have been subject to considerable savings targets in previous budget submissions.

65. The £0.5m growth proposal is an estimate at this time until the reviews has been concluded and any changes will be considered in the final budget.

Counter Terrorism Response Costs

66. The budget submission 2021/22 (LFC-0432) considered the developing needs for the LFC's counter-terrorism response to address risks presented in this area. The work on the has continued and progressed and the approach taken based on the unique operating environment the LFC needs to be prepared for in relation to acts of terrorism and is designed to achieve an agreement with the FBU, which addresses an issue that has remained unresolved for over 10 years – both within LFC and across the wider fire sector. The approach is also cognisant of the evidence and findings emerging from the Manchester Arena Inquiry, anticipating a significant set of recommendations that the LFC will need to respond to in the New Year.

67. The proposals outlined in this budget submission will significantly improve the LFC's MTA capability, supporting the multi-agency response to an act of terror and improving the resilience in London, and as the capital city.

68. The growth of £5.4m requested is an ongoing revenue cost for MTA response and is based on a 2% skills payment for the provision of a specialist capability across the entirety of the LFC's operational workforce. This means all staff from Firefighters to Group Commanders will be paid a skills-based payment for completing all necessary MTA training and holding the MTA response skill.

69. The proposals are the result of 18 months of discussion and consultation with the FBU and are still subject to formal agreement and ratification. Consultation on the draft agreement continues with the Home Office, Mayor of London, National Fire Chiefs Council (NFCC) and HMICFRS.

Grants

70. The Budget for 2022/23 includes anticipated grant income of £33.9m, including a range of grants. Additional detail on the grants is set out in Table 3 below.

Table 3: Key Grant Receipts Projected

Grant Name	Amount in 2022/23 £m	Expected length of Grant
Pension Grant (2015 Firefighter Pension Actuarial Review)	21.7	Ongoing (Agreed annually)
Property PFI	3.7	Until 2039/40
New Dimensions	3.4	Ongoing (Agreed annually)
NFCC Corporate Portfolio Office	2.1	Under Review
Merton Regional Control Centre	1.9	Until 2034/35
Other Grants	1.1	
Total	33.9	

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

Environment

72. 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 mayors ambition to accelerate carbon reductions to achieve net zero by 2030 as part of COVID-19 recovery plans. Appendix 8 of the LFC's detailed budget submission sets out the actions taken, and resources allocated by LFC to comply with the London Environment Strategy.

Equality Assessment

73. 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 seven to comply with this requirement.

Medium Term Financial Strategy and Reserve Strategy

74. 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 (published in 2016 covering four future years), a Medium Term Financial Strategy and a Reserves Strategy.
75. To meet this requirement a Medium Term Financial Strategy and Reserves Strategy are attached to this report at Appendices 2 and 6 respectively. The Medium Term Financial Strategy has been updated to also meet the requirements of an Efficiency Plan covering 2022/23.
76. A draft letter to the Chair of the FREP Committee is also attached at Appendix 9 to consult FREP alongside providing the Budget Submission to the Mayor. The results of any scrutiny by the FREP committee can then also be considered as part of finalising the LFC budget for 2022/23.

The Financial Position as at the end of September 2021

77. As at the end of quarter two of 2021/22 the Brigade was forecasting an overall underspend position of £0.7m.

Reserves

78. 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 2022 to 31 March 2025;
 - in the case of earmarked reserves held for purposes beyond 31 March 2022, 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.
79. The Reserves Policy is set out in the Medium Term Financial Strategy. A statement on the adequacy of reserves is set out in Appendix 6. The corporate financial risk assessment has been refreshed in support of this. That assessment sets out the potential unbudgeted payments the LFC may be required to make if risks are realised, and is used to inform the minimum general reserve requirement.

Financial Risks and Opportunities

80. 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

81. 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 2022/23 and will be reported in the final budget report in March 2022.

Capital Programme 2022/23 to 2025/26

82. The Financial Position as at the end of September reported that the forecast spend on the capital programme for 2021/22 as at the end of September (Q2) is £35.6m. This is £24.8m less than the revised budget position including underspends within ICT (£3.3m), Property (£13.2m) and Fleet (£8.4m).

83. The overall capital programme is summarised in the table below:

Table 4 : Capital Programme Summary

Project	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	TOTAL £m
Capital Schemes						
Properties	11.7	20.0	19.5	12.1	34.6	97.9
Fleet Replacement Plan	14.1	3.8	0.4	2.9	4.1	25.3
ICT Projects	1.8	9.0	9.2	5.9	1.7	27.6
Communications Project	0.0	1.2	1.1	0.0	0.0	2.3
Ops Policy Equipment	8.2	0.0	0.0	0.0	0.0	8.2
Total Expenditure	35.8	34.0	30.2	20.9	40.4	161.3
Capital Receipts	11.8	0.0	25.0	0.0	0.0	36.8
Capital Grants	0.0	0.0	0.0	0.0	0.0	0.0
External Borrowing	24.0	34.0	5.2	20.9	40.4	124.5
Total Financing	35.8	34.0	30.2	20.9	40.4	161.3

84. The Capital Strategy for 2022/23 is included at Appendix 5 which also includes the financing of the capital programme for the next four years together with the approved prudential borrowing limits. The first five years of the Capital Strategy, to 2025/26, are included in the Mayor's Capital

Spending Plan, and are funded by the capital financing costs reflected in the LFC revenue budget submission.

85. The capital programme includes the costs of the purchase of a number of IT solutions and the market for these products continues to develop. For some IT products it is not until the tender stage that it becomes clear whether a cloud-based solution (or part cloud-based solution) will be recommended, which may then see less capital demand with costs instead being met from the revenue budget. The capital programme will continue to develop to reflect the emerging position.

Capital Strategy

86. 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 2022/23 Capital Strategy is detailed in Appendix 5.

Equalities Impact

87. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.
88. 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.
89. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.
90. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:
 - (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
91. 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.

92. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.
93. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.
94. The requirement for each proposal which has a potential impact to undergo an Equality Impact Assessment was communicated to all Heads of Department as part of the budget guidance. This included specific instruction setting out the LFC's obligations under the Equality Act and Public Sector Equality Duty, with guidance to support them to complete Equality Impact Assessments (EIAs) on relevant proposals.
95. In addition, an EIA has been undertaken on the proposals which have a direct impact on staff who are in positions which are at risk of deletion. Although this staff group is small (fewer than ten), there is an adverse impact on race and gender, given the demographic makeup of the staff group affected. This impact, including mitigations agreed to minimise the impact, is outlined in the Equality Impact Assessment (agreed staffing proposals) which is attached as an Appendix seven to this report.
96. This is particularly relevant given the 2020 Mayor's budget guidance which explicitly stated, at 5.3 and 5.4:

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

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

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

Procurement and Sustainability

98. The LFC has signed up to be an Anchor Institution in London and as such will put plans in place to address the following Mayoral priorities:
- Procurement from small and diverse London businesses, to spread the benefits of the GLA Group's purchasing power across London's communities;

- Recruiting, retaining, promoting and upskilling Londoners from underrepresented backgrounds, with a focus on good work;
 - Working with young people to ensure they have access to quality mentoring support; and Retrofit and energy efficiency on your estates, to speed up London's progress to Net Zero by 2030, including a committed pipeline of buildings to retrofit by 2024.
99. Section 6 of the Mayor's budget guidance set out expectations regarding the role of the GLA Group to play a key role in delivering a green recovery from COVID-19, and noted budget proposals would need to ensure sufficient resourcing to continue the efficient and effective delivery of the London Environment Strategy (LES), with the environment at the heart of all recovery activities. Procurement from SMEs will also play a key role in the recovery post COVID-19. Further detail on funding allocated to support delivery of the LES is set out in the Sustainability Analysis at Appendix 8.
100. Savings proposals identified in Appendix 3 include a number of in-year savings as a result of reduced consumption due to COVID-19 such as stationary, paper, printing equipment, travel and accommodation. Although too early to determine the impact on future years, the introduction of new technology to support remote working and meetings is expected to deliver some longer lasting benefits in reduced consumption. The removal of the internal catering service may lead to an increase in disposable packaging. Performance in this area will be monitored by the Sustainable Development Team and supporting campaigns included in their behaviour change programme as appropriate.
101. Savings items related to the Carbon Reduction Strategy (LFC 0256) and carbon targets are expected to have limited impact on achieving the carbon reduction target of 60 per cent by 2025. The programme of stations switch off controls has been dropped on a value for money assessment, following indications that the benefits identified at the first trial station, quickly tailed off.
102. The reduced budget for the Zero Carbon Feasibility study will deliver a higher level review of options to inform future years work towards the longer term carbon targets, with no impact on the 2025 target. The reduction in the BMW i3 car fleet and the removal of the Scientific Support Units, is expected to have limited impact on overall carbon emissions, as mileage is unlikely to reduce, however increasing the mileage per vehicle, is likely to improve the whole life cost basis for the use of electric vehicles.
103. The post reductions identified as savings are predominately vacancies and therefore are unlikely to have any impact on reduced energy consumption and related carbon emissions
104. Growth proposals include an increase in the cleaning services as a result of COVID-19. The cleaning contract requires the payment of the London Living Wage (LLW) as a minimum for all staff. This is likely to result in an increase in contractors staff benefitting from the LLW identified in future years performance reporting. They also include an increase for utility costs for the new Operational Support Centre, although this is expected to have limited impact on overall carbon emissions, which has a photovoltaic array and electric vehicle charging points at the site.
105. The capital programme includes funding for the Zero Emission Pumping Appliance project and carbon reduction measures on buildings, with the noted risk of additional building cost for infrastructure to support the vehicle.

Strategic Drivers

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

Workforce Impact

107. LFB's recognised trade unions are being consulted on the savings and growth proposals for 2022/23, and any comments received will be responded to and reported to Commissioner's Board as appropriate. It is noted that there are very few occupied FRS posts which are being deleted, and the staff reductions are expected to be achieved voluntarily. It is also noted that there are a large number of growth FRS posts which should be welcomed by the trade unions. The deletion of operational posts will not require any staffing reductions as operational staff who are currently occupying such posts will be posted to alternative positions at similar rank.

Finance comments

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

Legal comments

109. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
110. 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.
111. 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.
112. 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.
113. 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.

114. 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."
115. 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.
116. 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 (FREPP)). The document cannot be published by the LFC without FREPP 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.
117. 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.
118. The Mayoral Directions provide for additional processes namely that *The prior approval of the Mayor is required before any of the following decisions is taken: b. Approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999. "London Safety Plan" refers to any document which is prepared and published by the Commissioner in accordance with the Fire and Rescue National Framework and which contains the matters described in section 327G (1)(a) and or (b) of the GLA Act 1999,*
119. In addition the Mayoral Directions provide that prior consultation with the Deputy Mayor is required on anything that requires the consent of the Mayor.

List of Appendices

Appendix	Title	Protective Marking
1.	Consultation Letter	None
2.	Medium Term Financial Strategy	None
3.	Saving Proposals Summary	None
4.	Growth Proposals Summary	None
5.	Capital Strategy	None
6.	Reserves Strategy	None
7.	Equality Analysis	None
8.	Sustainability Analysis	None
9.	Draft Letter to FREP Committee	None
10.	Budget Submission to the Mayor	None

Appendix 1 – Consultation Letter

Andy Roe

London Fire Commissioner
London Fire Brigade
andrew.roe@london-fire.gov.uk

Date: 24 November 2021

Budget Proposals 2022-23

1. The purpose of this letter is to consult you before I prepare a draft component budget for the London Fire Commissioner (LFC) for 2022-23, 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 requirements for your budget submission.
2. My intention is to issue the GLA Group Budget Consultation Document as soon as is practical before the Christmas break. Whilst it is expected that the Provisional Local Government and Fire Finance Settlements will have been published by the time the Group Budget Consultation document is issued, the government is unlikely to confirm the date of the provisional settlements until shortly before they are announced. Consequently, it may not be possible to reflect the impact of the settlement announcements in the initial Consultation Document. The settlement is expected to set out the baseline funding levels proposed by the Government for the GLA Group in retained business rates, which will include the LFC's share in respect of fire and rescue services funding.
3. Whilst the Spending Review published on 27 October confirmed the council tax referendum thresholds for 2022-23 are in line with the assumptions in the Budget Guidance, the announcement did not provide sufficient detail at this stage to assess the overall impact of the government's proposed national funding control totals or the impact of its policy intentions at a local level. There remains significant uncertainty about many of the parameters prior to the actual settlement and what level of growth, if any, may be available to be applied 2022-23. The precise estimated level of business rates income and any growth, if available, to distribute – reflecting billing authorities' updated assessment of the long-term impact of the pandemic on the taxbase - will similarly not be known until late January.
4. As a consequence, the proposed funding allocations for retained business rates for the LFC remain consistent with the assumptions set out in my budget guidance in July. The council tax element allocation assumes a 1 per cent increase in the London wide taxbase and a 1.99% increase in the non-police element of the council tax precept.
5. Subject to considering any comments that LFC would wish to make, and the impact of the Provisional Settlement when announced, my present intention is to confirm a draft component budget for 2022-23 that will require the GLA to pay to the LFC under Section 102 of the GLA Act 1999, as amended, an amount equivalent to £418.5 million.
6. For planning purposes, I intend to set an indicative allocation for 2023-24 of £431.2 million and for 2024-25 of £445.8 million which reflects the same uprating assumptions as for 2022-23 outlined above. These amounts remain indicative, given future years' allocations of funding for the GLA Group have yet to be announced. The government also plans to engage further with the local government sector

Appendix 1 – Consultation Letter

on funding reforms for future years; as yet, there is not sufficient clarity on what these reforms will mean for the overall level of resources available for the GLA Group.

