



LONDON FIRE BRIGADE

LFC-23-094

## Statement of Assurance 2022 - 2023

**Report to:**

**Date:**

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

**Report by:**

Jess McMonagle Head of Business Services, Transformation Directorate

**Report classification:**

For decision

**For publication**

I agree the recommended decision below.

Andy Roe

London Fire Commissioner

**Date** This decision was remotely signed on 17 June 2024

# **PART ONE**

## **Non-confidential facts and advice to the decision-maker**

### **Executive Summary**

The London Fire Commissioner (LFC) is required to prepare an annual Statement of Assurance in accordance with the Fire and Rescue National Framework for England. This report presents the LFC's statement for 2022/23.

#### **Recommended decision – the London Fire Commissioner**

That the London Fire Commissioner approves the attached statement of assurance (and accompanying information).

### **1 Introduction and background**

- 1.1 The LFC is required to prepare an annual Statement of Assurance (SoA) in accordance with the Fire and Rescue National Framework for England. The LFC is required to provide annual assurance on financial, governance and operational matters.
- 1.2 The Statement of Assurance for 2022/23 is attached as Appendix 1 to this report. This also includes an annex which sets out how the Statement meets the requirements of the National Framework, with details about where the evidence can be found.
- 1.3 The focus of the Statement submitted for approval is the financial year 1 April 2022 to 31 March 2023.

### **2. Performance data**

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

### **3. Compliance with the National Framework**

- 3.1 Section 25 of the Fire and Rescue Services Act 2004 requires the Secretary of State to report to Parliament every two years on:
  - a. the extent to which fire and rescue authorities are acting in accordance with the National Framework (made under section 21 of the Fire and Rescue Services Act 2004); and

- b. any steps taken by the Secretary for the purpose of securing that fire and rescue authorities act in accordance with the Framework.
- 3.2 The Home Office published the last section 25 report to Parliament in July 2020. The report (available [here](#)) concluded:

*"...the Secretary of State is satisfied that every fire and rescue authority in England has acted in accordance with the requirements of the National Framework, and no formal steps have been taken by the Secretary of State since the last assurance statement in 2018 to secure compliance."*

- 3.3 This Statement of Assurance provides assurance on operational, governance and financial matters as required by the National Framework. In addition, it provides commentary on inspection, intervention, and accountability matters.

#### **4. Report handling**

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

#### **5. Objectives and expected outcomes**

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

#### **6. Equality comments**

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

relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
  - b. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
  - c. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 6.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 6.7 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- a. tackle prejudice, and
  - b. promote understanding.
- 6.8 An Equality Impact Assessment (EIA) has not been undertaken for this specific report as it is a reflection of existing assurance elements that the LFC has in place to meet the requirements of the National Framework. However, it does reference content (such as the London Safety Plan and Community Risk Management Plan (CRMP) which went live as of 1 January 2023) which has been subjected to an EIA.

## **7. Other considerations**

### **Workforce comments**

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

### **Sustainability comments**

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

### **Procurement comments**

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

### **Communications comments**

7.7 The Statement of Assurance requires input from across the Brigade to compile. In addition to the Statement contributors, a draft of this report has been circulated to all departments via Heads of Service for information, comment, and review. Pending agreement by the Mayor, and following consultation with the Deputy Mayor, and Fire, Resilience and Emergency Planning Committee, it is intended that this report should be published and be publicly available as the LFC's Statement of Assurance for 2022/23.

## **8. Finance comments**

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

## **9. Legal comments**

### *Commissioner and Mayor/Mayoral Direction*

9.1 In accordance with Part 6A of the Greater London Authority Act 1999 the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

9.2 Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London.

9.3 By direction dated 21 March 2018 (the "Direction"), the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").

9.4 The Direction sets out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience ("Deputy Mayor"), specifically the Mayor has set out the following requirements in regard to scrutiny of the Statement of Assurance:

9.5 The prior approval of the Mayor is required before any of the following decisions is taken:

- a. Approval of the final proposed text of the draft London Safety Plan (or any revision of it) for the purposes of sending it to the Assembly under section 327G(2) of the GLA Act 1999...

9.6 The Deputy Mayor for Fire shall be consulted as far as practicable in the circumstances before a decision on any of the following is taken:

- a. Anything that requires the consent of the Mayor under Part 1 of this Direction; ...

In this Direction: ...

- b. "London Safety Plan" refers to any document which is prepared and published by the Commissioner in accordance with the Fire and Rescue National Framework and which contains the matters described in section 327G(1)(a) and/ or (b) of the GLA Act 1999.

### *Fire and Rescue National Framework*

9.7 When carrying out its functions, the Commissioner, as the fire and rescue authority for Greater London, is required to 'have regard to the Fire and Rescue National Framework (the "Framework") prepared by the Secretary of State (Fire and Rescue Services Act 2004, section 21).

- 9.8 To have regard does not mean to follow slavishly, if the Commissioner wishes to depart from the framework, it may, but it must show a good reason to do so. The Courts have consistently suggested that Government guidance issued under statute, as is the case here, should be given 'great weight' and should be considered 'with great care, and from which it should depart only if it has cogent reasons for doing so.' The reasoning behind any decision to depart from the framework should also be 'spelled out clearly, logically and convincingly.'
- 9.9 The Framework states that 'Every authority must publish an annual statement of assurance of compliance with the Framework '.
- 9.10 The attached statement functions as the Commissioner's Statement of Assurance under the Framework.

#### Greater London Authority Act 1999

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

- 1). This section applies to a document which is prepared and published by the London Fire Commissioner in accordance with the Fire and Rescue National Framework and which—
  - (a) sets out the Commissioner's priorities and objectives, for the period covered by the document, in connection with the discharge of the Commissioner's functions, or
  - (b) contains a statement of the way in which the Commissioner has had regard, in the period covered by the document, to the Framework and to any document within paragraph (a) prepared by the Commissioner for that period.
- 2) The Commissioner must, before publishing the document or any revision to it, send a copy of the document or revision in draft to the Mayor and the Assembly.
- 3) The Commissioner may not publish the document or any revision to it unless—
  - (a) the Assembly has had an opportunity to review the draft document or revision, and make a report on it to the Mayor, under section 327I (1), and
  - (b) the Mayor has approved the draft document or revision.

#### *Summary*

- 9.12 The practical effect of the Framework, 1999 Act and Direction are to require that the following process must be followed in order to publish the final Statement of Assurance:
- Commissioner prepares Statement of Assurance (Framework)
  - Deputy Mayor is 'consulted as far as practicable' on the Statement of Assurance before sending to the Assembly (Direction para 3.1)
  - Mayor's approval is required before sending the Statement of Assurance to the Assembly (Direction para 1.1),
  - Assembly provided an opportunity to scrutinise the Statement of Assurance and prepare a report for the Mayor (1999 Act, s327G(3)(a)),
  - Mayor must approve the Statement of Assurance prior to publication to the public (s327G(3)(b)),
  - Commissioner publishes the approved Statement of Assurance to the public.
- 9.13 The recommendation in this report will constitute the Commissioner's final proposed text of the Statement of Assurance for the purposes of sending it to the Assembly under section 327G(2) of the 1999 Act.
- 9.14 The practical effect of this decision will therefore be to activate the provisions of the Direction

requiring the Commissioner to seek the Mayor's approval, having consulted the Deputy Mayor, to undertake that step.

- 9.15 Upon receipt of the Mayor's approval, which may be withheld, the Statement of Assurance may be provided to the Assembly to allow them opportunity to report on it to the Mayor as set out in s327G(3)(a) of the 1999 Act. Following consideration of any report produced by the Assembly the Mayor may then, at his discretion, approve the Statement of Assurance.

#### List of Appendices

<b>Appendix</b>	<b>Title</b>	<b>Protective Marking</b>
1	Statement of Assurance 2022/23	Not protectively marked
2	Performance data for five years to 2022/23	Not protectively marked

## **Part two confidentiality**

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

**Is there a Part Two form:** NO



## London Fire Commissioner

### STATEMENT OF ASSURANCE 2022/23

#### Foreword by the Commissioner

1. In January 2023, London Fire Brigade published *Your London Fire Brigade*, our Community Risk Management Plan for 2023-29, following feedback from over 2,200 people in summer 2022. This plan sets out how the Brigade will continue to change and improve to meet the needs of the communities we serve through the services we provide. This includes focusing on using our resources to protect the vulnerable while making our services easier to access, as well as delivering the remaining recommendations from the Phase 1 of the Grenfell Tower Inquiry and from inspections by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services. I look forward to updating Londoners on our progress as we deliver our commitments over the coming years.
2. Importantly, part of this also means ensuring that London Fire Brigade is a safe and professional place to work, where everyone is treated with dignity and respect. In November 2022, our Independent Culture Review was published, and I put in place immediate steps to eliminate the poor behaviour it identified in places, including an independent complaints service for staff. Since, then work has continued to improve information, policies, and structures. Our staff and communities are an important part of this change and we are working together to improve our culture, for our staff and the people we serve.
3. As the Brigade improves as an organisation, we continue to face external challenges. Throughout the summer of 2022, the Brigade dealt with wildfires across the capital following a prolonged period of hot and dry weather. On 19 July 2022, the Brigade declared a major incident and had one of its busiest days since the Second World War when firefighters dealt with 26 incidents that had over 4 or more pumping appliances. Throughout the year, but particularly in the winter, we also managed the increased risk the cost-of-living crisis presented, as we responded to incidents involving dangerous sources of heating.
4. At the end of this period, in March 2023, we also launched our #ChargeSafe campaign to raise awareness of the risks of batteries in e-bikes and e-scooters. We have identified the incorrect use and storage of these batteries as a key emerging risk and we are working to educate the public and drive changes in policy that will keep them safe.
5. Our vision is to be trusted to serve and protect London. To achieve this, we have to meet the requirements of us set out by our regulators and also move forwards in understanding the risks in London, improving our services, working with others, and engaging our staff and communities as we do. I am very proud of the progress we have made in this journey this year, and the impact this will have on the safety and wellbeing of London.

**Andy Roe, London Fire Commissioner**

## Introduction

6. The Fire and Rescue National Framework for England sets out a requirement for fire and rescue authorities to provide an annual Statement of Assurance, providing assurance to communities and government on financial, governance and operational matters.
7. The purpose of this Statement is to satisfy the requirement to produce an annual statement under the National Framework. The Statement also provides assurance against the Framework, and to the communities of London and government, with respect to the areas highlighted above for the 2022/23 financial year.
8. The focus of this Statement is the year 1 April 2022 to 31 March 2023.

## Operational Assurance

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

## Integrated Risk Management Plan

11. The Fire and Rescue National Framework sets out the requirement that each fire and rescue authority must produce an Integrated Risk Management Plan (IRMP) that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature. The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.

## Meeting the requirement

12. The requirement for an IRMP in London was delivered through the LFC's London Safety Plan (2017)<sup>1</sup> ([here](#)) which set out the LFC's plans for improvement in services to address the risks facing Londoners, together with the management arrangements required to implement them. The London Safety Plan (LSP) was replaced by Your London Fire Brigade on 1 January 2023, the LFC's new Community Risk Management Plan (CRMP). The Brigade has adopted the term CRMP in line with other UK Fire and Rescue Services; it meets the requirements of the IRMP.
13. Both the LSP and the CRMP are supported by a risk-based approach to planning emergency cover for London. In [the LSP](#) (linked here), this approach is incorporated under the 'Risk in London' section and for the CRMP, the risk assessment is published as a separate document, called the Assessment of Risk (<https://www.london-fire.gov.uk/media/6688/crmp-aor-30-may.pdf>) and summarised in the CRMP itself.
14. Several considerations make up the Brigade's approach when deciding how to provide its service. This includes: -
  - the principle of equal entitlement.
  - an understanding of risk in London based on the likelihood of an incident occurring and its consequences.

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<sup>1</sup> The LSP in place for the period covered by this statement (up to 1 January 2023) was approved by the former London Fire and Emergency Planning Authority on 30 March 2017 (*and adopted as the extant plan for the LFC on 1 April 2018*) and was originally developed to cover the period from 2017 to 2021. However, the impact of COVID-19 initially led to an extension to March 2022 being agreed by the Mayor of London and it was extended for a further year to March 2023, to provide time for a second public consultation on the CRMP.

- the full range of incident types that the Brigade attends or could be required to attend in future.
  - incident trends.
  - assessment of local risk.
  - targeting people at risk; and
  - London's demography.
15. Details of the public consultation undertaken for the London Safety Plan can be found in the covering report for the Plan (*FEP2723*). For the CRMP, the public consultation details can be found here (<https://www.london-fire.gov.uk/media/7293/lfc-0742-community-risk-management-plan-2023-your-london-fire-brigade.pdf>).

### **Moving to the Community Risk Management Plan**

16. On 1 January 2023, the Brigade's Community Risk Management Plan (CRMP), 'Your London Fire Brigade' was launched to replace the London Safety Plan. As well as including an assessment of all foreseeable fire and rescue related risks referenced above, the plan demonstrates how prevention, protection and response activities will best be used to prevent fire and other incidents and mitigate the impact of identified risks on the community.
17. Serving and protecting communities who live in, work in, and visit London is the Brigade's vision and is underpinned by pillars and commitments which are captured within programmes of delivery that span the life of the CRMP (2023-29). Those programmes contain the actions that will enable LFB to achieve its vision.

### **Performance outcomes in 2022/23**

18. Performance data along with commentary is published on the London Datastore as part of the Commissioner's quarterly performance report and the monthly LFB KPI Report ([here](#)). 2022/23 was a particularly challenging year for Brigade Control, with a 12.5 per cent increase on whole year demand from the previous financial year. June, July, and August 2022 were particularly busy with a monthly increase in 999 calls of 6.7 per cent, 37.3 per cent and 53 per cent, respectively. This was largely as a result of extreme weather conditions that the UK faced with a record high of 40.3 degrees. Prolonged elevated temperatures resulted in an increase of grass fires across the Capital, however, LFB also saw an increase in special service attendance because of risk to health linked to extreme weather.
19. Performance against the London Safety Plan (2017) KPIs as at the end of the 2022/23 reporting period showed that the Brigade is meeting most of its targets but is facing challenges in terms of its protection indicators and people indicators. In terms of the protection indicators, performance was below target due to a combination of being under staff establishment, staff standby movements, and increased operational activity associated with the wildfires of 2022.
20. In terms of the Brigade's people challenges, this is being addressed by a dedicated culture programme (see later section on Culture Review).
21. New Key Performance Indicators (KPIs) were introduced in April 2023 to monitor progress against the pillars and commitments in the CRMP. These were subject to consultation with the public and key external stakeholder and are scrutinised internally on a monthly basis at the Performance, Risk and Assurance and Commissioner's Boards. In addition, they are monitored at the Deputy Mayor for London's Fire and Resilience Board, LFC Audit Committee and the London Assembly's Fire, Resilience and Emergency Planning Committee quarterly.

### **Operational competence**

22. The LFC has a statutory duty to ensure that all operational staff are trained to undertake their roles effectively and safely. Training requirements for operational staff include several generic core risk critical skills that all staff must develop and maintain. These core skills are set out in a formal Brigade policy - "developing and maintaining operational professionalism" (DaMOP).
23. DaMOP provides for training across a range of core competencies relevant to role – including station based, specialist roles, senior managers, and strategic officers. There are both theoretical and practical requirements set out in each level, which help staff maintain their core competencies by continually developing and improving their knowledge, skills and understanding. All DaMOP training is mandatory as set out in LFB

Policy PN0427.