7. When my Budget Guidance to the GLA Group was published in July 2021, the government had not yet announced the National Insurance (NI) increase effective from April 2022. Consequently, control totals for functional bodies did not anticipate this additional cost. Budget submissions should include assumptions on the cost of the NI increase and an additional line within funding sources identifying the funding required for the NI increase. My officers will provide new templates to functional bodies to assist this process. Once the baseline funding level for the GLA Group is confirmed in the provisional settlement, retained business rates allocations for functional bodies will be reviewed, to assess whether additional funding can be made available for these costs.
8. On the basis of the funding assumptions set out above, I require that your proposals fully balance the budget for 2022-23. In order that my Budget Consultation Document can be prepared in a consistent and efficient fashion, I would be grateful if you could ensure that your submission fully complies with the requirements my officers have set out to you. May I also remind you that your budget submission should be placed on your website as soon as practical after its submission.
9. Please send your budget submission to Enver Enver, Assistant Director – Group Finance and Performance at the GLA (email: enver.enver@london.gov.uk and GLABudget@london.gov.uk) no later than 5pm on Friday 26 November 2021.

Yours sincerely,



Sadiq Khan
Mayor of London

Date

Appendix 2 – Medium Term Financial Strategy

Medium Term Financial Strategy

1 Introduction

This report sets out the Medium Term Financial Strategy for the London Fire Commissioner (LFC) covering the period 2022/23 and 2024/25 as required under the Financial Management Code of Practice.

The MTFS is a key part of the LFC's financial management framework and helps to ensure that resources are aligned 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 taken into account the interdependencies of both revenue and capital income and expenditure.

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

2 Economic context

The London Economy has been hard hit by the impacts of the Covid-19 pandemic as well as the impacts of leaving the European Union. These impacts potentially affect business rates and council tax revenue schemes which the Mayor receives and, in turn, is able to pass on to the LFC.

At the same time, during 2020 inflation rose considerably above the Government's 2% target and is forecast to reach 4% at some point in the next calendar year. There is global demand for energy, shortages in key supplies and the prices of oil has doubled in 2020. All of these factors impact our supply chains and ultimately cost inflation within our third party expenditure.

All of these factors mean that there is considerable uncertainty with financial planning and introduce some significant financial risks.

For the past few years, the Government has only given one-year settlements in the Comprehensive Spending Review but on 7 September 2021 the Chancellor of the Exchequer announced that he will conduct a three year spending review to cover the period from 2022/23 to 2024/25. It is hoped that this will give greater certainty to financial planning. On the 27 October 2021, the chancellor of the Exchequer released the Spending Review, with further clarity to follow as part of the funding settlements expected in December 2021.

3 Background

On 30 July 2021 the Mayor issued his latest Budget Guidance setting out the GLAs estimates of the Group budgets for each functional body, covering the period to 31 March 2025 and has been issued to underpin the process of setting the 22/23 annual budgets. This guidance highlights the huge funding uncertainty which the Mayor currently faces given the impact of Covid-19, Brexit and lack of certainty within the Government's plans to address the significant impacts on the London and wider economy.

This GLA Budget Guidance includes estimates of business rates and council revenue and certain assumptions have been made in those estimates which may, or may not, prove to be correct. Unlike the Metropolitan Police, the LFC receives no support grant from the Home Office and is

Appendix 2 – Medium Term Financial Strategy

predominantly reliant on funding from the Mayor and his decisions on distribution of business rates and council tax.

The budget guidance gives three scenarios of estimates of funding and has asked functional bodies to use the "central scenario" in setting their budgets for 2022/23. However, the reality is that actual funding could be lower than this central scenario and therefore the Mayor's Chief of Staff has also asked functional bodies to have contingency plans in place, should actual levels of income be lower than the central scenario.

The Mayor has absolute discretion in distributing the GLA business rates income and it is therefore important that the LFC can demonstrate a strategic approach to its finances enabling the achievement of strategic objectives whilst at the same time delivering real efficiencies.

4 London Fire Commissioner strategic priorities

The London Fire Commissioner has outlined the following strategic priorities for the Brigade:

Strategic theme	Our aims – This is where we want to be by April 2022.
The best people and the best place to work	Leadership: We will place a premium on leadership skills and will invest in leadership at all levels. Diversity & Inclusion: We will foster and embed a culture of togetherness so that every member of staff feels respected and valued regardless of their gender, sexuality, colour of skin, race or religion. Everyone will feel able to bring their whole self to work, feeling a sense of belonging in the Brigade because they can be themselves.
Seizing the future Outward facing	Developing our long-term strategy: Our long-term strategy is to become a forward-thinking service led organisation, with communities at the heart of our delivery. Our priority over the next twelve months will be to develop and launch our Community Risk Management Plan, which covers the period of our strategy from April 2022 to March 2026
Delivering excellence	Operational Excellence: We will build on the delivery of the Phase 1 GTI and HMI recommendations and our TDP. Through continuous improvement across our operational and enabling functions we will strive for excellence and efficiency in all we deliver.

Following Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of LFC and the subsequent report published on 17 December 2019 the LFC was required to develop an action plan responding to the report. HMICFRS carried out two virtual inspections in 2020.

The first reviewed our progress in implementing the recommendations of the Grenfell Tower Inquiry Phase 1 report and the second looked at how we are addressing the causes for concern identified in the HMICFRS Inspection report. HMICFRS subsequently published their inspection findings, where they recognised the "sustained focus and effort on understanding the lessons from the fire and acting where the inquiry recommended it should".

Appendix 2 – Medium Term Financial Strategy

Following the HMICFRS inspections the Commissioner published his Transformation Delivery Plan (TDP) in January 2020.

The LFC is currently in the process of developing a Comprehensive Risk Management Plan (CRMP) which replaces the London Safety Plan and focuses on community engagement and outcomes. A new Target Operating Model (TOM) is also being developed which will focus on outcomes based service design.

Funding figures as set out by the Mayor represent increases in funding in each year, with an additional £7.1m provided in 2022/23, a further £12.7m in 2023/24 and a further £14.6m in 2024/25.

In order to achieve the requirement for a balanced budget in 2022/23 the LFC has carried out a budget setting exercise to identify the savings required, which will include maintaining operational staff vacancies and a wide range of savings as set out in its Budget Submission to the Mayor.

Longer term sustainable proposals to manage the financial position will need to be addressed as part of the next integrated risk management plan, which will consider our ability to undertake core activities within the context of the changing risk profile of London and a potential need to increase some of these activities with a smaller workforce.

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:

- LFC resources are allocated to strategic priorities and the number of fire stations and appliances are not reduced
- Financial sustainability will be achieved through targeted investment and ensuring costs are minimised
- Opportunities for innovative and modern ways of working will be adopted as far as possible in line with the CRMP and new TOM.
- Appropriate investment continues to be made in transformation activity
- Resources are available to meet the recommendations arising from the Grenfell Tower Inquiry and the improvement plan from the HMICRFS inspection.
- Adequate investment in core infrastructure is maintained'
- Appropriate resources set aside to deliver key corporate strategies.
- General Fund balance will be maintained at 3.5% of NRE (net revenue expenditure).
- 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.

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 2022/23 and future years is based on a 'central scenario'. As part of that central scenario:

Date

Appendix 2 – Medium Term Financial Strategy

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

The main assumptions in the MTFS are:

- 2% per annum pay award is applied to all staff groups.
- Each post has pay progression until the top of the grade/operational competence is reached.
- Energy and utility cost increases of 3% per annum with an additional £0.6m of funding from reserves in 2022/23 to reflect the current volatility in the market.
- Inflation is applied to other areas based on contractual requirements, linked to CPI, RPI and AWE as appropriate
- Increases in the rates of national insurance employer contributions are offset by additional Government funding.
- Any financial impacts of the pension remedy have not yet been included.

Appendix 2 – Medium Term Financial Strategy

7 Medium Term Financial Strategy 2022-2025

The Medium Term Financial Strategy sets out the proposed revenue budget for the next financial year (2022/23) 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.

	2022/23 £m	2023/24 £m	2024/25 £m
Operational Staff	284.7	288.0	310.3
Other Staff	64.3	65.5	65.8
Staff Related	25.1	26.3	26.6
Firefighter Pension Scheme	21.8	22.0	22.3
Premises	43.9	44.8	44.9
Transport	17.6	16.8	16.1
Supplies and Services	31.7	31.3	31.8
Third Party	1.3	1.3	1.4
Financing	12.4	12.1	12.1
Income	-44.2	-45.7	-46.9
Surplus (-) / Savings (+) still to be achieved	-0.1	8.8	-0.3
Net Revenue Expenditure Total	458.5	471.2	484.1
<u>Funding</u>			
Reserves (excl. BFR)	-6.1	2.7	-4.4
Budget Flexibility Reserve	0.0	-8.8	0.0
Total – Reserves	-6.1	-6.1	-4.4
Specific Grants	-33.9	-33.9	-33.9
Budget – Mayoral Funding	418.5	431.2	445.8

As can be seen from the table, the brigade will have a net use of reserves of £16.6m across the MTFs. It is anticipated that the development of the new target operating model will form the basis for service redesign and to help deliver this to the brigade the Budget Flexibility Reserve will be used to smooth the delivery of these future savings plans.

8 Efficiency Plan

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

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

In order to meet the ongoing requirement, the proposals set out in the LFC Budget Submission to the Mayor should be considered as the Efficiency Plan for the LFC covering the financial year 2022/23.

Appendix 2 – Medium Term Financial Strategy

A new VFM Principles framework will be used to underpin the strategic priorities and the new Target Operating Model and the development of future efficiency plans.

These principles will be proposed by the LFC CFO and scrutinised by the Finance & Investment Board prior to adoption. The latest framework includes:

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

This is not an exhaustive list but gives an indication of the LFC's approach to delivering value-for-money and efficiency savings

9 Reserves

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

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

- The LFC's policy on reserves is contained within the MTFS principles highlighted above and areas follows:
- The LFC will maintain its general reserve at a minimum of 3.5% of net revenue expenditure to cover any major unforeseen expenditure.
- 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.

Appendix 2 – Medium Term Financial Strategy

- 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

Covid-19 Pandemic

Covid-19 continues to present significant risk and uncertainty to the LFC.

The LFC incurred substantial additional costs in 2021/22 in adapting the way it delivers its services, with for example, requirements for additional PPE and cleaning. The ongoing nature of the pandemic means that the risk of further additional costs remains. Whilst the LFC has budgeted for additional cleaning in 2021/22, this budget will no longer be available from 2022/23. If ongoing cleaning is required, this could result in a £2.1m pressure. The LFC holds a £2.0m reserve against Covid Risks.

The Covid-19 pandemic continues to provide uncertainty, and this may result in high levels of sickness and/or self-isolation among all staff groups within the LFC. In order to maintain resilience in front line response, the LFC will need to maintain contingency arrangements to ensure adequate fire cover continues to be delivered across the organisation. This could potentially result in increased staff payments including overtime and recall arrangements, the potential use of the LFC's emergency fire crew contract and other financial pressures.

Firefighter and Local Government Pension Schemes

There was a material increase in the cost of employer pension contributions for the existing firefighter pension schemes, following the scheme valuation 2016. A grant has previously been provided to offset this pressure and it is assumed that this will be confirmed as ongoing in the Spending Review from 2022/23.

The Fire Brigade's Union notified LFC, along with 49 other Fire and Rescue Authorities (FRAs), of a discrimination claim in connection with the transitional arrangements applicable to the 2015 Firefighters Pension Scheme, as explained in FEP2506. The tribunal ruled in favour of the claimants.

This remedy will take a number of years to implement, and arrangements are being considered to address the Immediate Detriment. The cost of meeting this Immediate Detriment (ID) could potentially reach £100m based on a number of different factors and discussions are ongoing with central government in relation to the funding of the remedy.

The LFC will also incur additional administration costs in implementing the new LGA Framework and this could pose a financial risk in 2022/23. It is hoped that more information will be available for the final budget submission.

Pay and Inflation

LFC has made a budget provision for a 2% pay award for all staff in each of the next three years from 2022/23 to 2024/25. However, this will be subject to consultation.

The budget currently assumes a saving of £14.7m from the phasing of the release of the operational recruitment freeze. Given the impacts of Immediate Detriment there is a risk to this saving being delivered. Again, this will be monitored closely over the coming months.

Appendix 2 – Medium Term Financial Strategy

Property and equipment costs

The EU withdrawal process and Covid-19 have led to some significant economic uncertainty. The impact of this is currently unclear, and so preparing forecasts for increases in general inflation remains difficult. This is a particular risk in the Property Department.

The volatility surrounding utility costs has resulted in the 3% inflation becoming insufficient. Therefore an additional £0.6m is being funded from reserves to provide additional one-off funding. Further work will be undertaken before March 2022 to determine the level of risk in this area in the longer term.

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

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

Capital Expenditure and Financing

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 could be different.

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

Funding from the Mayor and Central Government

This report includes the Mayor's indicative funding allocations for LFC for planning purposes covering the next three financial years. However there is significant uncertainty about the level of funding for future years due to a number of risks on the funding available to the Mayor, through retained business rates and the council tax, as well Government decisions on funding, including the spending/fair funding reviews. The MTFs has been formulated using the central scenario totals set out in the Mayor's Budget Guidance 2022/23 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 ESMCP have not yet issued a revised project timeline to deliver ESN, from what is known it will be 2024 at

Appendix 2 – Medium Term Financial Strategy

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.

Evaluations are currently underway for a new Command Support System (iCOS). As a preferred supplier has yet to be appointed, it is not known what the likely costs of the new system will be. Plans have been developed totalling £0.25m of revenue and £0.6m capital expenditure. However until actual contract award there remains a risk that these sums may be insufficient.

There is a similar risk in respect to the OneRisk system which is system is being introduced to replace the legacy systems for the collection and management of Fire Safety and Operational risk information. The project is still in the requirements gathering stage and it will not be until we go to market that actual costs will be known, and the adequacy of the planned funding determined.

The Transformation Delivery Plan, including actions to address the Grenfell Tower Inquiry and HM Inspectorate of Constabulary and Fire & Rescue Services recommendations, continues to develop and evolve, and there is a risk that further financial pressures may emerge.

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 arising from the impacts of Covid-19.

Appendix 2 – Medium Term Financial Strategy

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 financially sustainable although will need to continue to focus on efficiency in its service delivery.

Appendix 3 – Savings Proposals Summary

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

Department	Saving in 2022/23	Additional Saving in 2023/24	Additional Saving in 2024/25	Total Saving 2022-2025
	£000	£000	£000	£000
Control and Mobilising	169	0	0	169
Finance Services	140	100	115	355
Fire Safety	360	360	221	941
Health and Safety	0	32	0	32
ICT	800	674	123	1,597
London Resilience	24	21	23	68
Operational Policy	14	94	120	228
People Services	28	363	708	1,099
Property	1,688	85	0	1,773
Technical & Commercial	310	(150)	292	452
Training and Professional Development	8	0	0	8
Transformation	788	0	0	788
TOTAL	4,329	1,579	1,602	7,510

Appendix 3 – Savings Proposals Summary

The detailed savings for each area can be seen below;

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
TPD01	Red phone rota SRA	Training and Professional Development	The out of hours training red phone support service has been moved across to Control. The remaining element of the allowances budget that paid for this service when it was provided on a rota by FRS staff can now be given up.	7,687		
Total		Training and Professional Development		7,687	0	0
T2	AC GTIRT	Transformation	Removal of post as GTIRT disbanded. The postholder has had a wider Transformation Directorate role since July '21	179,704		
T3	DAC	Transformation	Removal of post as GTIRT disbanded. The postholder has had a wider Transformation Directorate role since Nov '20	117,587		
T4	FRS G	Transformation	Removal of post. The post holder had been responsible for GT / HMI reporting but has been working in a wider role in Transformation since November '20, when reporting responsibility passed to PMO in S & R.	88,905		

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
T5	Group Commander	Transformation	Post no longer required as GTIRT disbanded from Dec 2021	98,448		
T7	Station Commander x 1	Transformation	Post no longer required as SAI 287 will be completed by end of March '22	86,208		
T10	LFF	Transformation	Post no longer required as GTIRT being disbanded from Dec '21	57,861		
T11	Sub O	Transformation	Post no longer required as GTIRT being disbanded from Dec '21	60,575		
T12	Director's Staff Officer	Transformation	Removal of Staff officer post	98,448		
Total		Transformation		787,736	0	0
PS1	Childcare budget	People Services	Budget for Childcare could be reduced and redistributed. Based on the predicted underspend of £62k, £10k will be transferred to the CTS budget and a further £20k can be given up as a saving. This will leave a £30k underspend which will give us a margin for any increase in childcare claims now that COVID restrictions have lifted. Additional savings after 22/23 will depend on the spend and I would like the opportunity to see what the claims are like over the next 6-9 months (if possible).	20,000		

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
PS2	Staffing	People Services	Unused hours 1xFRS B and 1xFRS C; remaining hours to be deducted 2023/4		54,225	
PS3	Recruitment Advertising	People Services	Unable to give up the remainder of this budget line in entirety (ie £44,300) but some saving can be offered.	8,300	8,300	8,300
PS4	People Services Strategy	People Services	Proposed savings to be delivered following the implementation of the People Services Strategy (LFC-0560)		300,000	700,000
Total		People Services		28,300	362,525	708,300
OPA 1:2	Flood recall budget	Operational Policy	Flood recall budget..Saving available due to delay in implementation.	1,468		
OPA 1:3	Flood recall budget 23/24	Operational Policy	Additional saving of 12,303 to be realised in 2023-24 proposal	12,303		
OPA 2:1	1 x GC RPE Project Manager	Operational Policy	Reduction of 1 x GC RPE project Manager		94,448	
OPA 3:1	1 x RPE FRS D/E	Operational Policy	Reduction of 1 x FRS E RPE Assistant Project Manager			59,057
OPA 3:2	1 x RPE Sub.O	Operational Policy	Reduction of 1 x Sub.O RPE Project Assistant			60,575
Total		Operational Policy		13,771	94,448	119,632

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
H&S 1	Safety Event Reporting Database administration (potential reduction in FRS administration roles)	Health and Safety	The Health and Safety department have introduced a new Safety Event Reporting Database (SERD). Following the full intergration of the system, it is anticipated that further automation could be introduced and staff reductions made. This will be review as the system is embedded.		32,400	
Total		Health and Safety		0	32,400	0
CM1	Reduction in Overtime Budget	Control and Mobilising	Reduction in Overtime Budget linked to a shift change in control.	133,000		
CM2	Change of 2 x Operations Mangers Podts to Control Room Officer Posts	Control and Mobilising	Reduction of posts linked to a shift change in control.	36,000		
Total		Control and Mobilising		169,000	0	0
LRG1	Reduced MAGIC full course provision	London Resilience	Reduction of 1 full MAGIC Course per year provided for partners.	17,000		
LRG2	Reduced MAGIC Lite Course	London Resilience	Reduction of 1 MAGIC Lite Course per year provided for partners.	6,500		

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
LRG3	Removal of London Situational Awareness System	London Resilience	Removal of the London Situational Awareness System, partnership based automated information collation tool.		16,800	
LRG4	Removal of Recruitment advertising budget	London Resilience	Removal of recruitment advertising budget with a move to online digital		4,000	
LRG5	Reduction in the number of FRS LLACC volunteers through changes to the on-call system	London Resilience	Phased removal of funding for FRS LLACC volunteers over 2 years to create two year savings targets.			22,500
Total		London Resilience		23,500	20,800	22,500
P3	Staffing	Property	Mechanical & Electrical Project Manager (part of role)	31,398		
P4	Energy	Property	Energy switch off	30,000		
P5	Premises	Property	Facilities Management budgets to produce £50k savings	50,000		
P6	Premises	Property	Clerkenwell to close (running costs may be achievable, estimated savings based on last year's actuals)		85,000	

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
P9	Lease for Railway Arches	Property	Proposed that the new lease for railway arches is not taken forward which was agreed under report LFC 0282. The current review of the planning application by the Secretary of State has delayed the redevelopment of Lamberth. It is proposed that demand for the facility is reviewed and unused funds returned.	2,000		
P10	Property Consultants	Property	Reduction in property consultants budget following review. This service will be delivered through existing budgets	30,000		
P11	Building Checks	Property	A reduction in the planned maintenance to remove the general building checks which are completed every 6 months to identify faults and issues that need addressing.	140,000		
P12	Rental Income	Property	To seek new tenants for vacated or surplus accommodation at Union Street and across the estate.	1,400,000		

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
P13	Estates Management	Property	Recruit specialist technical resource at FRS F in house and reduce the use of external Estate management consultant and associated fees.	5,000		
Total		Property		1,688,398	85,000	0

Appendix 3 – Savings Proposals Summary

Fin1	MFB Act - Additional Income	Finance Services	Metropolitan Fire Brigade Act Increased income from the MFB Act following higher than expected increase in the building costs indices which is a major factor in determining gross sums insured and therefore contributions. In addition the increase in new building in and around central London may lead to increases in terms of insured business. Previous years outturns provided positive indications on the buoyancy in sums insured, therefore it is proposed to increase the 3.5% year on year increases already included in the Medium Term Forecast. There are risks going forward following Brexit and Covid19 with uncertainty leading to possible change in building projects and costs including that people may leave the London property market or choose not to insure which could lead to a potential reduction in MFB income. Increasing premium costs may have an impact on insurance business with people choosing not to insure, or taking more risk	139,732	19,732	114,732
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Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
			to reduce the cost of insurance premiums.			
Fin3	Efficiencies from impementation of new Finance and Payroll & HR systems	Finance Services	There are two projects underway to replace the LFC's HR and Payroll System and also the Finance System in 2022/23 and 2023/24 respectively. Both of these are old systems that are not capable of exploiting the technology developments that are available in the market at present. These would support streamlined and fully audited systems and hence support our strategic aims around staff and manager accountability embedded within the Transformation Delivery Plan. It is therefore antcipated 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.		80,000	
Total		Finance Services		139,732	99,732	114,732

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
ICT - S01	E64 Mobilising Project SCC - Senior Operations Mgr	ICT	Deletion of this vacant post	72,289		
ICT - S02	E64 OM Mobilising Project - Operations Mgr	ICT	Deletion of this vacant post	61,664		
ICT - S03	E64 Technical Project Mgr - FRS F	ICT	Deletion of this vacant post	69,773		
ICT - S04	E64 Mobilising Project Officer - FRS D	ICT	Deletion of this vacant post	50,343		
ICT - S05	E64 Mobilising Project Manager - FRS F	ICT	Deletion of this vacant post	69,773		
ICT - S06	E75 - Agency Allocation ends 31/3/2023	ICT	Elimination of the budget to support the development of the Data Platform established as part of the overall Business Intelligence solution project		179,665	
ICT - S07	ICT Contract Inflation	ICT	This reflects a reduction in inflation forecasts under RPI for a range of contracts in 2021/22 and 2022/23.	46,513		

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
ICT - S08	Data modelling budget reduction	ICT	Reduction in the budget is for data modelling and operational research based on current contract spend. Saving has been identified for 2022/23 due to expected demand associated with the London Safety Plan development.	30,000		
ICT - S09	Emergency Services Network (ESN) staff	ICT	Remove the unfilled posts of ESN Project Director - 80% x TMG A and Business Change Support Manager - FRS E.	180,569		
ICT - S10	ICOS	ICT	ICOS Annual support contract costs	125,000	125,000	10,000
ICT - S11	E75 - BI Posts	ICT	Deletion of the following posts FRS E x 1 D x 4 C x 1 Post ends 31/3/2023		299,423	
ICT - S14	Change in mobile device (e.g. phones, tablets) management tools	ICT	Implementing Microsoft InTune to fully replace Airwatch software based on 918 managed devices.	94,000		
ICT - S15	E64 HR Replacement Project Mgr	ICT	This is the reversal of a one year extension to this post so is only available if the extension is granted as part of the growth items from ICT.		69,773	

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
ICT - S16	Finance System Replacement Project	ICT	This is entered as a marker for the changes expected to arise from the project delays associated with the full examination of the options for collaboration on this project. These took time to fully explore with a feasibility study undertaken with TFL which determined that collaboration was not viable at this stage in the respective project cycles for the 2 organisations. The outcomes of this together with a request for project approval are being progressed through the governance process by the Finance department.			113,000
Total		ICT		799,924	673,861	123,000
FS1	Delete Head of Community Safety post	Fire Safety	Delete Head of Community Safety TMGC post	108,281		
FS2	Policy Teams Review	Fire Safety	Reduce number of posts and core budgets once review complete	117,560	22,500	
FS3	Safeguarding contributions	Fire Safety	Cease the contribution of £1000 to each Borough	33,000		