24. Training within the Brigade is divided into two main areas:
  - *Acquisition of skills training* – The initial learning phase. The Brigade's external training provider is responsible for acquisition of skills training. This includes the training of newly appointed firefighters as well as the development of new skills for more experienced staff undertaking new or modified roles; and
  - *Maintenance of skills training* - Once the initial acquisition of skills training has taken place, it will be necessary for staff to practise their skills, knowledge and understanding, in conjunction with, and in addition to, their existing skills, knowledge and understanding. This 'practice' is what is referred to as maintenance of skills training.
25. The Brigade's Operational Improvement Process (OIP) is in place to support the maintenance of operational competence. The OIP identifies and responds to risk-critical issues that have the potential to affect operational performance (and staff). The process monitors operational and training performance, identifying developmental trends and provides mechanisms, including the implementation of training interventions to support operational staff.
26. At the heart of the process is effective information gathering which allows crews, monitoring officers and specialist officers, to record and identify developmental trends arising from incidents and training events. Information is recorded that describes individual and team performance and captures the issues related to training, equipment, and procedures. The Operational Professionalism Board, chaired by the Assistant Commissioner for Operational Policy and Assurance, receives regular reports summarising the information gathered, and makes decisions about changes to and new training interventions, as well as communication/awareness via the Operational News internal publication.
27. OIP is linked to DaMOP which sets out what is required to enable staff at stations to maintain their professionalism by continually developing their skills, knowledge and understanding. The OIP is closely aligned to the requirements of "HSG 65 - Successful Health and Safety Management" produced by the Health and Safety Executive.
28. The Senior Officer DaMOP programme (for Station and Group Commanders) was initiated in July 2020. Following numerous workshops in the autumn of 2021 a revised Strategic Officer DaMOP programme (for Deputy Assistant Commissioners and Assistant Commissioners) was introduced. In the summer of 2022, further to completion of a wide ranging DaMOP review, a revised DaMOP schedule was also launched.
29. Fire Stations remain the biggest end user of DaMOP. Work is ongoing with subject matter experts to ensure that schedules are up-to-date and meet the needs of emerging training needs, such as wildfires and asbestos. Training requirement documents will also be revised to ensure compliance with National Occupational Guidance (NOG).
30. In addition to DaMOP developments, progress has also been made in implementing the organisational learning and professional development strategy 2022-24. This includes progress in implementing training evaluation and training assurance frameworks.
31. Training evaluation follows the Kirkpatrick model, which comprises of four levels. Level 1 (reaction) and Level 2 (learning) are already partially embedded in training at LFB, with work ongoing to expand this using a risk-based approach to prioritisation of this work. The new Training Design and Implementation process (TDI), which was introduced in September 2022, requires Level 3 (transfer – behavioural change) and Level 4 (results – organisational performance) to be considered at the point training is commissioned. This sets the foundation for meaningful data analysis and insight, which will begin to flow through in 2023/24.
32. Essential work began in 2022/23 to utilise a mapping tool to document the assurance measures in place for the key processes within the Learning and Professional Development function, which comprises the first line of defence. This will identify gaps in controls and assurance measures and areas for improvement. Once the mapping document has been agreed, this will allow for the second line of defence to undertake an independent review and assessment on the strength of the controls in place.
33. The Brigade is reviewing its contract with Babcock, who are responsible for developing and delivering training for staff as part of a strategic review of training effectiveness.

## High rise training

34. In 2020/21, the Brigade focused on updating several critical policies which included Fire Survival Guidance (PN790); High Rise Firefighting (PN633) and a new Evacuation and Rescue Policy (PN970). In 2021/22 and 2022/23, the focus has been on the delivery of both practical and theoretical training to ensure the new policies are embedded into operational practice and service delivery, and the transition of training into 'business as usual' via DaMOP.
35. The Fire Survival Guidance (FSG) and High Rise Firefighting computer-based training packages are now embedded in DaMOP schedules for completion by operational staff on a recurring basis. A Fire Survival Guidance exercise and walk through-talk through with a high rise attendance and evacuation actions at a local premises was delivered to all stations by the end of autumn 2021. High rise exercises at an unused high-rise block began in October 2021. These exercises have tested new policy, procedure, and technology within a practical training scenario. As of spring 2023, the Operational Training Support Team (OTST) has delivered practical High Rise training at outside venues to over 90 per cent of front-line staff and more exercises are planned through to the end of 2023. OTST have further training inputs planned to commence in the Autumn of 2023 and these include FSG for Senior Officers, Forward Mobilising Training, and Basement Firefighting.

## Safety

36. Matters of operational competence and firefighter safety are reported regularly to the Commissioner's Board through standard performance reports. This includes trend reporting on health and safety events (RIDDORs and operational injuries), and road traffic collisions. Bi-annual health and safety reports are provided to the Commissioner's Board supplying a full overview of performance against key health and safety indicators. This included preventative initiatives and interventions, premises audits, occupational health, and safety consultation.
37. The number of safety events reported under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations 2013 (RIDDOR) first dipped below 100 events in 2015/16. These more serious events are required to be reported to the Health and Safety Executive (HSE), under RIDDOR. The figure for 2022/23 of 75 RIDDOR reportable injuries is an increase over the figure reported for 2021/22 (57), although there is still improvement over the high point of the last five years (83 in 2017/18). There are a range of corporate indicators for health and safety, which includes injuries on the incident ground and injuries to members of the public through road traffic collisions involving Brigade vehicles. Work to focus on further reduction of number of road traffic collisions (RTCs) involving Brigade vehicles continued in 2022/23. Through the Management of Occupational Road Risk (MORR) group a range of actions have been undertaken to reduce the likelihood and severity of RTCs.
38. The operational policy framework and wider safety systems in place mean that the Brigade tends not to have many serious injuries (i.e., we have very few 'specified' injuries under RIDDOR) and the incidents continue to mainly relate to slips and trips and the moving and handling of operational equipment or casualties (as in previous years). A focus of improvement in 2022/23 has been the promotion and development of safety leadership, which is pivotal to effective health and safety management. Specific behaviours focussing on health, safety and wellbeing have been included in the Brigade's behavioural framework and this is supported through safety leadership guidance for operational managers and through individual risk management objectives.
39. The Health and Safety department have completed their Enterprise Assurance Framework for health and safety assurance, identifying key areas of assurance of health and safety performance. A number of improvement actions are scheduled for the 2023/24 financial year.

## Prevention and Protection

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

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

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

41. Brigade officers seconded into National Fire Chiefs Council (NFCC) Protection Policy And Reform Unit (PPRU), together with those operating from within LFB are continuing to assist with developing and implementing changes to the regulatory regime recommended by Dame Judith Hackitt and by the Grenfell Tower Inquiry via the phase 1 report. Work to ensure that protecting the most vulnerable in our communities, whilst protecting firefighters during their operations continues to be at the heart of the new regulatory regime. This includes a response to government consultations on emergency evacuation information sharing. Part of this work includes the ongoing development and revision of national guidance and/or standards so that in the future, the Brigade can assure its fire safety protection and prevention work against agreed benchmarks. Further implementation work to meet or exceed standards will continue during 2023 and beyond as part of continuous improvement.
42. With the Fire Safety Act 2021 and subordinate legislation now in force, officers continue to work with the NFCC, Home Office, the Department for Levelling Up, Communities and Housing (DLUCH) and with the Health and Safety Executive (HSE) on the development and implementation of working arrangements with the Building Safety Regulator under the Building Safety Act 2022. That work includes the bringing into force of further amendments to the Regulatory Reform Fire Safety Order 2005 during 2023.
43. The London Plan introduced in March 2021 sets out a framework for how London will develop over the next 20-25 years. The Mayor's vision for good growth has seen the introduction of the requirement for Fire Statements which is '*a standalone document which defines the fire safety objectives and performance requirements of a development, and the methods by which these objectives will be provided/ satisfied*' (sic). Fire statements should ultimately raise the profile and deliver a tangible improvement to fire safety for new developments.
44. The Brigades High Risk Premises Team (HRPT) continues to work closely with the NFCC Protection Board and successfully completed the Building Risk Review (BRR) Programme ahead of schedule. The introduction of the Fire Safety (England) Regulations 2022 which came into force in January 2023 initiated the introduction of the high-rise building data portal. This allows all high rise residential portfolio owners to share information with fire rescue services following recommendations from the Grenfell Inquiry. The HRPT is managing and triaging the information received and sharing relevant information with front line fire crews. The shared information provides floor plans, external wall risk information and gives the responsible person the ability to report faults in firefighting facilities to the fire rescue services. All LFB operational staff and fire appliances have access to the information, this assists firefighters during an incident and inspection staff undertaking pre inspection checks at these premises.
45. In addition to the work of the HRPT, the Brigade continues to work closely with London Councils and seeks to liaise on major consultations to share our experience, key concerns and identify areas of common interest. The Brigade remains a standing member of the London Housing Directors' Fire Safety Group and Fire Safety Steering Group as these forums provide opportunities to influence and share information as well as providing updates as to the status of the HRPT.
46. The Brigade has long advocated the use of sprinklers and will continue to lobby for them as part of an appropriate package of fire safety measures. They play an important role in reducing the devastating impact of fire on people, property, business continuity and the environment and assist firefighters in carrying out search and rescue operations by restricting the spread of fire.
47. Officers continue to ask the Government to take the recommendations from the [Hackitt review](#) on board – including further consideration of the use of sprinklers and other automated fire suppression systems (AFSS). The Brigade has its own sprinkler position statement and officers work to provide information, raising awareness, and supporting the strategy. LFB are committed to working closely with national and local government, disability groups, high-rise communities, and other stakeholders to help deliver on the intention



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

48. To support its commitment to outward facing fire safety activities, the Brigade, through protection uplift funding continues to recruit, train and support staff via the Centre of Learning and Excellence (CLE) and wider fire safety service improvement stream. Some of the core activities to maintain and build fire safety competency across the organisation include recruiting Fire Safety Advisors, working with National Fire Chiefs Council (NFCC) on accreditation of regulators through a partnership with the Institute of Fire Engineers (IFE) and training, upskilling operational colleagues in Fire Safety through Level 3i courses and introducing Fire Safety Checks to be completed by firefighters based on fire stations.
49. In March 2023, the Brigade launched a campaign to help people keep safe in response to the growing fire risks posed by e-bikes and e-scooters in London. It was launched with the media, our stakeholders, and partners in London. The Brigade also [promoted the campaign on social media](#).
50. Firefighters also carried out targeted engagement with our communities to raise awareness with e-bike and e-scooter users, including leafletting people [who work as food delivery drivers](#).
51. There will be continued communications throughout 2023 as well as working with other key stakeholders to manage the ongoing risks associated with the use of e-bikes and e-scooters.
52. The 2022/23 academic year saw the expansion of the Fire Cadets scheme to enable young people from all London Boroughs access to this service. Fire Cadets provides positive opportunities for young people ages 13-17 to improve self-esteem, community cohesion, and self-confidence, as well as increasing personal resilience. It develops key citizenship skills, and the young people become invested within their communities to make positive contributions.
53. Youth provision offered by London Fire Brigade was officially rebranded to Youth Services in April 2022. Following the review of activities, the Brigade provides to young people under its core outward duty to promote fire safety education, Youth Services now offers primary education through the Education Team, secondary education through the Safety First Blue Light collaboration scheme, the Firesetters Intervention Scheme (FIS), and the Fire Cadets scheme. Youth Services also provides support and guidance to the Junior Citizens partnership programme, delivered at Borough level.
54. The blue light collaborative project 'The London Safety Centre' is well established with the objectives of joining up prevention activity between the Metropolitan Police, London Ambulance Service and LFB, to improve joint engagement with the public. Several initiatives have already been implemented, including joint continuing professional development (CPD) sessions, referrals of high-risk individuals between organisations, particularly hoarders, and 'Crime Prevention for Everyone' which seeks to train local housing officers in fire prevention and security risk. An application for further funding to continue to deliver this collaborative project has been submitted and is currently under review. If successful, this would enable the project to continue to provide joined up working across the blue light organisations for an additional 4 years.
55. The Brigade continued to work to address the HMICFRS Cause for Concern relating to risk prioritisation of Home Fire Safety Visits (HFSVs). A new triage system has been implemented and is currently under review. This enables the Brigade to respond proportionately to the level of risk identified. A new out of hours provision is also now in place via Control. Crews are able to be mobilised to very high risk individuals within 4 hours. Low risk individuals are signposted to the online Home Fire Safety checker, freeing up resources to focus on higher risk individuals. Telephone HFSVs are also planned to be implemented over the coming months for those who are unwilling or unable to access digital resources. Officers continue to deliver on prevention and protection work outlined in the Brigade's Community Engagement Strategy. This includes working collaboratively with the Community Engagement Team, particularly in the wake of the New Providence Wharf incident (a major high-rise fire in May 2021), to ensure fire safety recommendations are addressed.
56. The Brigade is also working to make its web content more accessible to all members of the public, businesses and partners as well as further developing digital self-help tools encompassing both prevention and

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

## **Mutual aid agreements**

57. Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic collisions and emergencies within their area, and in other areas in line with mutual aid agreements. The National Framework requires fire and rescue services to enter mutual aid and reinforcement schemes with other (neighbouring) services. This is partly to ensure that communities living near service borders are not isolated from emergency cover just because of administration boundaries. These arrangements are known as 'cross border' and resources that may be requested to deploy cross-border are mobilised through mutual aid arrangements provided for under sections 13 and 16 of the Fire and Rescue Services Act 2004 (FRSA).
58. The Brigade holds mutual aid agreements with all its surrounding fire and rescue authority areas. Incidents can be attended by the Brigade and resources from the six surrounding fire authorities namely – Hertfordshire, Essex, Kent, Surrey, Royal Berkshire, and Buckinghamshire. Brigade resources may also be mobilised cross border to 'standby' at neighbouring FRS stations. Data for 2022/23 shows that the Brigade mobilised to 862 incidents outside London and the number of over-the-border incidents increased by a third from 2021/22 (649 incidents). The number of incidents attended by neighbouring FRSs in London at 680 also represents an increase on the previous financial year (478), this is likely to be a result of the increase in grassland fires due to the hot and dry weather conditions in July and August 2022. In the context of the number of incidents the Brigade attends annually (approximately 100,000), these incidents do not form a significant proportion. The number of incidents attended by neighbouring services tends to fluctuate from year to year and is influenced by the number of fire engines which are available at any one time in London. Hertfordshire fire and rescue service was the county service called upon most often (235) during 2022/23 and covers cross-border intersections of the M25 (the stations of Potters Bar and Cheshunt) and the M1 (the stations of Borehamwood and Rickmansworth).
59. Charging neighbouring fire and rescue authorities on a cost recovery basis for the use of Brigade resources under section 13/16 of the FRSA was introduced in April 2014. This has been reciprocated by our neighbouring fire and rescue authorities who also charge the Brigade for the use of their resources.