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
FS4	Fire Safety Policy Teams core budgets	Fire Safety	Fire Safety Policy Teams core budgets		37,000	
FS5	BSG Catering Budget	Fire Safety	permanent reduction in budget	15,396		
FS6	Delete vacant SC post in Management Support	Fire Safety	Deletion of High Risk Premises Team SC post	86,159		
FS7	Grants & Subscriptions - MS	Fire Safety	Management Support		10,000	
FS8	Professional Services	Fire Safety	Professional Services		40,000	
FS9	Consultants	Fire Safety	Consultants		25,000	
FS10	Reduction in core budgets in transport/travel following a post covid review	Fire Safety	Review of budgets across the dept		25,578	
FS11	Delete the BAA posts(once returned to establishment)	Fire Safety	Delete the BAA posts(once returned to establishment)			120,660
FS12	Other CS core budgets	Fire Safety	Other CS core budgets		28,000	
FS14	Grants & Subscriptions - MS	Fire Safety	Management Support			10,000

Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
FS15	Reduce Team Leader cadre down from 16 to 14 – delete 2 SC	Fire Safety	Delivery - this is dependant on growth bid for CLE agreed		172,318	
FS16	Convert up to 3 SC TL posts to FRS E	Fire Safety	Delivery - this is dependent on Officer Review			90,393
Total		Fire Safety		360,396	360,396	221,053
2	Modifications	Technical & Commercial	Reduce the Modifications Budget to only account for H&S related modifications. Factor all other changes into future replacements or ask depts. for growth in their project budgets and the requirement for operational change. This is in line with the spend on this budget over the last number of years which has been greatly reduced. In 17/18 the spend was £40k, in 18/19 £20k and in 19/20 £113k	100,000		

Appendix 3 – Savings Proposals Summary

5	Additional Savings across Contracts	Technical & Commercial	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 asked 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. The figures are a target with no current detail to back them up. Original in as 10% as these were the levels we achieved previously with BV and PPE. But as these have already been reduced we agreed to move this down to 2.5%. These are not based on frim ideas but the approach as last time for these contractors to come up with ideas which would reduced the charge, without reducing the service levels materially. This 2.5% of the service charge budgets. It ignores the pass-		292,224
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Appendix 3 – Savings Proposals Summary

Reference	Saving Title	Department	Saving Description	Additional Saving in 2022/23 £	Additional Saving in 2023/24 £	Additional Saving in 2024/25 £
			through budgets. (NB Lack of capacity within the department during 2020/21 has not afforded this exercise to be undertaken.)			
11	One off insurance saving (claims reserve)	Technical & Commercial	There is an excess of more than £150k in the reserve for claims settlements which will not be needed. This can be offered up as a one off saving for 2022/23. (Note, given that the £150k saving is a one off lump sum, not a saving every year going forwards, it has been entered in 2022/23 and then entered as a minus in the following year to prevent it from being processed as a continuing saving in the base budget)	150,000	(150,000)	
12	Budget line 4066 Protective equipment	Technical & Commercial	These savings have been found as a result of reviewing previous expenditure and forecasting future spend.	30,000		
13	Budget line 4068 Telemetry maintenance	Technical & Commercial	These savings have been found as a result of reviewing previous expenditure and forecasting future spend.	30,000		
Total		Technical & Commercial		310,000	(150,000)	292,224
Total		Savings		4,328,444	1,579,187	1,601,441

Appendix 4 – Growth Proposals Summary

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

Department	Growth in 2022/23	Additional Growth in 2023/24	Additional Growth in 2024/25	Total Growth 2022-25
	£000	£000	£000	£000
General Counsel	1,393	0	0	1,393
Transformation	1,488	0	0	1,488
People Services	1,232	(38)	37	1,231
Finance Services	525	(15)	0	510
ICT	1,228	760	0	1,988
Property	575	0	0	575
Fire Safety	126	182	182	490
Operational Policy	137	0	0	137
Control & Mobilising	227	0	0	227
Operational Resilience	41	0	0	41
TOTAL	6,972	889	219	8,080

Appendix 5 – Growth Proposals Summary

The detailed growths for each area can be seen below;

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
General Counsel	Removal of income budget for reimbursement from NFCC for Head of Governance costs providing support to NFCC.	40,600		
General Counsel	Removal of budget for recovery of legal costs in property related matters (i.e. remove income budget).	20,000		
General Counsel	Re-procurement of Legal Case Management System	32,000		
General Counsel	Grenfell Legal Costs shortfall	500,000		
General Counsel	Compensation Budget	800,000		
General Counsel	Total	1,392,600	0	0
Transformation	TMG B - Head of Business Improvement	118,595		
Transformation	TMG B - Head of Portfolio	118,595		
Transformation	FRS G - Head of Performance Management	19,132		
Transformation	FRS F - Business Assurance Manager	69,773		
Transformation	FRS E - Business Continuity Officer	56,028		
Transformation	FRS E - Continuous Improvement Officer	56,028		
Transformation	FRS E - Business Assurance Officer	56,028		
Transformation	FRS E - NFCC Liaison Officer	56,028		
Transformation	FRS G - Portfolio Manager	88,905		
Transformation	FRS E - Portfolio Coordinator	56,028		
Transformation	FRS D - PMO Officer	50,434		
Transformation	FRS E - PMO Analyst	56,028		
Transformation	FRS G - Programme Manager x 3	266,715		
Transformation	FRS F - Project Manager x 7	488,411		
Transformation	FRG G - Business Change Manager	88,905		
Transformation	FRS E - Business Change Officer x 5	280,140		
Transformation	FRS D - Business Analyst	50,434		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
Transformation	FRS D - Business Analyst	50,434		
Transformation	FRS D - Project Support	50,434		
Transformation	FRS D - Reporting Officer x 2	100,686		
Transformation	DAC - Transformation	117,567		
Transformation	SC - Business Assurance	87,591		
Transformation	TMG A - Grenfell Tower Strategic Advisor x 0.4	54,433		
Transformation	Training to build capability amongst Directorate staff	40,000		
Transformation	Growth to accommodate current subscriptions paid for by S&R for the whole organisation - CFOA, Association of Project Management, Survey Monkey	11,000		
Transformation	Costs to be contained within existing reserve funding.	(1,000,000)		
Transformation	Total	1,488,352	0	0
People Services	See Organisational Change report and proposed TOM. Investment being sought for key posts	108,281		
People Services	See Organisational Change report (LFC-0560) and proposed TOM. Investment being sought for key posts	177,810		
People Services	See Organisational Change report (LFC-0560) and proposed TOM. Investment being sought for key posts	209,319		
People Services	To make permanent the role in the Learning Support Team (role takes responsibility for processing the administration of the team and focusing on FF(D)s. FRS C	42,021		
People Services	To extend the Learning Support Team advisor roles, by introducing an additional advisor. This role would also undertake a proactive role, as a specialist, in training cohorts of staff to understand neurodiverse learning needs within their teams FRS E	56,028		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
People Services	To have a permanent FRS member of staff who is a specialist in leadership development, to lead in delivering targeted interventions working with staff across the team. <u>FRS E.</u>	56,028		
People Services	To have a permanent FRS member of staff who is a trained coach and mentor, who can oversee the coaching service and train new internal coaches across the organisation. <u>FRS E</u>	56,028		
People Services	To provide administrative support to the team including planning events, scheduling programmes and liaising with Training and Professional Development. <u>FRS C</u>	42,021		
People Services	<u>Activity cost:</u> To increase the fund for hiring external coaches and training staff internally.	35,000		
People Services	<u>Activity cost:</u> To increase the funds available for leadership programmes for middle and executive leaders. We have funding for middle leadership programme secured for three years (pending approval), but are reliant on general development funds for executive leadership programmes.			100,000
People Services	<u>Activity cost:</u> To increase the funds available for targeted inclusion programmes. This will allow us to increase the external specialists we bring in for targeted programmes, such as 'Lets Talk About Race'.	50,000		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
People Services	<ul style="list-style-type: none"> • DTS Refresh – FRS E to lead as SME but FRS D to support with research, collating information, preparing documents, scheduling meetings, launch materials/ training etc. • Managing Attendance Policy - FRS E to lead as development , but FRS D to support with StARS testing, scheduling meetings, launch materials/ training etc. An e-learning module will be developed so that after the initial launch new managers have access to training • Pension Remedy Activities – Support with progressing cases to IQMP for assessments, necessary chasing/ follow up including communicating outcomes as appropriate • Wellbeing Strategy – Creation of a development plan for Wellbeing Partners and scheduling events, Wellbeing promotional materials, arranging Wellbeing Webinars, liaison with comms, maintaining Hotwire pages/ Wellworks 	50,343	(50,343)	
People Services	<p>Given the short timescales to implement the new HR system, additional resources are required to help with the implementation. Resource to be shared as follows in 2022/2023 and 2023/2024 financial years: April 22 onwards covered by OH project role growth bid – 1 days with HRMPI/ 4 days with Wellbeing</p> <p>To provide project administration and delivery support for the Occupational Health tender and following implementation.</p>	50,343	12,586	(62,929)
People Services	To provide dedicated support at team leader level for operational uniformed recruitment FRS D	50,343		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
People Services	To re-align x1 long standing temporary staff requirement into the establishment and provide required resources for various additional operational workstreams 2 x FRS B	72,422		
People Services	To support the work of the Talent Management Team FRS C	42,021		
People Services	The present establishment of the Fitness Advice Team (part of LFBs Wellbeing Team) is 2.5 FTE FRS D posts. The necessity for an additional FRS D Fitness Adviser post (presently on a fixed term contract until 31/6/2022) has been to ensure that the throughput of fitness testing is sufficient to be able to provide all operational staff with a fitness test every 18 months during their careers with LFB and that all other activities performed by the team are able to be maintained, inclusive of Firefighter recruitment fitness testing, outreach work, Functional Restoration Programme activities and ongoing 121 support for staff needing remedial fitness/wellbeing support	50,343		
People Services	Contract with Babcock to schedule and administer periodic fitness testing. Babcock already have the necessary functionality to identify eligible staff to complete fitness testing	30,000		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
People Services	The Brigade has recently agreed to reimburse to FFs the costs of obtaining an LGV licence (medical plus theory test) to assist with the driver shortage. LGV reimbursements (renewals) currently come from a PS budget, but the existing budget will not cover these additional costs. It may be that this can be funded by a virement from Fire Stations as the intention is that this will be self-financing through reductions in standbys/PAO, but until this is confirmed, a growth bid is being submitted. A growth bid equivalent to the costs of 300 LGV licences annually is submitted (@£180 each; £120 for the medical; £60 for the theory test).	54,000		
People Services	Total	1,232,351	(37,757)	37,071
Finance Services	Review of Corporate Services	500,000		
Finance Services	This growth is needed to provide professional accountancy training for Finance that is not available through Training department or the Babcock Training contract. This training allows for professionally qualified staff having to maintain their qualifications through Continual Professional Development (CPD) which is a requirement of their jobs and will enable staff to keep up to date with various updates in government legislation as pertains to financing, reporting, and statutory duties. It will also allow support to be provided to part qualified staff to continue with their accountancy qualifications which is considered essential to staff recruitment and retention and allow career progression in Finance and ensure that the LFC has the best people and is the best place to work. Accountancy Training for Finance Department	10,000	(5,000)	

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
Finance Services	<p>This growth is needed to provide specific Finance Business Partner (FBP) training by CIPFA for a number of Finance staff to strengthen and improve the financial support provided to the LFC. It will enable Finance to support the LFC and enable FBPs to use their expertise to advise and guide decision makers from both a strategic and operational perspective and maximise the professional support we can offer. It should allow our FBPs to develop a more commercial approach and maximise and enhance the relationship between finance and non-finance professionals across LFC.</p> <p>The CIPFA Diploma in Finance Business Partnering focuses on the skills, knowledge and expertise required to operate effectively as an FBP. The bid allows for in-house training for a number of staff by CIPFA for 2022/23 and for some further training in future years for new staff. This training is not provided by Babcocks or Training Department.</p>	15,000	(10,000)	
Finance Services	Total	525,000	(15,000)	0