## **National Resilience**

60. National resilience is defined as the capacity and capability of fire and rescue authorities to work together and with other Category 1 and 2 responders to deliver a sustained, effective response to major incidents, emergencies and disruptive challenges, such as (but not limited to) those identified in the [National Risk Register of Civil Emergencies](#).
61. It refers to risks that need to be planned for on a strategic, national basis because their impacts and consequences would be of such scale and/or complexity that local resources would be insufficient, even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.
62. The National Framework makes clear there is a need to plan for, and occasionally respond, to incidents of such scale and/or complexity. Thus, the Government retains strategic responsibility for national resilience, though, of course, it is heavily reliant upon local fire and rescue authorities in support of this. And so, the National Framework sets out the requirement of Fire and Rescue Authorities to work collectively but also with the Fire and Rescue Strategic Resilience Board to provide assurance to government that:
  - Risks are assessed, plans are in place and any gaps between existing capability and that needed to ensure national resilience are identified.
  - Existing specialist national resilience capabilities are fit-for-purpose and resilient; and
  - Any new capabilities that fire and rescue authorities are commissioned to deliver by Government are procured, maintained, and managed in the most cost-effective manner that delivers value for money whilst ensuring capabilities are fit-for-purpose and resilient.
63. The programme consists of several distinct capabilities. These are:
  - Marauding Terrorist Attack (MTA)



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

64. Several of the National Resilience assets are located within the Brigade area reflecting the importance of the capital city to national resilience in providing these capabilities to both the London region and the rest of the country.
65. Assessment and assurance for the Brigade's National Resilience assets is exercised through the National Resilience Assurance Team (NRAT). The assurance process has been developed as a long term programme to ensure that the fire and rescue services, which have received National Resilience assets, achieve, and maintain an efficient, robust, and effective operational capability to respond to national and major emergencies. In previous years, this has centred on thematic reviews, including multi-capability and the dedicated use of equipment and vehicles. The assessment process follows a three year rolling programme. At a high level, the process works as follows:
- Year 1 – Self-assessment
  - Year 2 – Coordinated exercise with direct observation by NRAT
  - Year 3 – National or regional exercise.

### **Marauding Terrorist Attacks (MTA)**

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

### **MTA Training**

67. Led by the MTA project team, the initial MTA training covers fire and rescue service responsibilities at a terrorist incident, partner roles and capabilities, protocols for decision making and sharing information with partners, and a tactical decision-making exercise. There are also ballistic personal protective equipment (BPPE) and rescue skeds available to enable crews to familiarise themselves with the equipment ahead of their participation in planned MTA exercises.
68. Training in all initial boroughs was completed in April 2023, and the Brigade now delivers frontline MTA level one and two capabilities from nine boroughs with 26 pump ladders, 10 pumps, five fire rescue units (FRUs), two command units (CUs) and three aerial appliances. CUs and aerials do not carry BPPE, but the crews are MTA trained. The Brigade also have two operational support units (OSUs) that carry a resource pack consisting of nine sets of BPPE each and additional stretchers, that will be mobilised as part of the Incident Type Code mobilisation, with FRUs also carrying additional BPPE. Further MTA theory sessions and multi-agency practical exercises are planned for later in 2023.

### **Flood response**

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

### **High Volume Pumps**

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

### **Mass Decontamination**

71. London Fire Brigade hosts three operational and two training Mass Decontamination units. The last assurance was a self-assessment which was completed in March 2023.
72. During this assessment, six areas of 'good practice and six areas 'requiring improvement were identified. The action plan to address the areas of shortfall has been agreed with the National Resilience team. An assurance

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

### **Urban Search And Rescue (USAR)**

73. London Fire Brigade hosts four USAR 'units' and seven National Tactical Advisors. Year 1 and 2 assurance will be completed in this year's cycle (due to the lack of assurance during the pandemic). QA1 will take place at the end of June 2023.
74. The decision to reduce the number of USAR Units allocated to the Brigade has been postponed until the next comprehensive spending review.

### **International Search and Rescue (ISAR)**

75. London Fire Brigade supports the UK Government international search and rescue capability with a Rescue team and an Equipment Logistics team. The team deployed to the Turkey earthquake in February 2023 saving 11 lives. Soon after, in March 2023, the team deployed to Malawi in response to the floods caused by Cyclone Freddie. During this operation 385 stranded residents were moved to safety by the team in boats and five tonnes of aid was delivered to hard-to-reach areas on behalf of the Malawi Government.
76. An assurance programme for this capability is being developed by the National Resilience capability team and the wider UK team will attend their five yearly assurance exercise undertaken by the United Nations.

### **Other resilience management arrangements**

77. Additionally, the Brigade ensures the resilience of national assets it manages by:
  - The team deployed to the Turkey earthquake in February 2023 saving 11 lives. Soon after, in March 2023, the team deployed to Malawi in response to the floods caused by Cyclone Freddie. During this operation 385 stranded residents were moved to safety by the team in boats and five tonnes of aid was delivered to hard-to-reach areas on behalf of the Malawi Government.
  - Issuing a Statement of Training Requirements (SOTR) annually to help maintain sufficient numbers of qualified and competent personnel to meet National Resilience requirements
  - Maintaining National Resilience assets to ensure operational readiness
  - Undertaking secure training to meet degradation estimates
  - Promulgating safety notices relating to National Resilience assets
  - Having sufficient resources to host large scale exercises to demonstrate competence.
78. Brigade staff also have a primary role for the national fire sectors delivery of the UK Government Counter Terrorism, CONTEST. This involves working collaboratively with colleagues from the other blue light services, partner agencies and government departments to develop multi-agency capabilities for responding to a wide range of terrorist and high threat incidents. The London Fire Commissioner is the National Fire Chief Council's (NFCC) Counter-Terrorism lead and Chair of the Counter Terrorism Strategic Board (CTSB) and responsible for the delivery of the UK Fire and Rescue Service Counter Terrorism Strategy. The Deputy Commissioner for Operational Response and Preparedness is the lead for Marauding Terrorist Attacks (MTA). London developed and implemented the concept of National Inter-agency liaison officers (NILOs) which is embedded across the emergency services throughout the UK. The Assistant Commissioner for Operational Resilience and Control is the NFCC Counter Terrorism Coordinator inclusive of NILO which includes delivery of the NILO foundation course for all services.

### **Business Continuity**

79. The Civil Contingencies Act 2004 identifies the LFB as a Category 1 Responder and imposes a statutory duty on the Brigade to have robust business continuity arrangements in place.
80. LFB has had an established business continuity programme in place since 2005. The programme has enabled the successful identification of activities that are critical to the organisation, exploration of the dependencies that exist between them, and has assisted in the development and ongoing review of business continuity plans.
81. Under LFB's Business Continuity Framework, day-to-day functions are assessed via Business Impact Analysis (BIA) to determine which functions, and associated activities, are critical to the organisation. The Business Continuity Team (BCT) work closely with the London Resilience Group (LRG) and other teams within LFB (including the Risk team) to align business continuity arrangements with both external and internal risk assessments.

82. In 2022/2023, the BCT started a full review of department and corporate business continuity plans; this will continue into 2023/2024. The review process includes a review of critical activities with relevant owners, with any changes being reflected in revised business continuity plans. In support of this process, the BCT will also be rolling out a new template for business continuity plans that is shorter and more user friendly.
83. The BCT have also rolled out station-level business continuity plans for each of the 103 stations; this plan was developed alongside partner Fire and Rescue Services through LFB's participation in the National Fire Chiefs Council (NFCC) Business Continuity Practitioners' Group.
84. Additionally, the BCT supported LFB's Operational Resilience Team in their review of the LFB Strategic Response Arrangements (SRA). The SRA act as the overarching strategic framework for decision making during a major incident or rising tide business disruption. The SRA define core structures, senior officer roles and responsibilities, and bring together LFB's operational, multi-agency, and business continuity management frameworks.
85. The BCT have developed a central resources hub to enable relevant staff members to access meetings, documentation and other materials required for them to fulfil their business continuity responsibilities.
86. The BCT have incorporated lessons learnt from the Covid-19 pandemic into LFB business continuity management practices and continue to participate in the London Resilience Group (LRG)'s ongoing assessment of the risk related to Covid-19, Influenzas, and potential future Pandemics.

### **Major Incident Review – 2022 Summer Wildfires**

87. In the London Fire Commissioners forward to the 2021/2022 Statement of Assurance, he referred to the issues that the Brigade had experienced due to the summer wildfires.
88. On 19 July 2022, LFB declared a major incident in response to the extreme heat and associated wildfires which resulted in it being one of the Brigade's busiest days in its history. The Brigade initiated a Major Incident Review to identify good practice and learning associated with its response to the extreme weather event.
89. As a consequence of the review, the Brigade has decided:
  - to review its prevention and protection strategies with the objective of reducing the frequency and impact of incidents that occur as a result of extreme heat
  - to review its tactical and strategic operational response to wildfire events to ensure that both operational and strategic leaders are equipped to effectively manage extreme demand on the Brigade's finite resources
  - to review LFB's preparedness strategies with the objective of ensuring that the good practice demonstrated in relation to other short and no notice events is applied to extreme heat warnings.
90. As a result of the 2022/23 demand, Operational Resilience and Control (ORC) initiated a number of measures to prepare for future high-volume days/periods. These include Control-wide training on our response to grass fires, a dedicated training day and tabletop exercise for Operations Managers (Brigade Control Incident Commanders) and the design and delivery of a national 'Operation Willowbeck' training session. Operation Willowbeck is a National call distribution plan for fire Control rooms during spate periods.
91. Brigade Control are developing a High Volume Response Plan initiated across a broad spectrum of incidents, including those that relate to extreme weather. The Control-specific High Volume Response Plan will form part of the Brigade's Escalation Framework (state of readiness protocol) under development via ORC.
92. Central Operations, supported by ORC, have implemented a weekly Strategic Forecast meeting. The purpose of this meeting is to identify forthcoming risks using a range of Intelligence collated from partners and to manage Brigade resourcing and activities, to support periods of expected elevated demand. Brigade Control have often increased crewing to support demand. This practice continues with a heightened awareness and pre-planning approach to Met Office weather warnings as part of the weekly Strategic Forecast meeting.
93. Additionally, ORC have published the Brigade's amended Strategic Response Arrangement policy (PN699), designed to support coordination of Brigade activities during major incidents and significant business disruptions. Principle and senior managers have received training linked to the amended policy, and have undertaken a table-top exercise linked to the management of extreme weather.

## Governance Assurance

94. The LFC is a corporation sole that came into being on 1 April 2018, replacing the London Fire and Emergency Planning Authority (LFEPA). The Mayor of London issued a [London Fire Commissioner Governance Direction 2018](#) in March 2018 to set out those matters requiring Mayoral consent, those requiring the Deputy Mayor for Fire and Resilience's consent and those on which the Deputy Mayor for Fire and Resilience needs to be consulted. It also requires the LFC to adopt the Greater London Authority (GLA) corporate governance framework and to follow GLA practice on staff political restrictions, based on those in the Local Government and Housing Act 1989. In addition, the functions of the LFC shall be exercised by the office holder to fulfil the commitments given by LFEPA as a signatory to the GLA Group Corporate Governance Framework Agreement.
95. The LFC's governance framework is based on the CIPFA/SoLACE *Delivering Good Governance in Local Government Framework 2016* which requires the LFC to be responsible for ensuring that:
- business is conducted in accordance with all relevant laws and regulations.
  - public money is safeguarded and properly accounted for; and
  - resources are used economically, efficiently, and effectively to achieve agreed priorities which benefit local people.
96. This includes defining scrutiny arrangements; maintaining effective policies and procedures on whistleblowing and complaint handling (on the London Fire website); and engaging with all sections of the local community through community safety strategies and partnerships to ensure accountability. The LFC has a scheme of governance which incorporates a Corporate Code of Governance. The scheme sets out detailed governance arrangements for the Commissioner as the fire and rescue authority for London. It complies with the GLA Group Corporate Governance Framework and is drafted to ensure that the high standard of governance and accountability achieved by the predecessor Authority is continued.
97. The system of internal control is also a significant part of the LFC's governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.
98. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the LFC's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively, and economically.

## Decision making framework and scrutiny

99. The London Fire Commissioner's decision-making framework is outlined below:
100. Steps one to three incorporate the LFC's internal decision-making structures. Step four is required by the Deputy Mayor for Fire and Resilience to ensure that only approved business proceeds to the GLA for consideration. Step five is required for documents produced by LFC, including this Statement of Assurance and similar documents such as the Annual Governance Statement, that fall under the national framework; these require a report and consideration by the Fire, Resilience and Emergency Planning Committee (as the proper instrument of the London Assembly). Steps six and seven are Greater London Authority (GLA) stages, required for a formal decision of the Mayor or Deputy Mayor for Fire and Resilience (DMFR) where the London Fire Commissioner has been required to consult or seek prior consent by the Mayor's London Fire Commissioner Governance Direction 2018. Steps six and seven are not needed in matters that require prior consultation, as opposed to prior approval. Step eight is the final stage in the process.
101. Scrutiny of the decision-making framework is exercised through a suite of Boards, the LFC's Commissioner's Board, the Deputy Mayor's Fire and Resilience Board, and the London Assembly via the Fire, Resilience and Emergency Planning Committee.
102. During 2021/22, there was a reorganisation of the Brigade's board structure with the creation of a high-level, strategic layer of board governance (Corporate Boards) focussed on people, performance and risk, operational service delivery and financial oversight. This was achieved through the establishment of an Investment & Finance Board and a Performance, Risk and Assurance Board, complementing the already-established People Board, Operational Delivery Board, Portfolio Board, and independent Audit Committee.
103. During the 2022/23, there have been further revisions to the corporate board structure. With significant activity emerging from the Culture Review, HMICFRS inspection and the delivery of the new CRMP, there was

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

### **Review of effectiveness of governance arrangements**

104. The LFC uses several ways to review the effectiveness of governance arrangements. One of the key assurance statements, in reviewing effectiveness, is the annual report and opinion of the external auditors. Another significant element is the internal audit function conducted on behalf of the LFC by the Mayor's Office for Policing and Crime (MOPAC). MOPAC is fully compliant with Public Sector Internal Audit Standards (PSIAS). Internal audit covers key governance processes, risk management and internal controls. During 2022/23, Internal Audit reviewed and reported on key areas of the business. The internal auditors' opinion for 2022/23 was that, based on the areas audited, the LFC's control framework is adequately designed although some controls are not operating effectively to mitigate key system risks. Continuing with planned activity to improve capability, programme governance, risk and assurance activity will be instrumental to increasing maturity and delivering a fully effective framework going forward. There is an end of year report detailing the work conducted by MOPAC.
105. The preparation of an Annual Governance Statement to support the Annual Statement of Accounts is a statutory requirement for local authorities. Its purpose is to demonstrate and evidence that there is a continuous review of the effectiveness of the Authority's internal control, performance, and risk management systems. The latest statement for 2022/23 details the continuing work to embed the Brigade's internal risk management framework and assessment of assurance. It also highlights the ongoing work to develop the portfolio governance approach required to deliver the programmes of work captured within the CRMP. The Annual Governance Statement forms part of the Statement of Accounts 2022/23.

### **The Audit Committee**

106. The Audit Committee, comprised of independent and experienced professionals, was introduced in November 2020 to provide more robust scrutiny and assurance of LFB's financial, risk and governance and other internal control arrangements.
107. The committee adopts a thematic approach whereby time is dedicated at each of its four meetings to analyse a key corporate risk with deep dives undertaken to better understand the landscape within which it exists, whilst also retaining an overarching view of Brigade-wide matters through scrutiny of periodic integrated reports such as the quarterly business risk and assurance framework and annual reports such as the annual governance statement and statement of accounts.
108. The formal scrutiny work undertaken at Audit Committee meetings is supplemented by informal work undertaken by its committee members to better understand and acquaint themselves with the operation of the London Fire Brigade. Over the past 12 months committee members have undertaken visits to a number of fire stations.

### **Transparency**

109. The LFC meets the mandatory requirements for the publication of transparency data set out in the Local Government Transparency Code (DCLG, February 2015) and the Information Commissioners definitions document for FOIA publication schemes. There is a dedicated transparency page on the London Fire Brigade website<sup>3</sup> as well as a number of data sets on the GLA [London Datastore](https://data.london.gov.uk/publisher/lfb)<sup>4</sup>, including data for all incidents attended and resources mobilised to those incidents since January 2009 (updated monthly). The web mapping tool<sup>5</sup> allows users to see the numbers of different types of incidents as well as attendance times for first and second fire engines down to ward level and is updated monthly.

### **Risk management**

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

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<sup>3</sup> <https://www.london-fire.gov.uk/about-us/transparency/>

<sup>4</sup> <https://data.london.gov.uk/publisher/lfb>

<sup>5</sup> <https://lfbincidentmapping.london-fire.gov.uk/>



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

111. Risk management maturity remains at a basic level across the Brigade, and this is reflected in the sophistication in the handling of risks (such as prioritising key controls and potentially tolerating risks outside the Brigade's sphere of influence), the slow changing nature of the risks already in the system and the growth in the number of control measures documented against those risks.
112. An improvement plan for risk was rolled out in 2022/23 which included:
  - A 'decluttering' of risk registers to rationalise and reduce content including the rule of six (which limits risks to having a maximum of six current controls and three future controls).
  - Boards focussing on formal direction and decision making for risks.
  - Creating space for risk reviews and discussion at other management meetings.
  - Moving from Excel (less user friendly) to Microsoft Lists for risk registers.
113. Significant engagement was undertaken with all departments across the Brigade to enhance risk register content, providing the opportunity for management action to focus on key improvement areas and drive down the number of red and amber risks, as well as the overall number of risks in the system. The impact of that intervention will be monitored into 2023/24 and reported through the Brigade's governance boards.

### **Enterprise Assurance Framework**

114. The Brigade's Enterprise Assurance Framework (EAF) was approved at Commissioner's Board in May 2022. It set out the approach to how the Brigade would identify and map its key processes, controls and understand what level of assurance is in place across the four lines of defence. The mapping process is initially focused on assurance in the first line of defence.
115. Following a successful pilot of the evaluation approach was trialled with the Governance team using guidance that defined what constituted a key process, the outcome was shared with the Performance Risk and Assurance Board (PRAB) which concluded that this approach should continue to be utilised and rolled out to other departments.
116. MOPAC has also been consulted as the methodology continues to develop.
117. The approach to the EAF has also been validated by the Service Delivery Assurance team (a temporary project team) which has used the methodology to assure community facing activities as part of the overall mapping activity.
118. The plan is to conclude the departmental mapping process by September 2023, but this will be determined by the availability of suitability trained assurance professionals (including recruitment) and other work pressures within departments which might delay the self-assessment process.

### **MOPAC - Third line of defence**

119. An integral part of building the Brigade's enterprise assurance framework is understanding what other assurance takes place across the other lines of defence, reducing the time to close audit and assurance actions and learn from recommendations. An exercise has been completed to assess what MOPAC audits have been undertaken in each department over the last three years.
120. Further development of this work will take place as a rating will be applied to show where there is significant audit coverage in a department, and where it may need to be increased or reduced to help with the effective allocation of audit resources. As part of this process, it has been agreed to plan audits on a quarterly basis to allow audits to be focused where they are most needed.
121. MOPAC had previously raised concerns relating to how quickly LFB progressed audit actions and the delay in action owners responding to requests for updates. As a result, a new process was introduced in January

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

### **Independent Operational Assurance Advisor (IOAA)**

122. As part of its response to the recommendations of the Grenfell Tower Inquiry (GTI) and Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS), London Fire Brigade (LFB) commissioned the services of an Independent Operational Assurance Advisor (IOAA), to carry out a programme of assurance work, reflecting the risk critical improvement priorities of LFB.
123. The Independent Operational Assurance Advisor (IOAA) has submitted four reports for specific areas of assurance across London Fire Brigade where he identified several recommendations requiring implementation. The reports cover:
- Operational Learning and Improvement – This review was to test whether LFB uses appropriate tools and sources to inform operational learning needs and that there is effective measurement to provide assurance on the skill, competence, and safety of our workforce (health and safety data, operational debriefing, PDR data etc.)
  - Incident Command – This review was to check whether the Brigade had learnt lessons from the Grenfell Tower Inquiry and recent HMICFRS reports.
  - Training Assurance – This review was to provide assurance that the Brigade is developing and implementing an approach to training and learning that addresses the concerns set out by the Grenfell Inquiry, HMCICFRS and the Scott Report.
  - London Operations Centre - This review was to provide assurance following a period of transformational change in the approach to developing and assuring Control capability and competence, review certain areas including how training competence is assured within Control, and the quality assurance process for assuring calls handled by Control.
124. Recommendations from each of the four reports are being progressed to improve current arrangements.

### **Culture Review**

125. In March 2021, the London Fire Commissioner (LFC) initiated an independent review of LFB's culture, following the death by suicide of Jaden Francois-Esprit, a trainee firefighter. Nazir Afzal was appointed to lead the review. He consulted with over 2,000 staff and reported in November 2022. The review highlighted a culture of institutional racism, misogyny, and poor treatment of neurodiverse and LGBTQ+ colleagues, supported by evidence of poor and unfair treatment of marginalised groups across the Brigade. The review included 23 recommendations, all of which were accepted by the LFC.
126. The Brigade was subsequently moved to 'Engage' status by the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). In March 2023 HMICFRS published a report on the Values and Culture in Fire and Rescue Services across England. This report made 35 recommendations for cultural improvement.
127. As part of its response to the Cultural Review, the Brigade implemented an independent review of its People Services directorate. This reported at the end of January 2023 and highlighted the need for transformation of the function in order to drive and sustain desired cultural change across the Brigade.
128. The Commissioner and senior leadership of LFB are committed to making the changes necessary to create a safe, modern workplace where everyone is treated with dignity and respect, and is free from discrimination, bullying and harassment. To this end, a detailed programme of works is being developed to make sustainable improvements across the organisation and to holistically address the recommendations from the Culture Review, the HMICFRS Values and Culture report and the independent review of People Services.
129. The programme will be co-produced and co-created with staff and London communities, under the following key areas: (i) Creating a workplace where everyone is afforded dignity; (ii) Better engagement with London communities; (iii) Building a leadership model of trust; (iv) Improved wellbeing; (v) Transforming People Services. Below sets out some of the progress the Brigade has made within each of the key programme areas.

## **Creating a workplace where everyone is afforded dignity**

130. Immediately following the publication of the Culture Review, the LFB implemented a zero-tolerance approach to discrimination, harassment, and bullying, and launched an external complaints service. The service is also undertaking an historic review of discrimination, harassment, and bullying cases from the last five years to enable the Brigade to learn lessons from the past staff experiences and to ensure correct case handling.
131. The Brigade is fully committed to gender equality. Through the accelerated delivery of the 'Privacy for All' programme, the Brigade will provide sufficient secure facilities for all women on stations by the end of 2024; with facilities already completed at 11 stations and four more due to complete in the next 6 months. Improved maternity leave and maternity support arrangements for women have been approved by the Brigade and are awaiting final approval.
132. The Brigade has adopted the NFCC Code of Ethics and through the involvement of the community and staff is creating values which will promote the desired behaviours across the Bridge.

## **Better Engagement with London Communities**

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

## **Building a leadership model of trust**

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

## **Improved wellbeing**

135. To support staff mental wellbeing, 800 managers have received awareness training for stress, anxiety, and depression (SAD) and 200 staff are now trained Mental Health First Aiders (MHFAs). The Brigade is also working with Mental Health First Aid England to deliver internal MHFA trainers, as well as with the Centre for Anxiety, Stress & Trauma (CAST) to deliver Peer Trauma Support Volunteers that can provide immediate support to staff exposed to traumatic incidents.
136. To better develop mental health interventions, the Brigade undertook an analysis of SAD within LFB. The findings identified the main causes of SAD absence and further work is now being targeted to support staff. New procedures have been introduced to respond to the suicide or attempted suicide of a member of staff. The Brigade is seeking to assure its provision for both suicide prevention and postventions.

## **Transform People Services**

137. An independent review of People Services was completed in January 2023 by Dr Jenny Simnett. Following this review, additional staff have been brought in to support the changes required and to modernise the current HR operating model. A new People Strategy and workforce plan are being developed, which will be underpinned by the new digital system (iTrent) and a new approach to data and analytics.
138. A People Dashboard tool has been developed that pulls together key HR data enabling managers to better identify potential areas where there is a poor workplace culture. In addition, workforce planning improvements are currently being made that will result in more efficient training for firefighters, a clear promotions schedule, and a better process for new recruits joining the Brigade.
139. Several policies including bullying, harassment, grievance, discipline, and promotions are being reviewed and updated. This will consider and align to the standards set by the NFCC.



## Engagement

140. In the weeks immediately following the publication of the Cultural Review, ten 'All Staff' online briefings were delivered by senior managers. Since then, all 412 watches and all support services teams having received face-to-face leader briefings. Over 300 staff also joined the 'Your LFB Live' staff conference in February 2023. 'All Staff' briefings now take place monthly, as do 'Briefing Forums' for the top managers, to ensure the cascade of key organisational messages. A 'Your LFB Your Voice' people survey was also launched in April 2023 and has achieved a record 70% response rate to date.
141. Since the publication of the Culture Review, some Equality Support Group (ESG) leads have been detached to form a central 'Equality Assurance Team'. This team delivers focused ESG Culture Sessions to identify and address priority issues for protected groups. A process is currently underway to provide ESGs with more support and a clearer remit. The 'Community Forum' is also being used to engage and consult with on proposed changes. In addition, a number of 'Community Conversation' events are being held with specific seldom-heard groups to ensure their views are heard and inform future work plans.

## Programme management and governance

142. The delivery of the programme is overseen by the Deputy Commissioner and Operational Director for Preparedness and Response, the Senior Responsible Owner, with progress and risks monitored through a programme board within the remit set by the Performance, Risk and Assurance Board (PRAB). LFB have put in place a dedicated team of subject matter experts, programme, and project managers. A Programme Director has been appointed to lead and coordinate the work. Programme and project plans are being developed with objectives and milestones, ensuring that they link to the desired outcomes and benefits. Reporting mechanisms are being established with a measurement framework using key data sources including the staff survey results.
143. Governance is through the Deputy Mayor's Fire & Resilience Board, the GLA Fire, Resilience & Emergency Planning Committee and HMICFRS Fire Performance Oversight Group. An Advisory Panel with an independent chair and representatives from both the community and staff is in the process of being set up.

## Financial assurance

144. All local authority accounts are required to adopt 'proper accounting practice' based on either statutory requirements or the Code of Practice on Local Authority Accounting in the UK (the Code) as published by the Chartered Institute of Public Finance and Accountancy (CIPFA). These specify the principles and practices of accounting required to prepare a Statement of Accounts that 'present a true and fair view.'
145. For the financial year, 2022/23, the Director of Corporate Services approved the draft Statement of Accounts 2022/23 on 31 May 2023, and these were then published and passed for external audit.
146. An independent audit of the accounts is undertaken by an external audit provider. For the year 2022/23, this work was undertaken by Ernst and Young LLP.
147. The external auditor undertakes a review of the accounts and forms an overall opinion which is published as part of the audited Statement of Accounts.
148. A copy of the Statement of Accounts for 2022/23, including the external auditor's opinion can be found: [here](#). (NB – the auditor's opinion is not yet available)

## Efficiency Plan

149. In March 2016, the Secretary of State for Communities and Local Government invited local authorities to publish locally owned and locally driven four-year efficiency plans. A separate efficiency plan was prepared to meet this requirement for the first four years. Subsequently the fire and rescue national framework set out the documents each Fire and Rescue Service (FRS) is required to produce, which include an annual efficiency plan, medium term financial strategy and a reserves strategy.
150. To meet this requirement a Medium-Term Financial Plan and Reserves Strategy were approved as part of the LFC's Budget Submission to the Mayor (LFC-0766y) for consultation with the Fire Resilience and Emergency Planning Committee (FREP). The medium-term financial plan has been updated to also meet the

requirements of an efficiency plan covering 2023/24.

## **Inspection, Intervention and Accountability**

### **Grenfell Tower Inquiry**

151. On 14 June 2017, the Brigade received the first of multiple calls to a fire at Grenfell Tower in North Kensington. The fire affected all floors of the 25 storey building and was declared a major incident by the Brigade. The fire was the largest residential fire attended by the Brigade since the Second World War and resulted in the deaths of 72 people.
152. Phase 1 of the Grenfell Tower Inquiry, which focused on what happened on the night of the fire, ended in December 2018. The Phase 1 report was published in October 2019 and made a total of 46 recommendations, which incorporated 14 recommendations directed solely at the Brigade, together with 15 recommendations aimed at other fire and rescue services and other emergency services, including the London Fire Brigade. In addition, a further 11 recommendations were directed at building owners and managers and His Majesty's Government, and require some action by the Brigade once implemented by building owners, managers and His Majesty's Government. The remaining six recommendations have no impact on the Brigade.
153. The key findings and the improvement actions to address the Phase 1 Inquiry recommendations, alongside the operational learning identified by the Brigade's internal investigation, were incorporated into a comprehensive action plan, which has been amalgamated with the reporting on the HMICFRS action plan and the associated Transformation Delivery Plan actions during 2020/21 (further detail provided in the below sections).
154. As at the end of 2022/23, 30 recommendations have now been completed of which 13 were recommendations directed specifically at LFB and 13 were directed at another group under which LFB falls.
155. Phase 2 of the Inquiry commenced in early 2020 but was suspended because of the COVID-19 pandemic. The Inquiry recommenced in July 2020 and completed its evidential hearings in November 2022. It is anticipated that the Phase 2 report will be published in early 2024.
156. The deliverables are now monitored through the Brigade's Performance, Risk and Assurance Board, which has replaced the previous Portfolio Board. Progress is reported to the Home Office, the Mayor of London and HMICFRS on a quarterly basis.

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

157. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) provides a crucial assurance function in three main areas, how effective a fire and rescue service is, how efficient it is, and how well it manages its people (staff). The Inspectorate looks at whether a service is meeting its statutory obligations as well as highlighting good practice, and identifies areas where improvement is needed so that remedial or constructive action can be taken.
158. The Brigade's second full inspection by HMICFRS took place between November 2021 and January 2022. As well as looking at progress made since the original first full inspection, this time, the inspection carried out a number of focus groups and station visits looking at service delivery areas incorporating prevention and protection, response, training as well as related support areas such as culture, fleet, ICT, health and safety and communications. The second full inspection report from the HMICFRS was received in July 2022.
159. Following the 2019 inspection the HMICFRS issued a cause of concern around training for staff in risk critical skills, such as incident command and emergency fire engine driving. Some staff had not received continuation training in these skills for many years, and there was no individual reassessment of competence for incident command.
160. Following the second full inspection in 2021/22 the HMICFRS recognised that considerable work has been carried out to support improvements in risk-critical training, given the progress made by the Brigade in these areas, the HMICFRS considered enough action had been taken to close the cause of concern.
161. This second inspection concluded that the Brigade required improvement across all 3 areas and the report included 46 areas for improvement. The Brigade accepted all the HMICFRS's recommendations and returned

an action plan outlining how these areas would be addressed in October 2022.