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Application Support Test Manager</u></p> <p>The purpose of the post is to work in conjunction with all of ICT's system managers in order to manage all aspects of software/ system testing requirements. The position will be dedicated to understanding each application and the multiple layers and process ties with all other applications that would be able to run testing over each application and the full functionality tests would prevent system failure / downtime and lead to much more efficient process.</p> <p>This includes problem analysis and workarounds and undertaking managing the documentation; performing manual and automated tests; reporting on software faults; fault tracking and proposing fault resolutions and workarounds.</p> <p>This requires the addition of 1 x FRS E Application Support Test Manager</p>	56,028		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Microsoft 365 Transformation team</u></p> <p>The proposal is to establish the post of Transformation Manager and assistant as funded posts within the ICT Department, but dedicated to working in an outreach capacity with Brigade departments, and guided by the Brigade's transformation agenda. The aim would be to embed the use of M365 (and any other future productivity software) by the creation of change champions across the organisation who both understand and can use the M365 software and services to deliver changes in their area.</p> <p>This requires the addition of 1 x FRS G 1 x FRS D</p>	139,248		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Additional staffing for the Information Access Team</u></p> <p>To address significant additional work from an increase in subject access requests since 2018 (where individual request their own personal data in according with their DPA rights) and the nature and range of information falling within scope of those request have broadened, leading to longer case handling times. The GDPR changes also brought in increased governance and accountability requirements which requires the team to assist other parts of the Brigade with Data Protection Impact Assessments (a legal requirement), respond, record and investigate data breaches and provide individual advice and guidance, including specific awareness (training) inputs. The current resourcing is not sufficient to ensure the Brigade adequately meet its legislative obligations under the DPA and FOIA.</p> <p>This growth bid is to increase the Information Access Team by 2 x FRSD Information Access Case Manager and 1 x FRSD Information Assurance Manager.</p>	151,030		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Additional staffing for the Service Management Team</u> To provide the resources required to deliver configuration and other service management elements now being generated by the Cyber essentials accreditation process, a pre requisite for the use of the Emergency Services Network (ESN). This is a fundamental requirement for LFB as it will provide the incident communications platform for many years to come. This requirements tightens the controls over the management of equipment and services.</p> <p>This can be achieved through the addition of 1 x FRS D Service Management Analyst</p>	50,343		
ICT	<p><u>Fire Station Technical Project Support</u> LFB has transformed the way in which its ICT services are consumed and this process is set to continue. In the old model all ICT resources were centrally managed through a single citrix based solution and whilst this still has its place the needs of the orgainsation have changed. Many current and future projects require site visits to the point at which the service is delivered. This includes video conferencing, printing, telephony, network changes. There are also an increasing number of projects requiring on site attendance such as command unit, MDT, Appliance tablet and Satnav work. Currently there is a single full time resource allocated to this work.</p> <p>This can be achieved through the addition of 3 x FRS D Techical project Support Officers</p>	151,030		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Technical Security Engineers</u></p> <p>Over the past seven years, in response to ever increasing cybersecurity and viral threats including ransomware, the security infrastructure has grown significantly to include a number of specialist products to detect and prevent malicious activity. This growth in complex security solutions has coincided with ever increasing project requirements and the ICT infrastructure becoming more complex and critical to the operation of LFB.</p> <p>The solution requires the creation of 2 further FRS E Security Analysts to enable current and future workloads to be met. Additionally this will allow the Team leader to spend more time on managing and prioritising workloads. A correctly resourced team will be able to complete project work on time, manage the day to day BAU requests and ensure Cyber Security systems and solutions are managed, monitored and supported.</p> <p>This can be achieved through the addition of 2 X FRS E, ICT Security Analysts</p>	112,056		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Data Platform</u></p> <p>In 2018 a project was established and funding made available to develop this solution, however the specific funding ends 31/03/2023. The aim of the project was to provide the capability to transform reporting from being a system-centric, department siloed, Individual requirement driven, transactional level effort into an enterprise-wide , event focused approach, with the data organised for analysis. This allows a high degree of reuse, is scalable, extendable, repeatable and future proofed. The project will have delivered the first steps of this journey as planned but this will need to continue in order to realise the return on this project investment. In addition the brigades data set is continuously evolving as new elements are identified, systems are enhanced to meet business needs or replaced as part of the procurement cycle. This represents an ongoing need to adapt, develop and enhance the data platform solution.</p> <p>This is not possible with existing resources and will require the following posts to be established.</p> <p>1 x Data engineer - FRS G 1 x BI visualizer - FRS E 1 x Data modeller - FRS E</p>		280,352	

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>ICOS</u> This growth item is a budget correction and re profiling following a succesful tendering exercise. A corresponding saving has also been included in this return There is a net saving of £40,000pa.</p> <p>This is an agreed corporate project.</p>	220,000		
ICT	<p><u>Protection against a denial of service attack (DDoS) - Azure Services</u> Some recent issues accessing ICT resources remotely have been linked with Distributed Denial of Service attacks.</p> <p>Microsoft offers the option to rent service space via their service Azure. All members benefit from basic DDoS protection. Features include always on traffic monitoring and real time mitigation of network (layer 3) attacks for any public IP addresses you use. This is the very same type of protection afforded to Microsoft's own online services and the entire resources of Azure's network can be used to absorb DDoS attacks.</p> <p>This item will require some additional work but is raised here as a future option as we move more services to Azure.</p>		30,000	

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Remote Access Resilience - Project</u></p> <p>This funding is to provide alternative connection to the internet for LFB services.</p> <p>The cost for this are currently high level estimates of the cost of creating the alternative route providing appropriate access control servers and firewall protection.</p>		150,000	

Appendix 5 – Growth Proposals Summary

ICT	<p><u>BI competency unit.</u></p> <p>The Brigade is concluding its funded project to implement a Business Intelligence Solution for the organisation. In completing this work, the business has seen the introduction of data visualisation reporting and dashboards (MS Power BI) along with a centralised reporting portal for all data and analysis work (LFB Data). This project has worked alongside the Data Platform Project which will see, for the first time, the Brigade establishing a formal data repository that will align our data regardless of source systems (similar to a data warehouse).</p> <p>This growth bid is about furthering the scope of this work, on a permanent basis, to build competence in business intelligence across the organisation. The TOM recognises that the Brigades activities and decisions must be informed by data-driven insights to create an evidence base for action. It would establish capacity within IM to deliver a "BI Competency Unit" that would work alongside individual teams across the Brigade to understand their data needs, create bespoke reports for regular tasks and activities, and build a simplified view of their data (via the data platform) from which local ad-hoc analysis can take place by upskilling the subject matter experts within that team (in each user department) in BI. This approach will create greater self-sufficiency for data led decision making within local teams, whilst freeing up capacity within the established IM Team to work on the pan-organisational data challenges and reporting.</p> <p>The growth bid is for</p>		156,715	
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Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
	1 x FRSE BI Relationship Manger 2 x FRSD Data Analysts			
ICT	<p><u>Improving the use of location related data</u> This bid is to extend the IM Business Intelligence Team so that location data analysis can become a staple focus of the team working towards aligning the various external datasets that provide (disjointed) information on building geography, height, use, addressing and extent; and matching the Brigade's location-based records, across multiple systems, to that information.</p> <p>This requires the addition of 2xFRSD Data Analysts 1xFRSC Research Analyst</p>		142,708	
ICT	<p><u>E64 HR Replacement Project Mgr</u> This post was established to manage the replacement payroll and HR system project through to delivery and is currently scheduled to end on 31/03/2022. This approved project has only now completed the governance and procurement phases and is about to enter the delivery phase. However, the project will not deliver by the original estimated end date requiring this post to be extended by one year, to 31/03/2023, through the normal process, to allow for the completion of the delivery phase.</p>	69,773		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<u>Additional Data and Voice Connections</u> In the last year 442 additional voice and data connections have been added to the brigades estate to support staff working remotely. 251 of these are data only and deployed in tablets and laptops and 191 are voice and data issued with new phones.	74,256		
ICT	<u>Addition of new devices to support contracts</u> In the last year 251 new devices have been deployed, 132 tablets and 119 laptops, These devices need to be added to the hardware break fix contract.	18,825		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Hosted telephony</u> DMFD119 sets out the expected annual revenue cost of the new contract, with the finance comments identifying the requirement for a growth bid as part of the budget process for 2022-23.</p> <p>As part of the tender, the LFC will request that some additional services in response to requests from some departments for specialist telephony facilities. These additional services are as follows:</p> <ul style="list-style-type: none"> • Call logging functionality: the lack of any basic information about the volume of callers, the length of calls, and overall use of the service • Ability to record a limited number of chosen extensions: this facility would be for the recording of abusive inbound calls. • the LFC is now looking to move away from fixed telephony for office staff and exploit the advantages of cloud and virtual services, through the wider adoption of Microsoft Teams (MS Teams) functionality. 	45,000		
ICT	<p><u>Extending Remote Access facilities to all office based staff</u> In response to the pandemic ICT extended the user base for remote access to all office based staff. The return to work strategy and home working policy ensures that this will be an ongoing requirement rather than a one off expense. As a consequence the licence and access mechanisms for this service will need to be extended on a permanent</p>	33,650		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<p><u>Infrastructure Design and Support Analyst</u></p> <p>As IT technology has matured and developed, the solutions have become more embedded, dependant and more complex. As we begin to adopt more cloud based technologies, a further layer of complexity is introduced. Together with our ever increasing dependency on technology, the role completed by the infrastructure team becomes more challenging. The more IT technology we invest in, the wider the skillset required of the engineers in the role. It's become impractical to expect engineers to be a 'jack of all trades' and engineers are becoming more specialised in certain technology areas creating skills gaps and resource bottle necks for certain types of work. Recent deployments such as AWA and FSG have leveraged cloud technology to allow them to be accessed outside the network perimeter, utilising 4G coverage to run these applications on mobile devices whilst having access to real time information.</p>	56,028		

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
ICT	<u>ICT Service Analyst</u> As the organisations dependency on IT services continues to grow both within back office and in an operational sense (MDTs, tablets, Command Units, etc), and the continued exploration of further initiatives such as drones, body worn cameras etc, there is an ever-increasing demand for IT support services. As technology matures and develops it becomes more available and reliable as does the expectation that the IT service is always on and supported. As remote working becomes a longer term option, our ability to resolve calls as quickly as possible will be key to keep our users working as efficiently as possible wherever they are.	50,343		
ICT	Total	1,227,610	759,775	0
Property	Utilities – Additional pressures above and beyond the 3% inflation that has previously been applied to the MTFS. Due to the current market volatility, this will receive one off funding the budget transformation reserve. Though this will need to be reviewed once the market has settled for future years and may result in further MTFS baseline growth in future years.	575,000	0	0
Property	Total	575,000	0	0

Appendix 5 – Growth Proposals Summary

Department	Description	Additional Growth in 2022/23 £	Additional Growth in 2023/24 £	Additional Growth in 2024/25 £
Fire Safety	Funding to support posts in Centre of Learning & Excellence and Building Design and Consultation hub that cannot be funded via grants received due to grant conditions. This will enable the delivery of key improvements and will help to meet the areas identified for improvement under the last HMICFRS inspection.	125,801	181,829	181,829
Fire Safety	Total	125,801	181,829	181,829
Operational Policy	The delivery of this work stream directly supports Delivering Excellence in quality and effectiveness of our firefighting response through a sector leading training course.	68,374		
Operational Policy	This supports seizing the future and becoming a true learning organisation under the TDP and delivering excellence by improving the effectiveness of our service.	68,374		
Operational Policy	Total	136,748	0	0
Control & Mobilising	Increase of 5.1 % addition for control staff pay for increase of hours worked	192,000		
Control & Mobilising	Increase in budget for it hardware and software costs as no current budget therefore not able to take advantage of latest innovation and making adjustment for previous overspend	20,000		
Control & Mobilising	Equipment, furniture to continue to maintain post covid regime and facilitate changes at the loc with command unit and incident command training.	15,000		
Control & Mobilising	Total	227,000	0	0
Operational Resilience	Personal Assistant support to Assistant Commissioner	41,173		
Operational Resilience	Total	41,173	0	0
	Total Growth	6,971,635	888,847	218,900

Appendix 5 – Growth Proposals Summary

In addition to the departmental growths, there is also a £5,400,000 brigade wide growth due to MTFA.

LFC Capital Strategy 2022/23 and beyond

Introduction

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 Transformation Delivery Plan.
2. The LFC is developing a Community Risk Management Plan (CRMP) and Target Operating Model (TOM) to be in place from 2022/23 and these will be key to informing the Capital Strategy going forward. The Capital Strategy supports the Brigade and it is intended to give a high-level overview of how capital expenditure contributes 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 considers longer term capital investment requirements over a 15-year timeframe from 2026/27 to 2040/41 and includes a detailed 5-year programme of specific investment needs for LFC assets.
4. The format of the Capital Strategy reflects the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). This sets out a requirement for local authorities to produce a Capital Strategy to form part of its integrated revenue, capital and balance sheet planning.
5. 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:
 - Capital Expenditure and Investment Plans
 - Prudential Indicators
 - External Debt; and
 - Treasury Management
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 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.