162. Included in these 46 areas for improvement were 2 causes of concern: The first focuses on Home Fire Safety Visits (HFSVs). The HMICFRS stated that "The brigade doesn't adequately prioritise HFSVs on the basis of risk. It doesn't have a system in place that allows for the consistent assessment of risk levels among those people it has already identified as being at greatest risk from fire."
163. The second cause of concern focuses on culture. The HMI stated that "The Brigade has shown a clear intent to improve the culture of the Brigade, with some staff reporting improvements under the new commissioner. However, more needs to be done. We found evidence of behaviours that are not in line with Brigade values, including discrimination and bullying. Brigade values and behaviours are not always demonstrated by senior leaders."
164. Separate action plans have been put in place to deal with these causes of concern. The Brigade received a revisit in January 2023 where the HMICFRS looked at progress made against the HFSV cause of concern, they concluded that good progress had been made on this to date. The HMICFRS will perform another revisit at the end of July 2023 to further assess progress against this cause of concern.
165. Following the publication of the Culture Review, HMICFRS moved the Brigade into enhanced monitoring, known as 'Engage.' The Brigade welcomes the support that enhanced monitoring will bring as we introduce radical changes.

### **Assurance Declaration**

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

Andy Roe

London Fire Commissioner

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

Requirement	Compliance Evidenced by:-Source Documents/Processes
<b>Section 2: Delivery of Functions<sup>6</sup> London Safety Plan (LSP) active from Q1-Q3; CRMP adopted in Q4</b>	
<b>Identify and assess</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li>▪ <b>London Safety Plan incorporating sections on:</b> <ul style="list-style-type: none"> <li>- Risk in London</li> <li>- Helping to make London safe</li> <li>- Responding in an emergency</li> <li>- Responding effectively (working with neighbouring brigades)</li> </ul> </li> <li>▪ <b>Assessment of local risk</b></li> <li>▪ <b>London Resilience Group</b></li> </ul> <p><b>(Active in Q4) CRMP (Delivery Plan 2023-2029)</b></p> <p>Programme 1   Work with you to provide localised services that meet your needs            Programme 2   Make it easy for you to access our services            Programme 3   Adapt our services as your needs change            Programme 4   Design services around your needs and concerns            Programme 5   Enable our people to be the best they can be, to serve you better            Programme 6   Work together to provide the best possible services to meet your needs            Programme 7   Driven by evidence to give you the value you expect            Programme 8   Work with other organisations to secure a safer future for everyone            Programme 9   Enable organisation change</p>
	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li>▪ <b>London Safety Plan</b> <ul style="list-style-type: none"> <li>▪ Risk in London</li> <li>▪ - Helping to make London safe</li> <li>▪ - Responding in an emergency</li> <li>▪ - Responding effectively (working with neighbouring brigades)</li> </ul> </li> <li>▪ <b>London Blue light collaboration</b></li> </ul> <p><b>(Active in Q4) CRMP (Delivery Plan 2023-2029)</b></p> <p>Programme 1   Work with you to provide localised services that meet your needs            Programme 2   Make it easy for you to access our services            Programme 3   Adapt our services as your needs change</p>

<sup>6</sup> Section 1 of the National Framework (2018) is the Introduction

		<p>Programme 4   Design services around your needs and concerns</p> <p>Programme 5   Enable our people to be the best they can be, to serve you better</p> <p>Programme 6   Work together to provide the best possible services to meet your needs</p> <p>Programme 7   Driven by evidence to give you the value you expect</p> <p>Programme 8   Work with other organisations to secure a safer future for everyone</p> <p>Programme 9   Enable organisation change</p>
<b>Prevent and protect</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li><b>LSP Commitments:</b> LSP1, 2, 3, 4, 5, 6, 8, 9, 11, 12</li> <li><b>Home Fire Safety Full Guide (on website)</b></li> <li><b>Essential reading for businesses and organisations (on website)</b></li> </ul>
		<p><b>(Active in Q4)</b></p> <ul style="list-style-type: none"> <li>CRMP (Delivery Plan 2023-2029)</li> </ul> <p>Programme 1 - Programme 9</p>
<b>Respond</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li><b>London Safety Plan – Responding in an emergency</b></li> <li><b>Cross border agreements (Section 13/16 agreements)</b></li> </ul>
		<p><b>(Active in Q4) CRMP (Delivery Plan 2023-2029)</b></p> <p>Programme 3   Adapt our services as your needs change</p> <p>Programme 4   Design services around your needs and concerns</p> <p>Programme 5   Enable our people to be the best they can be, to serve you better</p> <p>Programme 7   Driven by evidence to give you the value you expect</p>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Cross Border agreements (Section 13/16 agreements)</b></li> <li><b>National resilience assets</b></li> <li><b>National operational guidance programme</b></li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Strategic Response Arrangements</b></li> <li><b>Corporate Business Continuity Policy</b></li> <li><b>Capital Guard</b></li> <li><b>London Local Authority Coordination Centre</b></li> <li><b>London Local Resilience Forum</b></li> </ul>
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver</li> </ul>	<ul style="list-style-type: none"> <li><b>London Local Resilience Forum</b></li> <li><b>National Inter-agency liaison officer – LFB officer</b></li> </ul>

	<p>interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP). Fire and rescue authorities must collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.</p>	<ul style="list-style-type: none"> <li>▪ <b>Inter-agency liaison offers (ILOs)</b></li> <li>▪ <b>JESIP</b></li> <li>▪ <b>NOL/JOL learning.</b></li> <li>▪ <b>Joint statement of intent</b></li> <li>▪ <b>London blue light collaboration</b></li> </ul>
<b>Section 3: National Resilience</b>		
<b>National Resilience</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>London Fire Commissioner – National Resilience Lead Counter-Terrorism</b></li> <li>▪ <b>Resilience partnership working with NFCC</b></li> </ul>
	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>London Fire Commissioner – member of FRSRB</b></li> <li>▪ <b>Operational Policy Department management and risk assessment of operational policies</b></li> </ul>
<b>Gap Analysis</b>	<ul style="list-style-type: none"> <li>▪ 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).</li> </ul>	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li>▪ <b>LSP commitment: LSP15</b></li> <li>▪ <b>Operational Resilience Department</b></li> <li>▪ <b>Special Operations Group</b></li> <li>▪ <b>Assessment by NRAT</b></li> </ul>
		<p><b>(Active in Q4) CRMP (Delivery Plan 2023-2029)</b>  Programme 5   Enable our people to be the best they can be, to serve you better  Programme 7   Driven by evidence to give you the value you expect  Programme 9   Enable Organisational Change</p>
	<ul style="list-style-type: none"> <li>▪ As part of their analysis, fire and rescue authorities must highlight to the Home Office or</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>LFB lead in CONTEST strategy</b></li> <li>▪ <b>Home Office/FRSRB review and meetings</b></li> </ul>

	<p>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.</p>	<ul style="list-style-type: none"> <li>▪ <b>Cross Border agreements (Section 13/16 agreements)</b></li> </ul>
<p><b>National Coordination and Advisory Framework</b></p>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Commissioner – member of NFCC</b></li> <li>▪ <b>LFB support and senior officer secondment for NFCC (and NCAF)</b></li> </ul>
<p><b>Response to Terrorist Attacks or Marauding Terrorist Firearms Attacks</b></p>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Special Operations Group – Counter terrorism work streams</b></li> <li>▪ <b>MTA agreement in place with representative bodies (MTA)</b></li> </ul>
<p><b>National Resilience Assurance</b></p>	<ul style="list-style-type: none"> <li>▪ 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:</li> <li>▪ existing national resilience capabilities are fit for purpose and robust; and</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Commissioner – member of FRSRB</b></li> <li>▪ <b>LFB lead in CONTEST strategy</b></li> <li>▪ <b>National Resilience Assurance Team</b></li> <li>▪ <b>National Resilience assets</b></li> <li>▪ <b>Exercise programmes – USAR, Unified Response</b></li> <li>▪ <b>Lambeth Blue Light Demonstration Day</b></li> </ul>

	<ul style="list-style-type: none"> <li>risks and plans are assessed and any gaps in capability that are needed to ensure national resilience are identified.</li> </ul>	
	<ul style="list-style-type: none"> <li>Fire and rescue authorities with MTFA teams must work with police forces and ambulance trusts to provide tri-service assurance of this capability.</li> </ul>	<ul style="list-style-type: none"> <li><b>Operational Resilience officer seconded to National Counter Terrorism Policing Headquarters (NCTPHQ)</b></li> <li><b>National Inter-agency Liaison officers (NILO) work closely with CT Policing and other key agencies.</b></li> </ul>
<b>Section 4: Governance</b>		
<b>Managing the Fire and Rescue Service/Chief Fire Officer</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Mayor appoints LFC</b></li> <li><b>Deputy Mayor for Fire and Resilience</b></li> <li><b>Deputy Mayor's Fire and Resilience Board</b></li> <li><b>Fire Resilience and Emergency Planning Committee</b></li> <li><b>Audit Committee</b></li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li><b>London Safety Plan</b></li> <li><b>LFB quarterly performance reports</b></li> <li><b>Development of Community Risk Management Plan (CRMP)</b></li> </ul> <p><b>(Active in Q4) CRMP (Delivery Plan 2023-2029)</b></p> <p>Programme 1   Work with you to provide localised services that meet your needs  Programme 2   Make it easy for you to access our services  Programme 3   Adapt our services as your needs change  Programme 4   Design services around your needs and concerns  Programme 5   Enable our people to be the best they can be, to serve you better  Programme 6   Work together to provide the best possible services to meet your needs  Programme 7   Driven by evidence to give you the value you expect  Programme 8   Work with other organisations to secure a safer future for everyone</p>



		Programme 9   Enable Organisational Change
<p><b>Documents to be prepared:</b></p> <p><b>i) Integrated Risk Management Plan</b></p>	<ul style="list-style-type: none"> <li>▪ Each plan must:</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ outline required service delivery outcomes including the allocation of resources for the mitigation of risks.</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and</li> <li>▪ be easily accessible and publicly available.</li> </ul>	<p><b>(Active from Q1-Q3) London Safety Plan</b></p> <ul style="list-style-type: none"> <li>▪ <b>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.</b></li> <li>▪ <b>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.</b></li> <li>▪ <b>London Fire website, hardcopies on request</b></li> <li>▪ <b>Consultation process (LSP covering report – FEP 2723)</b></li> <li>▪ <b>LSP – was originally planned to cover 4 years but has been extended to cover 6 years</b></li> </ul> <p><b>(Active in Q4) CRMP (Delivery Plan 2023-2029)</b></p> <p>Programme 1   Work with you to provide localised services that meet your needs  Programme 2   Make it easy for you to access our services  Programme 3   Adapt our services as your needs change  Programme 4   Design services around your needs and concerns  Programme 5   Enable our people to be the best they can be, to serve you better  Programme 6   Work together to provide the best possible services to meet your needs  Programme 7   Driven by evidence to give you the value you expect  Programme 8   Work with other organisations to secure a safer future for everyone  Programme 9   Enable Organisational Change</p>
<p><b>ii) Annual statement of assurance</b></p>	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Statement of Assurance 2022/2023 (this document)</b></li> </ul>

	<p>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').</p>	
<b>iii) Financial plans</b>	<ul style="list-style-type: none"> <li>A medium-term financial strategy, an efficiency plan, and a reserves strategy. These can be combined or published separately.</li> </ul>	<ul style="list-style-type: none"> <li><b>March – LFB Budget submission 2022/2023</b></li> </ul>
<b>Section 5: Achieving Value For Money</b>		
<b>Achieving Value for Money</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>LFC's Scheme of Governance</b></li> <li><b>Budget process</b></li> <li><b>Quarterly budget reporting and monitoring</b></li> <li><b>Performance reporting</b></li> <li><b>Recruitment and selection</b></li> <li><b>Director of Corporate Services is the Head of Paid Service and is responsible for all LFC staff</b></li> </ul>
	<ul style="list-style-type: none"> <li>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).</li> </ul>	<ul style="list-style-type: none"> <li><b>LFC's Scheme of Governance</b></li> <li><b>Treasury management</b></li> <li><b>Director of Corporate Services is the LFC's Section 127 Officer and is responsible for safeguarding the LFC's financial position and ensuring value for money</b></li> </ul>
<b>Commercial Transformation</b>	<ul style="list-style-type: none"> <li>Each fire and rescue authority must demonstrate that it is achieving value for money for the goods</li> </ul>	<ul style="list-style-type: none"> <li><b>GLA Collaboration Board</b></li> <li><b>London Blue Light Collaboration</b></li> </ul>

	<p>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.</p>	<ul style="list-style-type: none"> <li>▪ <b>LFB Procurement policies and procedures</b></li> </ul>
	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>ESN programme</b></li> <li>▪ <b>PPE contract</b></li> </ul>
	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>LFB Procurement policies and procedures</b></li> <li>▪ <b>Contracts Management Team</b></li> <li>▪ <b>General Counsel and legal review of contracts</b></li> </ul>
<b>Trading</b>	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>LFBe – currently dormant</b></li> </ul>

	State Aid implications and obtain their own expert advice where necessary.	
<b>Section 6: Workforce</b>		
<b>Fitness principles</b>	<ul style="list-style-type: none"> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li><b>Fitness policy</b></li> <li><b>Wellbeing Strategy</b></li> </ul>
<b>Re-engagement of Senior Officers</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>LFB recruitment policies</b></li> </ul>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>LFB principal officer posts - advertised externally</b></li> </ul>
<b>Section 7: Inspection, Intervention and Accountability</b>		
<b>Inspection</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li><b>Strategy and Risk internal inspection support team</b></li> <li><b>Provision of data to HMICFRS by Information Management</b></li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li><b>LFB's HMICFRS inspection report July 2022</b></li> <li><b>GT/HMICFRS action plan</b></li> </ul>

	<p>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.</p>	
<b>Accountability</b>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Deputy Mayor for Fire and Resilience</b></li> <li>▪ <b>Fire, Resilience and Emergency Planning Board meetings</b></li> <li>▪ <b>Fire and Resilience Board meeting</b></li> <li>▪ <b>Delegated authority arrangements</b></li> <li>▪ <b>Committee/Board constitution/Terms of reference</b></li> </ul>
<b>Transparency</b>	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Data and transparency arrangements - London Fire</b></li> <li>▪ <b>London Datastore</b></li> </ul>

	of how they can access data and information on their performance.	
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# Statement of Assurance 2022/23

Performance data for five years to 2022/23

May 2023

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

## About this publication

Publication date: May 2023

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

email: [data@london-fire.gov.uk](mailto:data@london-fire.gov.uk)

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

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## The London Fire Commissioner and the London Fire Brigade

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

For more information about LFC and the work of the London Fire Brigade visit [www.london-fire.gov.uk](http://www.london-fire.gov.uk).

## Other LFB Data publications

The London Fire Brigade *Fire Facts* publications are:

- Fires incident response times – [here](#)
- Fires in Greater London – [here](#)
- Fatal fires in Greater London – [here](#)
- Finance and performance reporting 2022/23 – [here](#)

## Other data available

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

## Version history

This version (v1) published on 30 May 2023.



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## Introduction

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

### Fifth London Safety Plan (LSP5)

Prior to the five year period covered by this document (in January 2014), changes were made to the number of fire stations and fire engines as part of the implementation of the [Fifth London Safety Plan](#)<sup>1</sup> (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.

### London Safety Plan

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

### Your London Fire Brigade

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

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

Performance in 2018/19 is impacted by a range of changes alongside those in LSP5 which includes

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

In considering some of the numbers in this document, it is important to recognise the changes to fire stations

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<sup>1</sup> The London Safety Plan is the LFC's Integrated Risk Management Plan.

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

- **in 2014/15** – the performance year with LSP5 changes fully implemented, but still with 13 EFCC appliances temporarily removed and station temporary closures arising from the station rebuilding (PFI) project.
- **in 2015/16** – the performance year with LSP5 changes fully implemented, 13 EFCC appliances temporarily removed from stations, and temporary station closures arising from the PFI station rebuilding programme. In November 2015, a new mobilising system was live, which introduced (a) mobilising to individual addresses (rather to a street); and (b) geographic mobilising which used a fire engine location to determine which was closest to be mobilised to an incident.
- **in 2016/17** – the performance with LSP5 changes fully implemented, 13 EFCC appliances temporarily removed from stations from April 2016 and permanently removed from June 2016, and there were a few temporary station closures arising from the PFI station rebuilding programme in April, May, and June 2016.
- **in 2017/18** – there were no changes to fire stations or fire appliances this year.
- **in 2018/19** – there were no changes to fire stations or fire appliances this year.
- **In 2019/20** – the SoA year. There were no changes to fire stations or fire appliances this year.
- **In 2020/21** – the SoA year. There were no changes to fire stations or fire appliances this year.
- **In 2021/22** – the SoA year. There were no changes to fire stations or fire appliances this year.
- **In 2022/23** – the SoA year. There were no changes to fire stations or fire appliances this year.

## Performance reporting

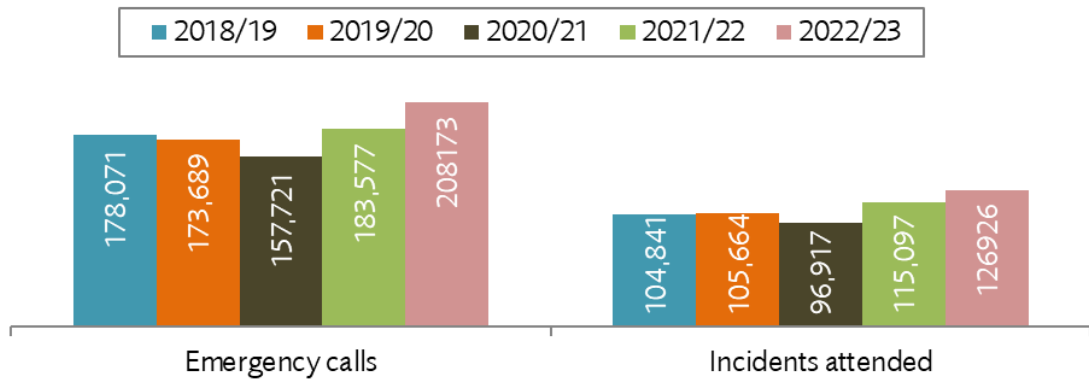
The data in this document is not focussed on performance against indicators/targets but provides a trend analysis for the various data sets presented.

The Brigade publishes a quarterly performance report (for end June, September, December, and March) usually within about six weeks of the end of the relevant quarter. These quarterly reports can be found on the Brigade's web site ([here](#) – search for *performance*) and also on the London Datastore; 2022/23 – [here](#)

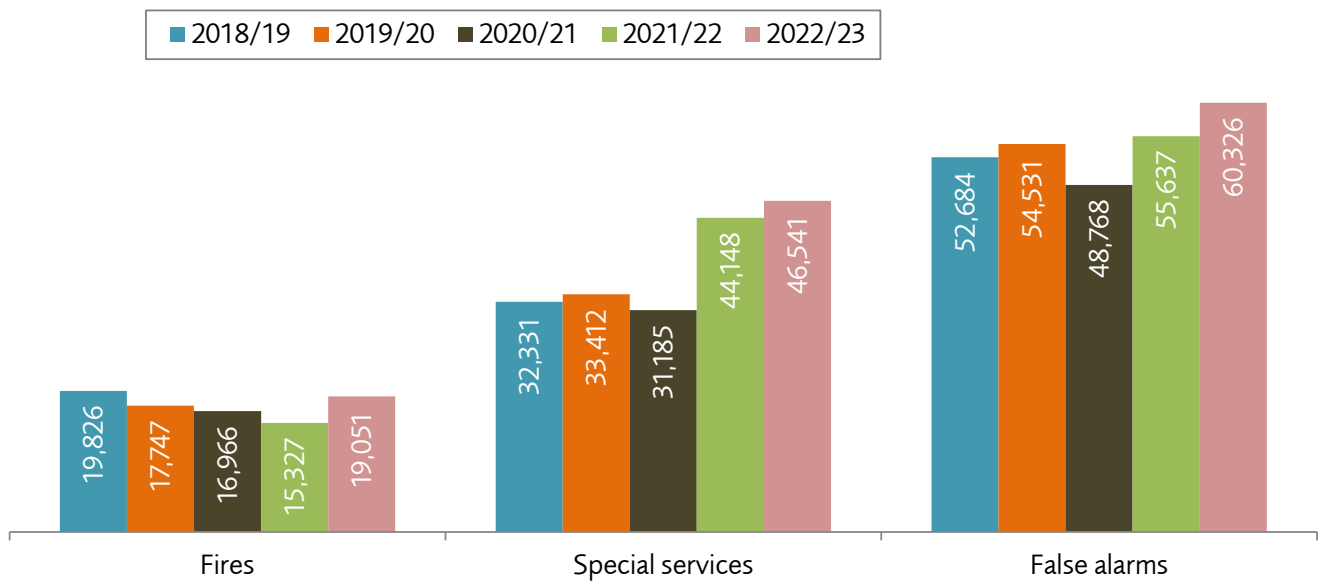
The data published in this document for 2021/22 is consistent with the end of year *Our Performance* report (available on the London Datastore [here](#)).

# Emergency calls received and incidents attended

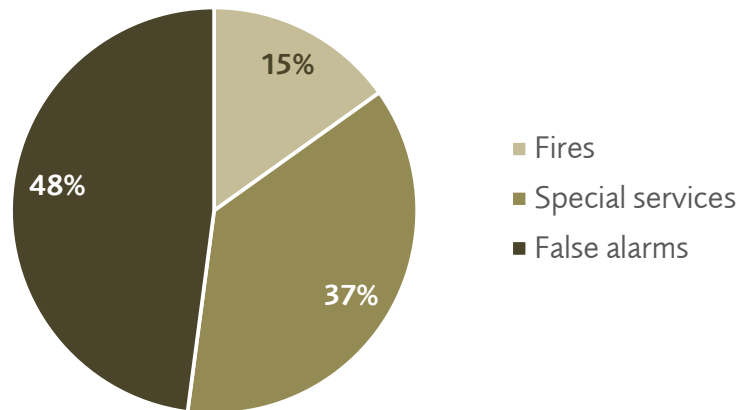
- The numbers of emergency (999) calls received, and the incidents attended over the five years to 2022/23 are set out in the chart below. Data for incidents attended is available in annex 1C (borough) and 2B (ward). Emergency call data is not available at ward or borough level as the location of a caller is not captured.
- The number of London-wide **incidents attended** by the Brigade in 2022/23 increased by 10 per cent compared to the previous year and was nine per cent higher than the five-year average. The number of **emergency calls received** had been gradually decreasing until 2021/22, in 2022/23 it increased by 16 per cent compared to the five-year average.



- The total number of **fires** attended was some seven per cent higher in 2022/23 compared to five years earlier and remains below 20,000 annually. The number of **special services** attended in 2022/23 was five per cent higher than the previous year, the number is 34 per cent higher than the five-year period. **False alarms** show a year-on-year upward trend up until 2020/21 where it decreased by 11 per cent but in 2022/23 it increased by eight per cent and increased by 13 per cent across the five years.



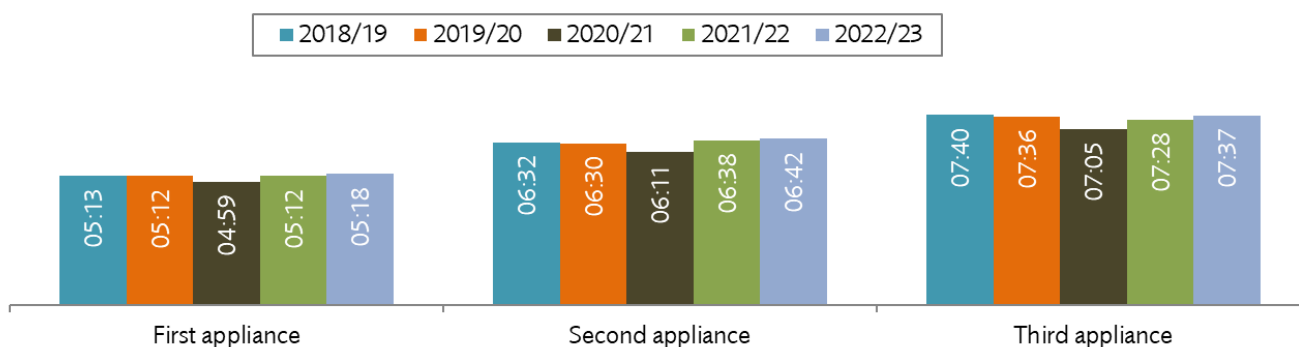
- In 2022/23, the proportions of different types of incidents is shown in the chart below. False alarms now represent some 48 per cent of all incidents attended, with special services at 37 per cent and fires at 15 per cent.



# Attendance times

## First, second and third pumping appliances

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



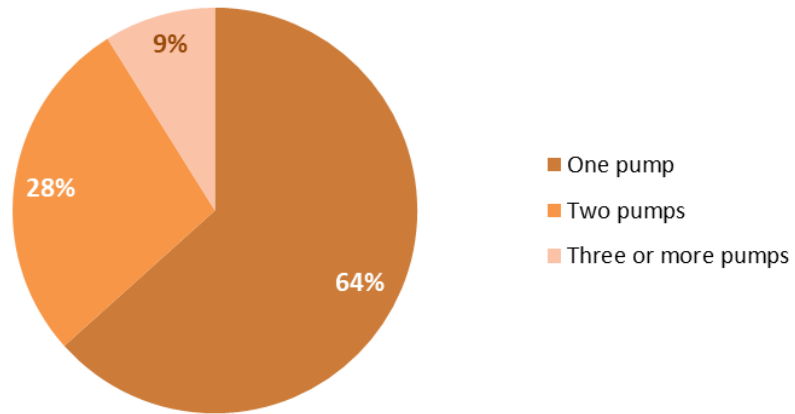
- Average speed of arrival for a **first appliance** at an incident in 2022/23, at 5m:18s, six seconds slower than in 2021/22. In 2022/23, three boroughs fell outside of the six minutes average target for first appliance.
- London-wide, **second appliance** average response time to incidents in 2022/23, at 6m:42s, was four seconds slower than in 2021/22. In 2022/23, two boroughs were outside the second appliance average attendance target of eight minutes.
- London-wide, the average **third appliance** response time in 2022/23, at 7m:37s, was 11 seconds slower than in 2021/22. There is no target for third appliance speed of arrival, but performance is well within the benchmark average of 10 minutes used during LSP5 consultation. No borough in 2022/23 fell outside this 10 minute benchmark.

<sup>2</sup> See the 'Notes on data;' on page 23.



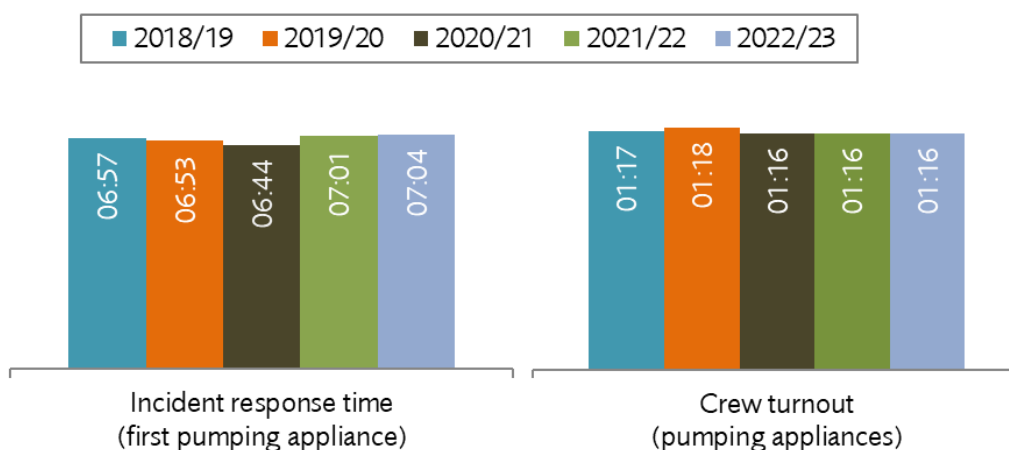
- In considering attendance time performance, it should be noted that 64 per cent of all incidents were attended by only one appliance; 28 per cent of incidents received two appliances, with just nine per cent receiving three or more appliances. The data underpinning third appliance attendance time performance is, therefore, more limited than that for the first or second appliance.

**Pumps attending incidents in 2022/23**



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

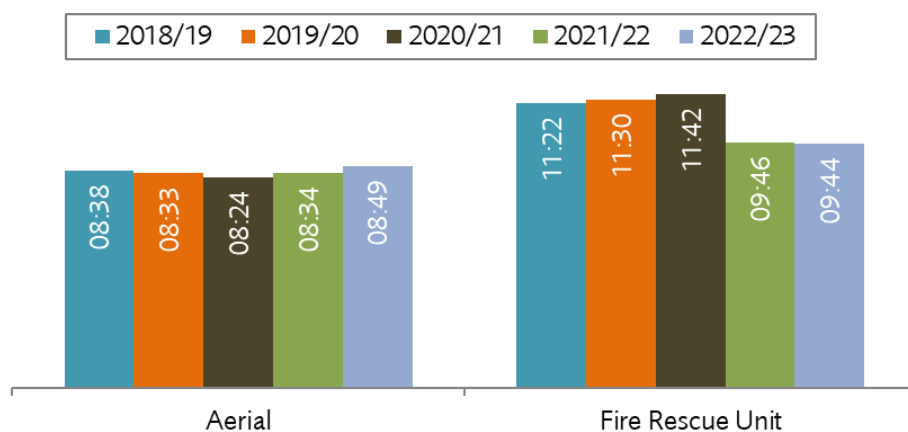
- The overall **incident response time** (from time of call to arrival of first appliance) in 2022/23, at 7m:04s, was 3 seconds slower than the previous year (2021/22). The London-wide performance is shown in the chart below. As the incident response time covers call handling, the equivalent performance target (for a first appliance) would be an average 6m:53s (1m:40s call handling plus six-minute attendance). Details of the overall **incident response time** between answering the 999-call answer and arrival of the first pumping appliance at incident scene are published for in annexes 1A (borough) and 2A (ward).
- **Crew turn-out** performance, at 1m:16s, was consistent with previous years. The crew turn-out time is part of the first, second and third appliance response times (which are measured from the time of mobilisation to arrival at the incident address). Data on pumping appliance crew turnout performance is available by borough in annex 1A; as this data is for station watch performance, it is not available at ward level.



Note: crew turnout time not to same scale.