Benefits

7. 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.
8. The key benefits of the Capital Strategy are to deliver a capital programme that:

Appendix 5 – Capital Strategy

- a. ensures the LFC's capital assets are used to support the delivery of services according to the priorities within the London Safety Plan and the Transformation Delivery Plan
- b. links to the LFC's Asset Management Plan and other LFC strategies and 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

9. 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".
10. The Strategy has been derived largely from the Asset Management Plan, the ICT Strategy, the Fleet Replacement Plan, the Sustainability Carbon Reduction Strategy (LFC 0256), and the Treasury Management Strategy.
11. It has been developed to reflect the LFC's priorities and will be reviewed for future years to deliver against the CRMP and TOM to be in place from 2022/23. It will also support addressing the recommendations from the Grenfell Tower Inquiry and the HM Inspectorate of Constabulary and Fire & Rescue Services.
12. 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.
13. The ICT Strategy seeks to ensure that the technology is used to bring efficiencies to service delivery by streamlining processes and integrating data sources to be able to provide reliable and timely information and insight. The aim is to ensure that the Brigade has those ICT solutions which are modern and maximise use of cloud-based solutions. As this happens capital investment may reduce with extra burdens being placed on revenue budgets.
14. 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

Appendix 5 – Capital Strategy

- d. zero emission fleet by 2050 requires significant funding.
15. 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.
16. The Treasury Management Strategy sets out the treasury management arrangements in place to manage the LFC's borrowing and cash balances and deliver best practice. It covers the management of LFC's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. This is delivered as part of the GLA Group Investment Syndicate (GIS).

Influences

17. 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

18. 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

19. The 20-year capital requirements are considered below, including investment and capital funding. This is based on the LFC's current capital programme plus the on-going future capital requirements and maintain operational effectiveness at current levels. A key review of the Capital Strategy and 20-year capital requirement will be undertaken once the CRMP and TOM are in place from 2022/23.

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20. The LFC capital spending plans for the five years to 2025/26 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 2021/22 to 2025/26

Project	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
	£m	£m	£m	£m	£m	£m
Capital Schemes						
Properties	11.7	20.0	19.5	12.1	34.6	97.9
Fleet Replacement Plan	14.1	3.8	0.4	2.9	4.1	25.3
ICT Projects	1.8	9.0	9.2	5.9	1.7	27.6
Communications Project	0.0	1.2	1.1	0.0	0.0	2.3
Ops Policy Equipment	8.2	0.0	0.0	0.0	0.0	8.2
Total Expenditure	35.8	34.0	30.2	20.9	40.4	161.3
<u>Capital Financing</u>						
Capital Receipts	11.8	0.0	25.0	0.0	0.0	36.8
Capital Grants	0.0	0.0	0.0	0.0	0.0	0.0
External Borrowing	24.0	34.0	5.2	20.9	40.4	124.5
Total Financing	35.8	34.0	30.2	20.9	40.4	161.3

Five-year Capital Programme and funding

21. The total capital investment requirements for the next 5 years will be £161.3m and current assumptions are that the investment will be partly funded by £36.8m of Capital Receipts (Clerkenwell & 8AE) and the remaining expected to be funded by £124.5m of external funding.

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22. The additional borrowing costs (MRP & Interest Charges) will be (£12.4m for 22/23) and decreasing in the following years to £12.1m in 23/24 and remaining at this level in 24/25. These revenue costs are being reviewed and the impact on the revenue budget monitored.
23. The current revenue budget to fund 21/22 capital programme is £8.45m and therefore over the 3-year Medium Term Financial Strategy period (2022-2025) there will be an increase of £3.65m in revenue budget provision to fund the capital financing costs of the proposed capital programme.
24. However, as set out in the Treasury Management report, LFC will at times use its own available cash balances to reduce the need to borrow externally and this is known as "internal borrowing". This in turns reduces the interest charges associated with external borrowing but does mean that these funds are then not available for investment to generate returns. The Treasury Management Strategy will ensure that an appropriate balance is achieved supported by the service provided by the GLA's investment team (GIS).
25. A further 15 years, from 2026/27 to 2040/2041, 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.
26. However, there are a number of strands of work which mean that the investment identified in the further 15 years is likely to be subject to change. In addition the current manufacturing and resourcing challenges in the construction industry are having an impact on the timetable and cost of projects . The effect on future projects is unknown as it is not possible to predict how severe the impact will be on the delivery of the projects within this. Between July 2020 and July 2021, the cost of materials rose by 20%, according to the Office for National Statistics (ONS). The majority of respondents to a survey by the Chartered Institute of Purchasing Supply (CIPS) said they were paying significantly more for raw materials, pushing the industry inflation purchasing managers' index (PMI) from an average of about 55 last year to more than 90 in May.
27. A condition stock survey on the LFC property assets is targeted to be complete by the end of March 2022 and this will further inform the major capital works required to fire stations and other buildings.
28. As highlighted above, the Mayor has given a clear objective for his functional bodies to be carbon net zero by 2030. The LFC already had a decarbonisation plan and is on course to deliver this plan by 2025. However, further work will be carried out to identify and quantify the further actions which will need to be undertaken to meet the 2030 target.
29. The CRMP and ToM will also identify how the LFC will deliver its services in the future and this, again, may impact on the Capital Strategy. However, there is a current assumption within the Capital Strategy that there will be no reduction in fire stations or appliances.
30. What will be of utmost important going forward, is the capital programme is refined and profiled to ensure that VFM is achieved in undertaking capital investment by ensuring that all ambitions are factored into the timing and types of works which are undertaken.

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31. For example, if a boiler requires replacing at a station, then the LFC will endeavour to now replace this with a non-gas boiler. However, it should be noted that this will considerably increase the costs of heating replacements and the funding of these incremental costs will need to be considered as explained on paragraph 24.
32. The further element has some funding identified, however there is a funding gap to be addressed. The element of the capital spending plans is set out in the table 2 below.

Table 2: Capital Ambition 2026/27 to 2040/41 and Funding Gap

Project	Years 2026/2031	Years 2031/2036	Years 2036/2041
	£m	£m	£m
Capital Schemes			
Properties	82.0	93.8	107.9
Fleet Replacement Plan	36.0	46.3	5.2
ICT Projects	20.6	38.4	28.3
Communications Project	0.0	0.0	0.0
Operational Policy Equipment	17.3	0.0	4.7
Total Capital Expenditure	155.9	178.5	146.1
<u>Capital Financing</u>			
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	155.9	178.5	146.1
Total Funded Financing	155.9	178.5	146.1
Unfunded Capital Expenditure	0.0	0.0	0.0

33. 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.
34. As highlighted above, the programme does not currently 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.

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35. 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.
36. 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.
37. 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

38. 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 long-term impact on the revenue budget, through the interest payable on the loan and the annual charge for the repayment of the sum borrowed (MRP). Loans are sourced in discussion with the GLA and from the Public Works Loan Board (PWLb).
 - b. External Capital Grants - Grants are awarded to the LFC from Central Government and other third parties. Most grants are now policy specific and in some cases are awarded through a bidding process. The LFC bids for grant funding as and when opportunities arise
 - c. Capital Receipts - The LFC is able to generate capital receipts through the sale of surplus assets. This is a limited resource as the majority of the LFC's assets are currently in operational use as part of front-line service delivery and response. The programme includes the sale of the former Clerkenwell fire station and the former Headquarters at Albert Embankment but the timing and value of the receipts is yet to be finalised. There is the risk that some of the planned capital disposals will not complete. The timing and value of the capital receipts may also be further delayed or reduced due to planning requirements and changes in market conditions.

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.

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- d. Revenue Funding - LFC can use revenue resources to fund capital projects on a direct basis, however, current funding projections point to a revenue budget gap which means that the capacity for this is very limited. Invest to save projects that result in additional revenue savings in future years are the best option for funding by this method.
-
- 39. The LFC's level of borrowing is forecast to increase as the availability of capital receipts come to an end, and capital expenditure increases with the capital investment programme. 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 as highlighted above.
 - 40. The 5-year capital programme as proposed is currently considered to be affordable but will need to be kept under review. There is a revenue budget gap of around £8m in 2023/25 in the draft revenue budget submission but efficiency plans are being developed to address this gap.
 - 41. The table below summarises capital expenditure and debt charges (loan interest and annual MRP change) compared to the estimated debt charges budget from 2025/26 onwards. The future debt charge budgets have been based on the 2025/26 budget and increased by RPI estimated at 3% per annum.
 - 42. 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 2026/27 to 2040/41

Future Years	Capital Expenditure £m	Financed from external borrowing £m	Debt Charges* £m	Budget £m	Budget Pressure £m
2026/27	24.1	24.1	17.0	12.0	5.0
2027/28	20.3	20.3	17.9	12.4	5.5
2028/29	29.4	29.4	17.5	12.8	4.7
2029/30	40.2	40.2	20.4	13.1	7.3
2030/31	41.9	41.9	23.5	13.5	10.0
2031/32	33.9	33.9	28.7	14.0	14.7
2032/33	37.2	37.2	29.8	14.4	15.4
2033/34	39.8	39.8	33.2	14.8	18.4
2034/35	36.1	36.1	32.4	15.2	17.2
2035/36	31.5	31.5	33.6	15.7	17.9
2036/37	24.4	24.4	31.9	16.2	15.7
2037/38	27.9	27.9	32.1	16.7	15.4
2038/39	39.1	39.1	32.2	17.2	15.0
2039/40	27.4	27.4	34.5	17.7	16.8
2040/41	27.3	27.3	39.4	17.5	21.9

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

43. 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 by 2040/41 to nearly £40m, resulting in a budget pressure in excess of £21m.
44. The projected budget pressure, of over £40m, is based on current capital spend projection which is based on inflation at 2.5% per annum and the current forecast for the capital receipts. This figure will change with the following risk items:
 - The level and timing of capital receipts
 - The effects of Brexit and impact on the cost of purchases/delivery of projects
 - The effects of the Coronavirus pandemic and the impact on the delivery of projects
 - The potential of future interest rate rises

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- The availability of resources to deliver the capital programme

45. The table indicates a revenue pressure from additional borrowing costs of over £40m in the absence of alternative funding sources. 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.

The affordability of the further 15 years capital programme will need to be considered going forward. This will be particularly important when considering investment needed to meet the Mayor's 2030 net zero target.

Options to bridge funding gap

46. 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 CRMP. 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

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

Table 4: External Debt

As at 31 March	2022	2023	2024	2025	2026	2031	2036	2041
	£m	£m	£m	£m	£m	£m	£m	£m
PWLB Loans	55.7	48.7	46.7	43.2	38.2	23.5	23.5	14.5

48. Interest charges will be based on forecast PWLB interest rates but, as with any forecasts there is always uncertainty around the actual future interest rates. At the time of preparing this strategy, the outlook is now for interest rates to rise but how quickly and what percentage remains to be seen.

49. Table 5 below sets out the prudential limits for 2021/22 to 2025/26.

Table 5: Prudential Limits

Approved Borrowing Levels £m	2021/22	2022/23	2023/24	2024/25	2025/26
Operational Boundary	240.0	240.0	240.0	240.0	240.0
Authorised Boundary	245.0	245.0	245.0	245.0	245.0

The Prudential Code requires all local, fire and rescue authorities to look at capital expenditure and investment plans in light of the overall organisational strategy and resources and make sure that decisions are being made with sufficient regard to the long run financial implications and potential risks to the authority. The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans are affordable, prudent and sustainable; that treasury management decisions are taken in accordance with good professional practice; and that local strategic planning, asset management planning and proper option appraisal are supported. LFC has continued to borrow within the threshold set on the table above.

Other Long-term Liabilities

50. LFC has other long-term liabilities which include PFI contracts for fire stations and a finance lease for the Merton Control centre. The current and forecast outstanding long-term liabilities are as follows.

Table 6: Other Long-term Liabilities

As at 31 March	2022	2023	2024	2025	2026	2031	2036	2041
	£m	£m	£m	£m	£m	£m	£m	£m
PFI	42.9	41.5	39.9	38.8	36.7	28.4	16.6	0.0
Finance Lease	18.4	18.4	18.4	18.3	18.4	11.8	0.0	0.0
Total	61.3	59.9	58.3	57.1	55.1	40.2	16.6	0.0

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

51. 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.

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52. The above table does not take into account the effects of implementing the new accounting standard IFRS16, where all leases/contracts that convey 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.
53. The new accounting standard has been delayed and the Capital Strategy will be updated once the impact of the new accounting requirements has been assessed.