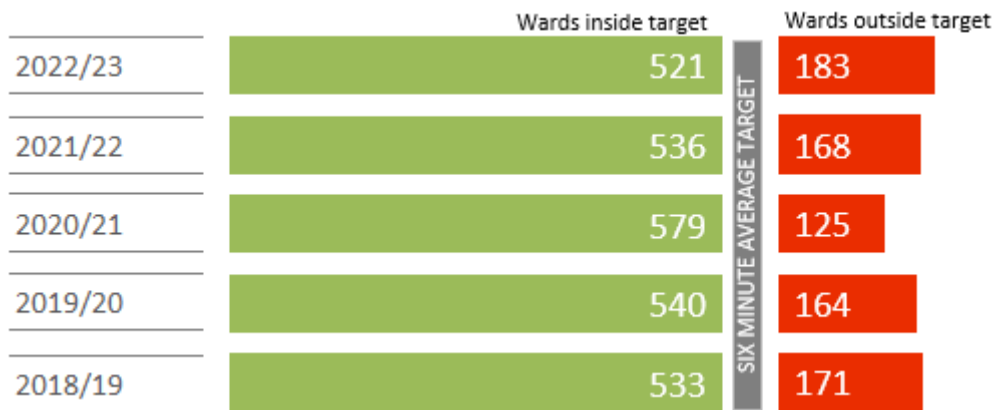
## Special appliances

- Data for special appliance average response times – for fire rescue units (FRUs) and aerial appliances – is shown in the chart below for five years up to 2022/23. Data for borough and ward performance is shown in annex 1B and annex 2A respectively.
- London-wide, average **aerial appliance** response times were 8m:49s in 2022/23. This time is some 15 second slower than the year before (8m:34s). There is no attendance standard for aerial appliances. There were no changes made to the number or deployment of aerial appliances in LSP5 or over the five years for which data is displayed. Performance is relatively consistent over the five years.
- London-wide, average **fire rescue unit** response times were 09m:44s in 2022/23, this is faster than the year before, and 1m:24s faster than the five year average. The LSP5 reduced the number of Fire Rescue Units from 16 to 14 (i.e. two fewer). There is no attendance standard for fire rescue units.

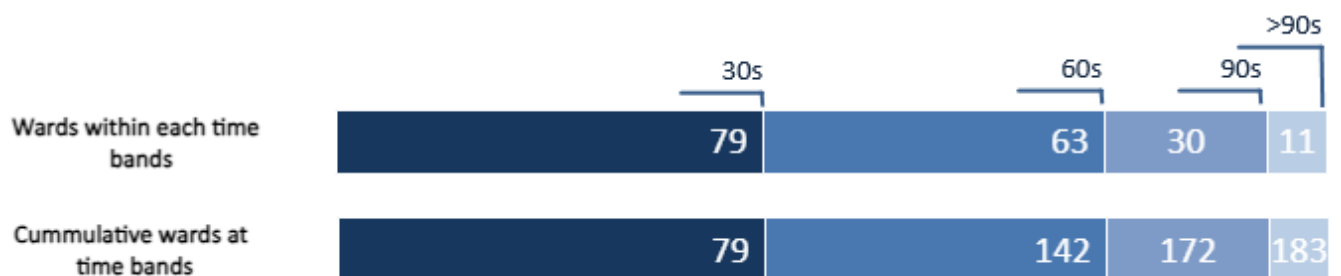


## Ward pumping appliance attendance times

- <sup>3</sup>Ward data for first and second pumping appliance attendance times is in annex 2A. The Brigade does not undertake to meet its attendance standard at ward level.
- 74 per cent of wards in 2022/23 had a **first appliance** within the average six-minute target (it was 76 per cent in the previous year, 2021/22). Comparing performance in 2022/23 with 2018/19, there were 12 more wards outside target in the most recent year (2022/23).

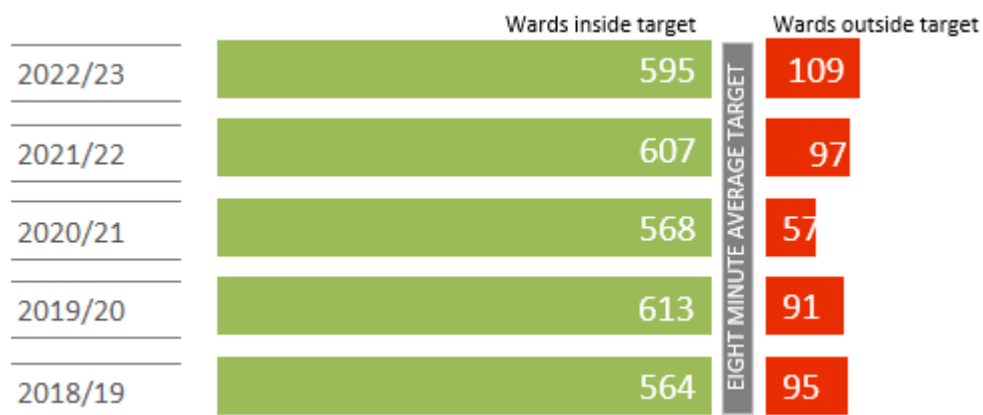


- Performance for **first appliance** comparing 2022/23 with 2018/19 shows more wards outside the target. Of the 183 wards outside the first appliance average six-minute target in 2022/23, 79 wards were within 30 seconds or less of the target with 104 wards more than 30 seconds outside the target. The chart below shows wards outside the target within four time bands to show how far they were away from the target, together with the cumulative number of wards at each time band.

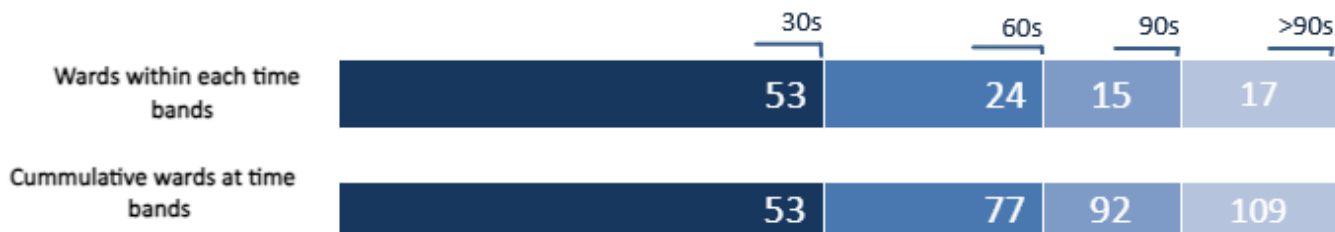


<sup>3</sup> Note: in May 2022 new ward boundaries came into force after a programme of electoral reviews of London Boroughs by the Local Government Boundary Commission for England (LGBCE)

- Performance for second appliance comparing 2022/23 against 2018/19 shows the most wards outside the target in the most recent year, compared to five years earlier and 85 per cent of wards were within the average eight minute second appliance target.



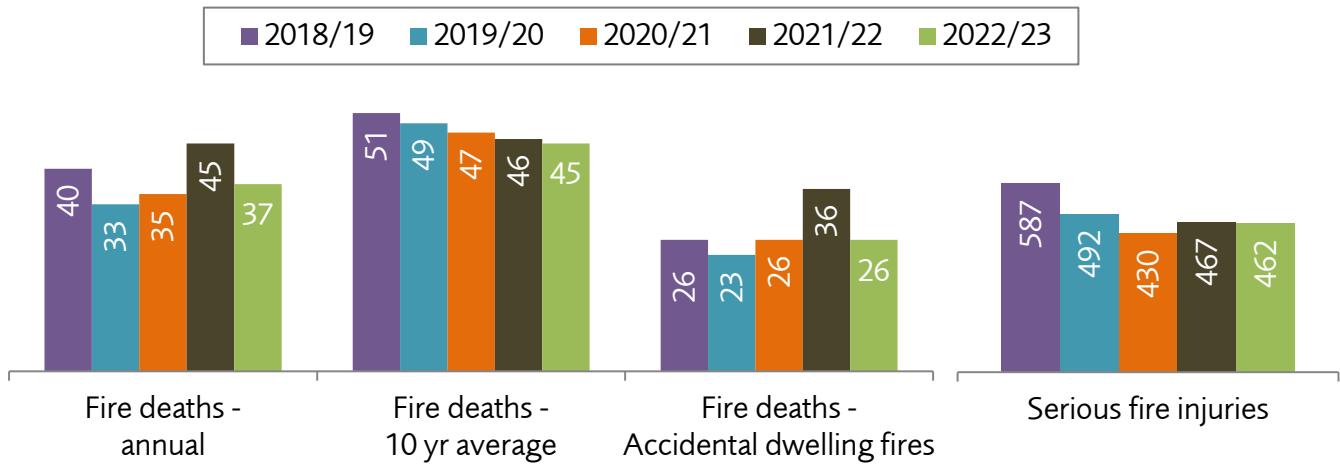
- Of the 109 wards outside the second appliance average eight minute target in 2022/23, 53 wards were within 30 seconds of the target, and 56 wards more than 30 seconds outside the target. The chart below shows wards outside the target within four time bands, to show how far they were away from the target, together with the cumulative number of wards at each time band.



# Fire casualties (fatal and non-fatal)

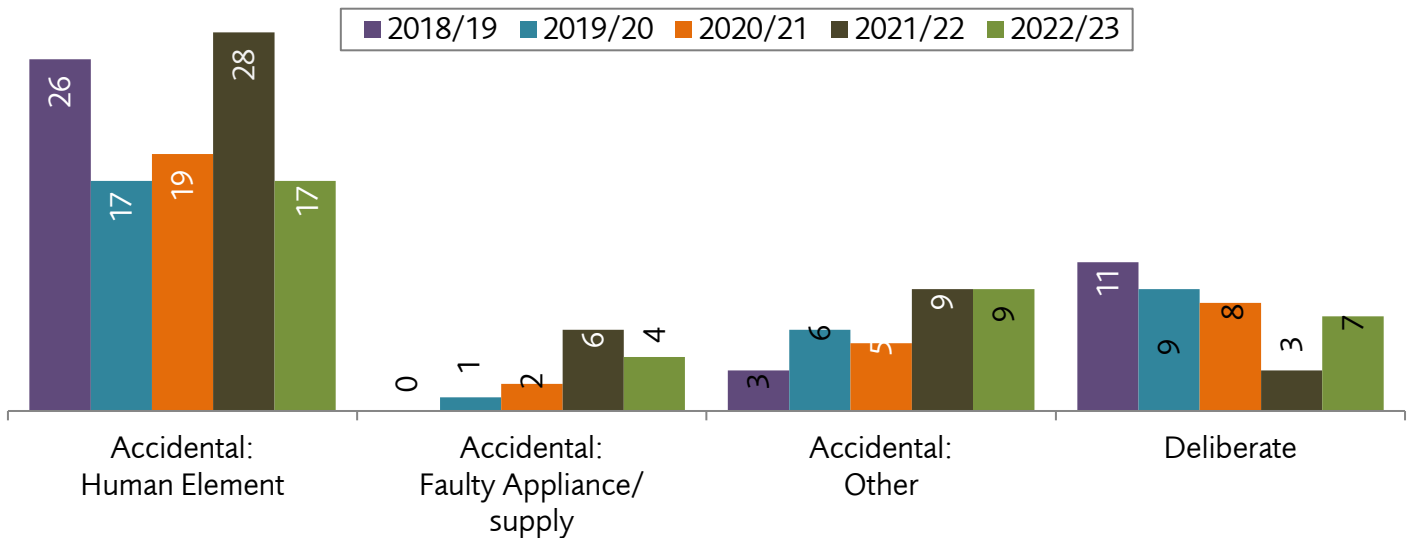
- Data about fire casualties is available in annexes 1D (borough) and 2B (ward) respectively. The number of fire deaths at borough and ward level is generally very small, so there are always limitations on the statistical conclusions that can reliably be drawn from these datasets.

The chart below shows the numbers of fire casualties (fatal and non-fatal) for the five years to 2022/23.

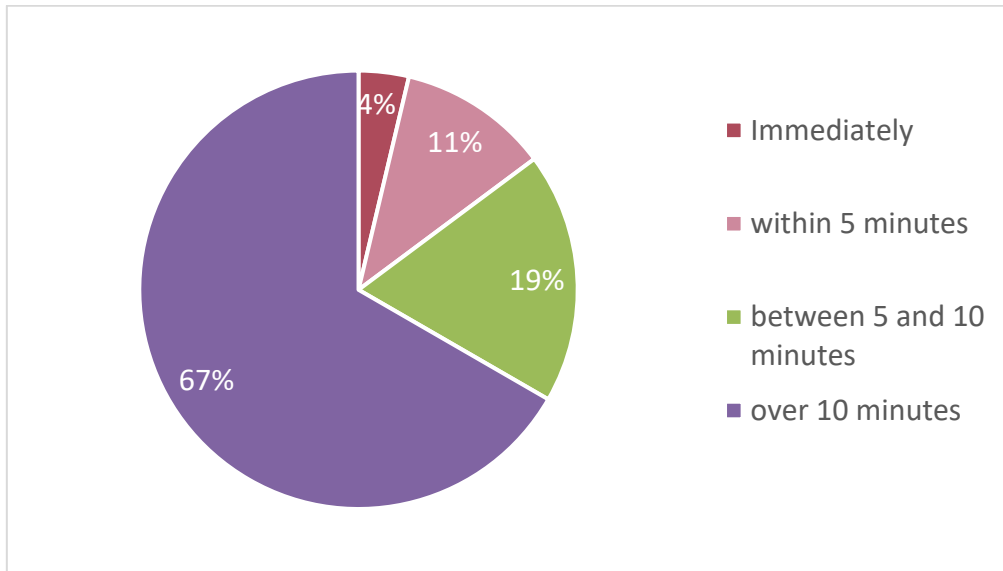


Note: serious fire injuries not to same scale.

There are different **types of fire death**. Some are result of deliberate acts (which will include deliberate fire-setting (arson), suicide, or homicide), and some are accidental. Of the accidental fire deaths, the cause of the fire can be the result of faulty equipment or supply or have a human cause (e.g. careless disposal of a cigarette, clothing too close to a heat source). The fire deaths due to a faulty appliance/ supply reduced in 2022/23.



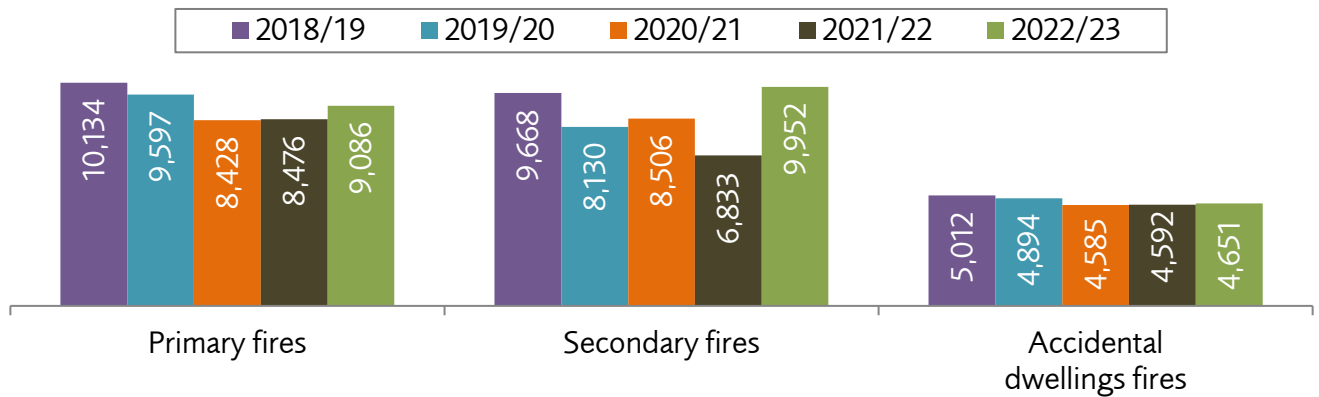
- One factor that is key to whether a person is injured or dies in a fire, is the **delay in discovering the fire and calling the fire brigade**. The chart below shows the estimated delay between ignition of the fire and calling the brigade, based on the work of crews and fire investigators. The five-year average to 2022/23 shows that 85 per cent of cases there was a delay of five minutes or more in calling the Brigade (data is not available for 20 per cent of fatalities).