Risk

54. 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.
55. 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

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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

56. 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 basis to senior management through regular monitoring reports.
57. The capital monitoring is reported alongside revenue monitoring in the quarterly financial position report, which is reported to the Directorate Board and Commissioner's Board. Quarterly monitoring reports are also presented to the Fire and Resilience Board and are published. The published reports are used to support scrutiny by the London Assembly's Fire, Resilience and Emergency Planning (FREP) and Budget and Performance Committees (BPC).
58. 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.
59. Where a new scheme or a budget change is required which is greater than £150k, a separate report is prepared, and additional governance arrangements are in place. The reports are considered by the Corporate Services Directorate Board and Commissioner's Board, and the Deputy Mayor through the Fire and Resilience Board, as required, before final approval by the London Fire Commissioner.
60. The Capital Programme is approved by the London Fire Commissioner before submission to the Mayor as part of the annual budget submission.
61. When proposing capital projects for inclusion into the programme, the responsible department will undertake an assessment/evaluation as to how the project:
 - ensures LFC's capital assets are used to support the delivery of services according to the priorities within the London Safety Plan and Corporate Vision
 - links to LFC's Asset Management Plan and other LFC Strategies/Plans
 - is affordable, financially prudent and sustainable
 - ensures the most cost-effective use is made of the existing assets and new capital expenditure; and

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- supports the Mayor of London in meeting the approved objectives and strategic plans.
62. The LFC has overall responsibility for the Capital Strategy, with support from senior management with the strategic development and monitoring of the capital programme through Commissioner's Board and Directorate Boards. The Capital Strategy will also be subject to consultation with the Deputy Mayor, and submission to the Mayor as part of the budget submission. Wherever appropriate to do so, and more specifically for the larger projects, project boards are established, which consist of a wide range of professional expertise. These boards meet regularly to assess and monitor the progress of the projects to ensure the delivery of the defined capital investment.

Chief Finance Officer Sign Off

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

Appendix 6 – Reserves Strategy

LFC Reserves Strategy

SECTION 1: Introduction and Background

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

Strategic Context

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

Long-Term Sustainability

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

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

- *General Reserve* – use of this Reserve is non-specific and is held to fund any unforeseen spending that had not been included in the base budget, on an exceptional basis.
9. It should be noted that if a risk materialises that requires significant draw from reserves, the LFC would need to seek to prudently rebuild reserves back to an adequate level in future years. It is also important to bear in mind that reserves are not the only way in which the financial risks are managed.
 10. Insurance cover is in place for a wide range of eventualities. In terms of this cover there is an insurance excess, with the major ones being for the LFC meeting up to the first £850k on claims for combined liability and £250k on motor fleet, with an aggregate (maximum liability) of £5.0m and £10.0m in one year respectively. These levels are reviewed when insurance policies are re-tendered, and potentially renewal, in discussion with key stakeholders.
 11. In addition to insurance provisions are also raised in the Statement of Accounts each year for potential costs where there is knowledge of a claim. These provisions are held to provide funding for a significant liability or loss that is known with some certainty will occur in the future, but the timing and amount is less certain.
 12. The LFC, via the GLA, also has potential access to the Bellwin scheme in particular circumstances for emergency financial assistance. The scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants.
 13. The Bellwin scheme requires an expenditure threshold to be exceeded in order to trigger claims, and the threshold is set each year. For the latest Bellwin claim (Grenfell Tower) this was set at £0.75m for fire within the GLA Group. In addition, only a proportion of costs can be recovered, in particular these have to be marginal (additional) costs, and only costs in excess of the threshold will be reimbursed.
 14. There may also be circumstances that arise where central government provides additional funding, such as during the current Covid-19 pandemic. The LFC received Covid funding totalling £1.8m from the GLA and £5.5m from the Home Office, £2.0m of which is currently held in a specific reserve.

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

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

Appendix 6 – Reserves Strategy

17. Under its Reserve Policy the LFC has set its level for the General Reserve at 3.5% of net revenue budget.
18. A 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, 2022/23, has been prepared as part of the budget setting process.

SECTION 3: Annual Review of Earmarked Reserves

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

Strategic Risks	Type of demand	Potential Amount £m
Budget cut	Drawing to save initiative	5.0
Failure to deliver TDP	Drawing to deliver action	1.0
Built environment challenges	Drawing to purchase emergency provision	2.0
Incident command failure	Drawing to purchase emergency provision	2.0
Trainees at risk	Drawing to implement new support mechanism	2.0
Lack of training assurance	Drawing to purchase new system/evaluation methodology	2.0
Culture	Drawing to save initiative	1.0
Workforce planning	Drawing for an emergency recruitment round	2.0
Total		17.0

Appendix 6 – Reserves Strategy

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

Conclusion

25. There are a range of factors that need to be taken into account in determining an appropriate level of reserves and as the CIPFA guidance states a considerable degree of professional judgement is required.
26. For LFC the combination of a maximum insurance liability, the current availability in provisions to cover known or expected events, the availability of earmarked reserves, and a generally prudent approach to cost estimation and budgeting indicates that a general reserve level of 3.5% (£16.0m) can currently be deemed to be adequate given the corporate governance and control arrangements in place across the organisation.

Appendix 6 – Reserves Strategy

Annex A Projected Reserve Balances over Medium Term Financial Plan Period (2022-2025)

	Anticipated Balance at 01/04/22*	Use of Reserves in 2022/23	Use of Reserves in 2023/24	Use of Reserves in 2024/25	Anticipated Balance at 31/03/25
	£m	£m	£m	£m	£m
Additional Resilience Requirements	0.5	0.0	0.0	0.0	0.5
Capital Expenditure Reserve	11.7	0.0	0.0	0.0	11.7
Central Programme Office	0.0	0.0	0.0	0.0	0.0
Grenfell Infrastructure Reserve	1.2	0.0	0.0	0.0	1.2
Compensation	0.1	0.0	0.0	0.0	0.1
Pensions Earmarked Reserve	0.4	0.0	0.0	0.0	0.4
Covid	2.0	0.0	0.0	0.0	2.0
Emergency Medical Response	0.3	0.0	0.0	0.0	0.3
Emergency Services Mobile Communication Programme	0.4	-0.4	0.0	0.0	0.0
Fire Safety and Youth Engagement	4.7	-0.1	0.0	0.0	4.6
Transformation Delivery Plan	2.1	-1.2	0.0	0.0	0.9
In Year Savings Reserve	3.6	-1.6	2.7	-4.7	0.0
Hydrants	0.3	-0.1	0.0	0.0	0.2
ICT Development Reserve	1.7	-1.5	0.0	0.0	0.2
LFC Control Centre	0.7	0.0	0.0	0.0	0.7
LFC Museum Project	0.2	0.0	0.0	0.0	0.2
London Resilience	0.8	0.0	0.0	0.0	0.8
Community Risk Management Plan	2.3	0.0	0.0	0.0	2.3
Organisational Reviews	0.2	0.0	0.0	0.0	0.2
Recruitment/ Outreach	0.3	0.0	0.0	0.0	0.3
Sustainability	0.2	0.0	0.0	0.0	0.2
Vehicle & Equipment Reserve	2.4	-1.3	0.0	0.0	1.1
Budget Flexibility	27.9	0.0	-8.8	0.0	19.1
General	16.6	0.1	0.0	0.3	17.0
Total	80.6	-6.1	-6.1	-4.4	64.0

*Anticipated balances as per Q2 report.

General Reserve

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

Budget Flexibility Reserve

28. The Budget Flexibility Reserve was originally set up as part of the Budget 2017/18, to provide balances to support budget uncertainty in future years. The reserve has been used to manage uncertainty in previous budgets, although actual drawing from the reserve has been limited as additional funding has been secured. The reserve provides balances to support uncertainty in the current funding, as set out in the Mayor's Budget Guidance 2022/23, as well as supporting the LFC as it continues its transformation, including the development of the Community Risk Management Plan and Target Operating Model from 2022/23.

Earmarked Reserves

29. In addition to the general reserve the LFC has a number of earmarked reserves. These contain funds that the LFC has agreed should be set aside for specific purposes. The earmarked reserves are considered further in the following paragraphs. The balances held on reserves are reviewed to ensure they continue to meet these purposes, and any balances not required transferred to the general reserve.
30. The Capital Expenditure Reserve was created based on the funding received from the GLA in relation to the reduced capital receipt from the sale of the LFC site in Southwark, which is to be paid back to the GLA on the disposal of the LFC site at Albert Embankment.
31. 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.
32. The Fire Safety and Youth Engagement reserve was established in 2016/17 (FEP 2661) and has been funded from the net contribution to overheads from the LFC's trading company, LFC Enterprises, which is no longer actively trading. This was later supplemented from contributions received to fund youth engagement activities. The reserve is to be used to support future youth engagement activities.
33. The LFC Museum Project reserve was created as part of the Financial Position as at the end of September 2018 report (LFC-0084). This reserve will fund a Museum project manager for a period of three years to support that work.
34. Under the current London Safety Plan (LSP) a number of trials and pilots were to be carried out in future financial years. LFC currently holds an earmarked reserve to aid in the implementation of any new operational delivery models over the life of the plan. The remaining balance on this reserve will be reviewed as part of the approval of the Community Risk Management Plan from 2022/23.
35. The additional resilience requirements reserve was approved in July 2017 (FEP2763). The reserve was set up to temporarily fund the initial revenue costs identified following the

Date

Appendix 6 – Reserves Strategy

Grenfell Tower fire and the terrorist incidents at Westminster, London Bridge and Finsbury Park. Potential use of the remaining balance on this reserve is to be reviewed once projects to use the additional funding of £1.3m provided as part of implementing the Grenfell Tower Inquiry recommendations are complete.

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

Appendix 6 – Reserves Strategy

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

Equality Impact Assessment (EIA) Form

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

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

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

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

London Fire Brigade Budget Submission 2021/22

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

High		Medium		Low	x
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2. Contact details

Name of EIA author	Adrian Bloomfield
Department and Team	Assistant Director, Finance
Date of EIA	October 2021

3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	The budget proposal 2021/22 aims to support the delivery of the London Fire Commissioner's priorities to serve and protect London through providing the appropriate financial and human resources.
Who is affected by this work (all staff, specific department, wider communities?)	<i>All staff across the Brigade are impacted by the budget proposal as are the communities we serve.</i>

4. Equality considerations: the EIA must be based on evidence and information.

What consultation has taken place to support you to predict the equality impacts of this work?	Individual discussions with staff members who are affected by post-deletions have been had.
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5. Assessing Equality Impacts

Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.

120. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising LFB functions and taking decisions.
121. 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.
122. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.
123. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
124. 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.

125. 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.

126. 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.

127. In July 2021 all Heads of Service received Budget Guidance from the Finance Department, outlining the requirements for budget setting. This document included specific guidance on when and how to undertake an Equality Impact Assessment on proposals. The guidance noted in particular:

"LFB has a legal duty under the Equality Act 2010 to show 'due regard' to the [Public Sector Equality Duty](#) every time we take a decision, begin a project or policy, or begin a proposal which will affect our workforce, service users or wider communities. You must show this regard **before** and **at the time** a decision, including a growth or saving proposal, is under consideration. To 'have due regard' means

that in making decisions and in our other day-to-day activities LFB must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations.

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

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

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

- Affects employees or service users directly; or
- Will result in a major change in the way we deliver a function; or
- Relates to functions that are important to a particular group; or
- Could affect different groups in different ways; or
- Relates to an area with known inequalities.

129. In addition, Heads of Service were reminded of the Mayor's Budget Guidance provided the following guidance in relation to equality impacts, at 5.3 and 5.4:

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

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

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

- Proposal to transform People Services (including the creation of new posts)
- The restructure of Regulatory Fire Safety – Primary Authority Business Group (PABG)] to deliver improved levels of effectiveness and efficiency to just FRS staff;
- Fire safety service improvement - to implement the recommendations from the Fire Safety policy team's review in 2021. This will involve the amalgamation of three teams into two and a review of work streams undertaken by the teams;
- Budget savings FSR Outreach; and,
- Fire Safety Budget Savings - 2021/22.

131. Where adverse impacts have been identified, engagement and consultation will continue with trade unions, equality support groups and the Inclusion Team to determine actions to mitigate these.

Staffing Equality Impacts: Post Deletions

132. The budget proposes a number of posts be deleted causing savings in the next financial year. Of this list the majority are for posts held by operational members of staff, who have been redeployed elsewhere, or, are being made by deleting a vacant post, or a post where a person was leaving (natural wastage). To date, there were three posts which are proposed to be deleted causing either a redundancy situation or a person to return to a more junior substantive post. Our current planning assumes that only one person will be made redundant and the others will be found alternative suitable employment.

133. The posts are:

- Post to be deleted in Fire Safety (TMG C) – the post-holder will be made redundant by agreement
- Post to be deleted in Health and Safety (FRS B) – the post-holder 'at risk' will be found another suitable role
- Post to be deleted in Fire Safety (FRS F) – the post-holder will revert back to their substantive post.

134. The equality breakdown of the postholders of the three deleted posts impacting people is:

Age		Gender		Ethnicity		Disability	
Over 55	Under 55	Female	Male	BAME	Non-BAME	Yes	No
0	3	1	2	0	3	0	3

135. Consultation with the Industrial Relations Team and Employee Relations Team has identified key mitigations, as outlined above to reduce any potential adverse impact on employees. The FRS B post-holder will be given redeployee status, and the Brigade will actively seek to identify vacant posts that they can be directly redeployed, or assimilated, into. The TMG post-holder is satisfied with the situation.