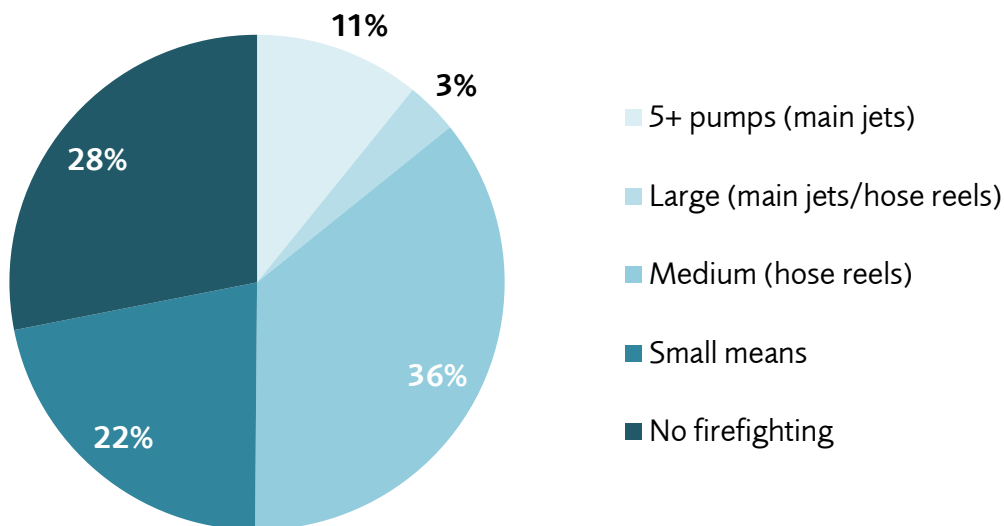
Note: Typically, across the five years displayed, this data is not available for about 20 per cent of fire deaths.

# Fires

- Borough and ward data for all fires, primary (more serious) fires, accidental dwellings fires, and fires in care homes/sheltered housing, are in annexes 1C and 2B respectively.
- London-wide, the number of **primary fires**, which includes **accidental dwelling fires**, have remained similar to 2021/22 figures. The number of **secondary fires** tend to fluctuate as open land and grass fires in summer months are a significant proportion of these fires and are higher in years which have warmer/drier summer periods like 2022/23.



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

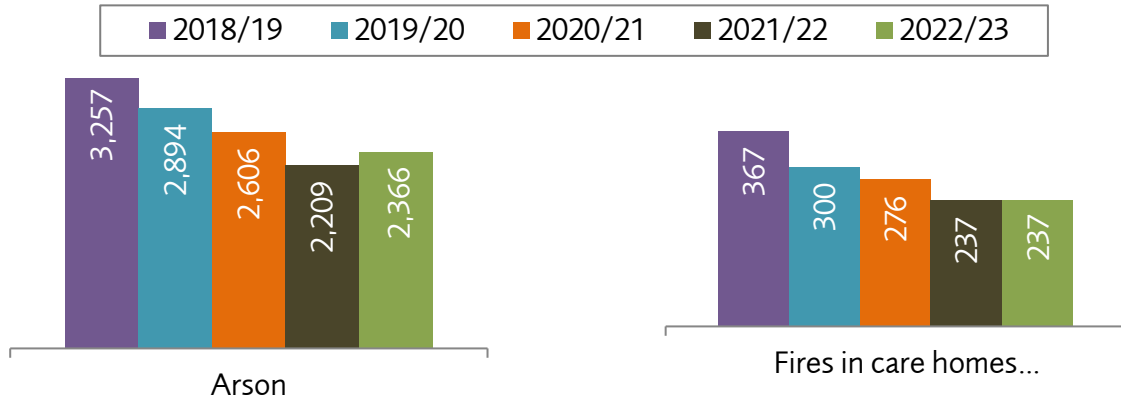


<sup>4</sup> Note: the number of incidents attended by five or more fire engines includes those high-rise incidents which received an initial standard attendance of five fire engines; some of these incidents will not be significant or larger fires and would otherwise be categorised as medium or small fires or would have required no firefighting.



- **Deliberate fires** (i.e. potential 'arson') have continued to fall in previous years and the number in 2021/22 is the lowest for the five years displayed, and some 41 per cent lower than in 2017/18.

In the LSP5, the Brigade was concerned by the number of older people who are harmed or killed by fires in care homes/sheltered housing where they should be safe. We introduced a headline target (which is continued in the current London Safety Plan 2017) focusing on reducing the fires in care homes and sheltered housing. The numbers of these fires in these places has largely been reducing, with the number in 2022/23 remaining the same as the previous declining year.



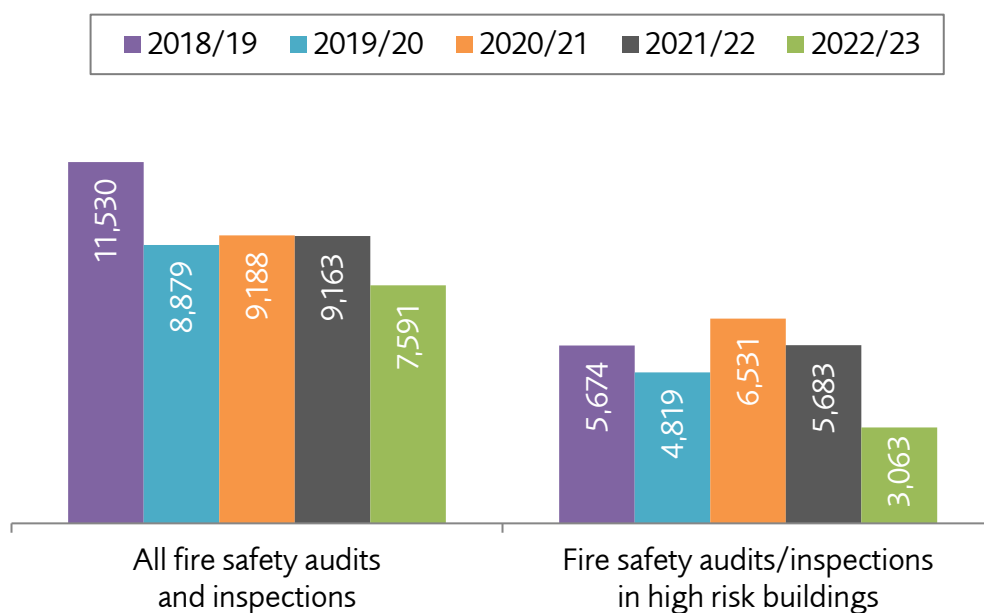
Note: Arson and fires in care homes not to same scale.

# Fire safety

## Regulatory fire safety

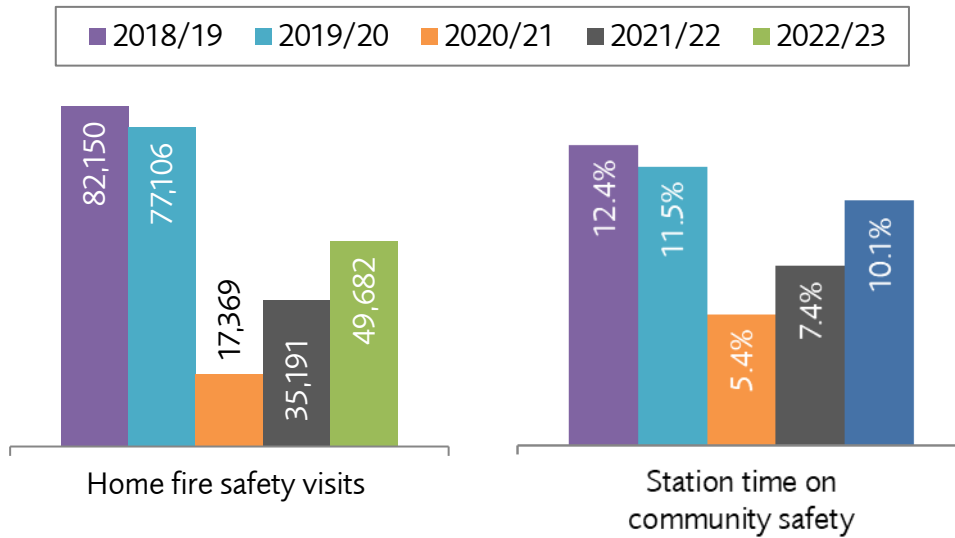
- Data on **all fire safety inspections/audits** and for **inspection/audits to high-risk premises** and this data is provided at borough level only (annex 1E). London-wide data for the past five years, including 2022/23, is set out in the chart below. There is no direct relationship between the stations and pumping appliance reductions in LSP5 and the volume of regulatory fire safety work undertaken, as this is currently carried out by specialist non-station-based staff.

The numbers of **fire safety audits/inspections** have fallen in recent years, particularly since the Grenfell Tower fire after June 2017, as new risk-based audit and inspection priorities have been introduced.



## Community safety

- Data for the numbers of **home fire safety visits** (HFSVs) carried out (mainly by fire station staff) and time spent on community safety activity by fire station staff is available by borough in annex 1E. The London-wide data for the last five years is in the chart below, and lower numbers in 2020/21 are due to reduced activity due to Covid-19 restrictions.
- Data for the proportion of **time spent on community safety by station-based staff** is published at borough level only in annex 1E. The London-wide data for the last five years is in the chart below. The proportion of time spent on community safety activities (including home fire safety visits) by fire station staff has largely been consistent over the five-year period, although fell significantly in 2020/21. Some of the reduced levels of activity in 2020/21 can be attributed to Covid-19 restrictions from March 2020. Home Fire safety visits increased in 2022/23 due to Covid-19 restrictions being lifted.



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

# LFB performance compared to all English fire and rescue services

This review of statistics for the year 2020/21 (year ending March 2021) for fire and rescue services (FRSs) in England is published by the Home Office<sup>5</sup>. The results for England (with London added using Brigade statistics<sup>6</sup> 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).

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<sup>5</sup> Fire and rescue incident statistics: England, year ending March 2021. 12 August 2021 ([Home Office](#))

<sup>6</sup> 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 (an increase of 3%), There were 33 fire-related fatalities in dwelling fires, compared with 28 in the previous year (an increase of 18%).*

### **Fire-related non-fatal casualties**

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

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

# Notes on data

## Correction to data for earlier years

This document includes some minor corrections to some data for years before 2022/23 published to support earlier versions of the Statement of Assurance. These are minor corrections and do not materially impact on any conclusions to be drawn from the data.

## Attendance time calculation

### Fire engine response times

The way in which fire engine response times are calculated is described in the document **Fire Facts – Incident Response Times 2022** available on the LFB web site. In line with LSP2017, the calculation has been varied to provide greater accuracy in terms of performance. The method of calculation as described previously is set out below.

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

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

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

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

### Special appliance response times

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

## 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	
<b>Average</b>	<b>05:05</b>	<b>07:41</b>	<b>07:00</b>

## 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 2022/23, just under one quarter (24 per cent) of wards had fewer than two incidents a week (170 wards). Also, as outlined earlier, in 2022/23, nearly two thirds (64 per cent) of all incidents are attended by only one appliance. The small

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

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

Ward boundaries changed in May 2022 based on a three-year programme of electoral reviews by the Local Government Boundary Commission for England (LGBCE). The data for this report is consistently based on the wards as they were after May 2022 even for periods before the change. It is not, therefore, possible to 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 year<sup>7</sup>.

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<sup>7</sup> 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

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

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

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

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

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

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/bungalow. 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

Borough	Fire deaths (all)					Deaths in accidental fires in the home					Serious fire injuries				
	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Barking and Dagenham	2	1	1	0	2	0	0	0	0	2	15	6	13	8	14
Barnet	1	2	1	2	2	0	2	1	2	2	18	29	8	8	19
Bexley	0	1	1	4	0	0	1	1	4	0	12	8	15	15	15
Brent	1	2	4	1	1	1	0	2	1	1	15	16	28	17	26
Bromley	0	2	1	0	0	0	0	1	0	0	22	32	12	12	9
Camden	3	1	1	0	3	2	1	1	0	2	12	13	13	20	10
City of London	0	0	0	0	0	0	0	0	0	0	1	0	0	0	6
Croydon	1	0	1	3	3	1	0	1	3	2	31	35	18	32	34
Ealing	1	2	2	0	1	1	1	1	0	0	31	29	24	19	14
Enfield	4	0	1	2	1	2	0	1	1	0	22	14	9	13	18
Greenwich	2	1	4	0	2	1	1	1	0	2	20	15	21	22	15
Hackney	1	2	0	2	2	1	2	0	1	1	24	21	10	15	6
Hammersmith and Fulham	2	2	1	1	1	2	2	1	1	1	14	16	9	10	13
Haringey	3	0	1	3	0	3	0	1	3	0	20	12	15	9	18
Harrow	2	0	0	0	0	1	0	0	0	0	16	7	6	5	9
Havering	0	1	1	2	0	0	0	1	1	0	19	12	10	9	7
Hillingdon	0	0	0	0	0	0	0	0	0	0	18	10	14	14	13
Hounslow	2	2	0	0	1	2	2	0	0	1	22	14	20	14	15
Islington	1	1	2	1	2	0	0	2	1	2	25	18	11	18	10
Kensington and Chelsea	3	0	2	1	0	2	0	2	1	0	8	10	10	16	7
Kingston upon Thames	0	0	0	0	2	0	0	0	0	1	4	2	4	9	3
Lambeth	1	2	0	1	2	1	2	0	1	1	20	9	21	28	19
Lewisham	1	1	0	0	2	0	1	0	0	1	30	29	16	17	18
Merton	1	2	1	2	1	1	2	0	1	0	8	9	7	14	7
Newham	0	1	2	1	2	0	0	2	1	1	26	6	23	17	24
Redbridge	1	1	0	3	0	1	0	0	2	0	24	8	13	8	18
Richmond upon Thames	2	0	0	0	1	1	0	0	0	1	6	10	2	8	5
Southwark	0	2	1	1	2	0	2	1	1	2	22	14	14	20	20
Sutton	1	0	1	9	0	1	0	1	8	0	9	14	9	10	3
Tower Hamlets	0	1	1	1	1	0	1	1	1	1	16	17	11	26	25
Waltham Forest	3	0	1	1	3	1	0	1	1	2	17	16	11	7	8
Wandsworth	1	3	1	0	0	1	3	1	0	0	17	25	18	15	18
Westminster	0	0	3	4	0	0	0	2	1	0	23	16	15	12	16
	<b>40</b>	<b>33</b>	<b>35</b>	<b>45</b>	<b>37</b>	<b>26</b>	<b>23</b>	<b>26</b>	<b>36</b>	<b>26</b>	<b>587</b>	<b>492</b>	<b>430</b>	<b>467</b>	<b>462</b>

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

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

Note: Numbers may vary from those previously reported due to data being refreshed retrospectively.

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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 - 2022-23