136. The post-holder of the FRS F role which is being deleted and is returning to their substantive FRS E role demonstrates an unmitigated adverse impact on one person.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>
Age (younger, older or particular age group)	NEUTRAL	<i>The age of the people affected is under 55 and does not cause a specific adverse impact</i>
Disability (physical, sensory, mental health, learning disability, long term illness, hidden)	POSITIVE	<i>Increasing the Learning Support Team on a permanent basis (x1 FRS C and x1 FRS E) will have a positive impact on the experience of staff who are neurodiverse and have a disability.</i>
Gender reassignment	NEUTRAL	<i>The budget submission has a neutral impact on this protected characteristic.</i>

(someone proposing to/undergoing/ undergone a transition from one gender to another)		
Marriage / Civil Partnership (married as well as same-sex couples)	NEUTRAL	<i>The budget submission has a neutral impact on this protected characteristic.</i>
Pregnancy and Maternity	NEUTRAL	<i>Staff on maternity leave should be included in all opportunities for new roles so they are not disadvantaged. This should be an action that falls to the line manager of staff who are on maternity leave.</i>
Race (including nationality, colour, national and/or ethnic origins)	POSITIVE	<i>The introduction of new posts across the Transformation and People Services directorates at more senior levels provides an opportunity to increase the diversity of staff at those senior levels. For example, within the Transformation proposals there are: two TMG B's and one TMG A (part-time) posts in the growth section. At the time of writing (October 2021), there were no Black, Asian or Ethnic Minority staff at that grade within the organisation.</i> <i>The recruitment of an FRS E within People Services who has specific responsibility for coaching and mentoring will have a positive impact on the experience of staff from underrepresented backgrounds.</i>

		Two additional posts included in Fire Safety for growth are X1 FRS F and X1 FRS E to lead and manage the building design and consultation hub. These two posts will be working to improve the standards of fire safety compliance with the built environment, including the social sector which has an indirect positive impact on communities who are disproportionately from lower socio-economic groups (as data shows Black, Asian and Ethnic Minority communities are more likely to live in the most deprived neighbourhoods across England https://www.ethnicity-facts-figures.service.gov.uk/uk-population-by-ethnicity/demographics/people-living-in-deprived-neighbourhoods/latest#overall-most-deprived-10-of-neighbourhoods-by-ethnicity)
Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))	NEUTRAL	The budget submission has a neutral impact on this protected characteristic.
Sex (men and women)	NEGATIVE	One woman is adversely impacted by the decision to delete an FRS F post, she had been undertaking on a temporary basis for some time, resulting in her returning to her substantive post.
Sexual Orientation (straight, bi, gay and lesbian people)	NEUTRAL	No information recorded against this specific protected characteristic.

6. Impacts outside the Equality Act 2010

What other groups might be affected by this policy, project, decision or activity?

Consider the impact on: carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.

Childcare Budget - £20,000 saving (leaving a £30,000 underspend in the budget). This is clearly an under-utilised budget and the impact on parents is deemed to be minimal (not adverse). In order to ensure adverse impacts are limited, it is proposed that the organisation advertises this fund better to staff in future. It could be that once people return to the office, this budget is used better – so making a savings against this line could have adverse impacts further down the line to parents and carers, who are primarily women.

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)

How does this work help LFB to:

	Eliminate discrimination	Advance equality of opportunity between different groups?	Foster good relations between different groups?
Growth bid for £50,000 for inclusion programmes if accepted will allow us to demonstrate compliance with the Public Sector Equality Duty	X	X	X
Growth bid for £100,000 for leadership development programmes will be include provisions targeted at staff from underrepresented groups. This will allow us to demonstrate compliance with the PSED.	X	X	X
Growth bid to allow staff to obtain a LGV licence. It is expected that this will benefit Black, Asian and Ethnic Minority Staff based on data from the DVLA suggesting that in		X	

general this group are less likely to have a driving licence compared to people who are white. SOURCE: here .			
Growth bid to increase the IT support to Fire Stations (3 X FRS D staff from X1 FRS D staff). This is likely to be beneficial to staff who rely on technology to support their learning, development and maintenance of skills.	X	X	
Growth bid to increase remote access facilities to all staff. If approved, this is likely to be beneficial to staff who are disabled, or those who are at higher risk from covid-19.	X	X	
Growth bid to increase the Wellbeing Team staff resource and efficiency of booking fitness testing. This is anticipated to increase overall levels of fitness, including for staff who require 18 month fitness testing. This is primarily expected to increase the health outcomes for men in the organisation. SOURCE: here .		X	
Growth bid to increase spend on external coaches and training for internal coaches. Part of this resource will be used to support newly promoted staff, high-potential staff to go for promotion and underrepresented staff in general to go for promotion. It is expected that this will benefit women, Black, Asian and Ethnic Minority staff primarily, plus LGBT or disabled staff.		X	

8. Mitigating and justifying impacts

Where an **adverse** impact has been identified, what steps are being taken to **mitigate** it? If you're unable to mitigate it, is it **justified**?

Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action
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Childcare budget	Advertise the childcare scheme in future years	Assistant Director People Services
Staff on maternity leave	Advertise the vacancies available coming up to all staff who are on maternity leave so they do not suffer disadvantage	Line Manager of staff
Race	<i>To undertake a positive action campaign (either internally or externally) for the appointment of these posts. This could include: using an external partner who specialises in recruiting diverse candidates to senior roles, or running awareness sessions internally for staff to explain the new roles before they are advertised.</i>	Outreach Manager

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

High: as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

Medium: as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

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

Appendix 8 – Sustainability Analysis

Environment

The Mayors budget guidance for the GLA Group set out the requirement that budget proposals ensure sufficient resourcing and budget necessary for the continued efficient and effective delivery of the London Environment Strategy. As a minimum budget proposals were expected to demonstrate how they were contributing to key Mayoral ambitions, including: the 60% CO₂ reduction target; compliance with zero emission fleet targets; the 65% municipal waste recycling target and helping to achieve at least 50% green cover of London. Details of resourcing and budget allocated against these areas is set out below and in Tables 1-2.

Revenue budgets included for 2022/23 onwards will be subject to review as part of the budget setting process, including adjustments for inflation and managing budget pressures.

Further information on existing performance delivery including broader context on specific actions is detailed in the Sustainable Development Annual Report's as published on the London Fire Brigade website.

Reducing CO₂ emissions

The LFCs Carbon Reduction Strategy was approved in February 2020. It sets out plans to achieve the 2025 target of 60% CO₂ reduction and a 3 year programme of works from 2020/21 to 2022/23. Works include further installation of photovoltaics, LED lighting, and improvements to heating controls at fire stations. It also includes plans to take forward a Power Purchase Agreement (PPA) for additional renewable electricity generation. Budget items that relate directly to the strategy are identified in table 1 as Carbon Strategy.

The strategy also included actions to inform the approach to achieve the 2050 net zero carbon target, which has now been updated to 2030 by moving away from natural gas dependency. Namely a trial of an Air Source Heat Pump, and a feasibility study to achieve a zero carbon fire station. A review of works and funds required to achieve future targets is expected to be undertaken on completion of the current programme of works.

Budget items that support carbon reduction, and do not form part of the new works set out in the Carbon Reduction Strategy are identified in table 1 as carbon reduction. Major works on building refurbishment for energy efficiency included within this appendix are identified under 'new developments' in the capital programme. The figures provided in table 1 of this appendix exclude items under new developments that do not include any energy efficiency related improvements such as the refurbishment of the appliance bay at Biggin Hill.

Significant improvements have been delivered on carbon reduction to date including:

- CO₂ emissions have reduced by over 57.8% from 1990 levels as at April 2021.
- Over 900 kWp of solar photovoltaics (PV) have been installed at 69 sites (over half of the LFCs premises), of which some 16 or 205kWp was installed during the current mayoral term. A further three sites are out to tender for PV, with more in the design stage.
- The electricity supply contract that commenced in July 2020, provides 100% REGO backed renewable electricity and the potential to take forward a PPA through sleeving arrangements.

Appendix 8 – Sustainability Analysis

Air Quality

The existing fleet is now 12 per cent of all fleet are zero emission capable, this is a slight reduction from the previous year as fleet cars were rationalised to reduce the total number of fleet cars. The target for all fleet to be zero emission capable is 2030, and 2025 for light vehicles. They are supported by dedicated charging infrastructure of 120 charging posts at our stations which are all dual sockets and therefore 240 sockets are available. The LFC owns or leases five other sites, all of which have charge points installed. A further three fire stations have publicly accessible rapid charging under the Mayors scheme led by Transport for London. This will provide readily accessible infrastructure to one of the remaining fire stations that has insufficient electrical capacity to install a dedicated charging point.

The replacement programme of fleet vehicles that will bring them into line with ULEZ compliance continues. Of the 425 vehicles the LFC is responsible for 316 are currently ULEZ compliant, this includes all of our main front line pumping appliances. Vehicles based within the central ULEZ zone are already compliant.

The fireboat replacement project is on track to replace the existing boats, with engines specified to the International Maritime Organisation (IMO) tier 3, which requires specific NOx reducing technologies similar to that of Euro 6 engines for road vehicles.

Reducing Waste

Across the estate the average recycling rate dropped to 64.8% down from 67.8% primarily as a result of the closure of the dirty Materials Recycling Facility that our waste contractor operated to extract incorrectly sorted recyclable material from our waste stream. The facility was no longer financially viable as a result of the downturn in business waste from other customers (due to COVID-19 related closures and home working) and the reduced value of recycling commodity prices, with a further LFC set target of 80% in place. A programme of premises audits and a pilot to reduce general waste bin collections is working to identify supporting measures to improve performance across the estate. All general waste is diverted from landfill.

Green Cover

The sustainable development team supports fire stations across London to improve local green cover, providing policy guidance and encouragement through the Brigade in Bloom competition. 87 fire stations have established gardens, improving wellbeing locally. Developed and built locally by firefighters on a voluntary basis, each is unique to their station.

Responsible Procurement

Progress against the Responsible Procurement implementation plan continues. Led by the Sustainable Development Team within the Procurement Department and supported by the Central Responsible Procurement Team (CRPT). The CRPT is now funded directly by the GLA.

Appendix 8 – Sustainability Analysis

Adapting to Climate Change

The London Resilience Group continues to support the London Resilience Partnership in preventing, preparing for, and responding to, emergencies related to climatic events.

Table 1: LES related existing budget items

LES theme	Description of Item	Capital / Revenue	2021/22 £k	2022/23 £k
Carbon Strategy	Works set out in the carbon strategy	Capital	731	531
Carbon Strategy	REGO certified renewable electricity	Revenue	1,650	1,650
Carbon Strategy	Works set out in the carbon strategy	Revenue	24	24
Carbon Strategy	Carbon Reduction Manager - to deliver the carbon strategy	Revenue	80	80
Carbon reduction	Planned minor works property improvements that will support energy efficiency improvements of buildings such as heating, windows and roof replacements	Capital	3,988	2,685
Carbon reduction	Planned major works building refurbishment projects that will include energy efficiency and renewable energy as per the requirements set out in the standard station design briefing	Capital	14,076	10,501
Carbon reduction	Energy and compliance team	Revenue	187	187
Air Quality	2 x fire boat replacement	Capital	475	0
Air Quality	The fleet capital replacement programme will replace vehicles with ULEZ compliant vehicles	Capital	9,766	0
Air Quality	Charge points Maintenance and Management	Revenue	26	26
Waste Reduction	Existing budget allocation to deliver the waste and recycling collection	Revenue	328	328
Climate Adaptation	London Resilience Group	Revenue	1,168	1,168
Implementation Support	Sustainable Development Team	Revenue	301	301

Table 2: LES related reserve budget items

LES theme	Description of Item	Capital / Revenue	Reserve £k	Comment
Air Quality	The Ultra Low Emission Fleet programme and Zero Emission Pumping Appliance Programme, and Programme Manager	Revenue	1,832	Early feasibility work undertaken, spend profile is dependent on ZEPA procurement currently out to tender.
Air Quality	Phase 2 installation of electric vehicle charging point infrastructure	Revenue	173	Works largely complete, 2 sites delayed, awaiting landlord's permission and review of electrical supply upgrade requirements.

Appendix 9 – Draft Letter to FREP Committee

Susan Hall AM
Chairman, Fire, Resilience and Emergency Planning Committee
City Hall
The Queen's Walk
London
SE1 2AA

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

Date 26 November 2021

Dear Susan,

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 2022/23 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 2022/23 Budget for the LFC.

Draft versions of these documents are included in the Budget Submission to the Mayor, provided to meet the 26 November 2021 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 2022/23.

Yours sincerely

Andy Roe
London Fire Commissioner

Appendix 10 – Budget Submission to the Mayor

This section will be completed once the draft submission has been reviewed by the Commissioner's Board on 23 November 2021.