



LONDON FIRE BRIGADE

Report title

---

## 2020-21 Sustainable Development Annual Report

---

Report to	Date
Corporate Services DB	20/07/2021
Commissioner's Board	28/07/2021
Fire and Resilience Board	26/08/2021
London Fire Commissioner	

---

Report by	Report number
Assistant Director Technical & Commercial	LFC-0563x

---

Protective marking: **NOT PROTECTIVELY MARKED**

Publication status: Published in full

If redacting, give reason:

---

I agree the recommended decision below.

**Andy Roe**  
London Fire Commissioner

Date This decision was remotely  
agreed on 15 September 2021

### Executive Summary

This report presents the Sustainable Development Annual Report, covering the fiscal year 2020-21 for publication. This report:

- summarises the performance of the Brigade on sustainable development related indicators and key initiatives to drive improvement in that performance;
- outlines progress against the Authority's Sustainable Development Strategy 2016-2022; and
- outlines future GLA Group targets

### Recommended decisions

That the London Fire Commissioner:-

1. Notes the content of this report, the performance against targets, and the progress in delivery of the Sustainable Development Strategy 2016-22 (FEP 2580) as set out at paragraph 14.
2. The Sustainable Development Annual Report for 2020/21 as set out in Appendix 1, is approved for publication on the London Fire Brigade website.

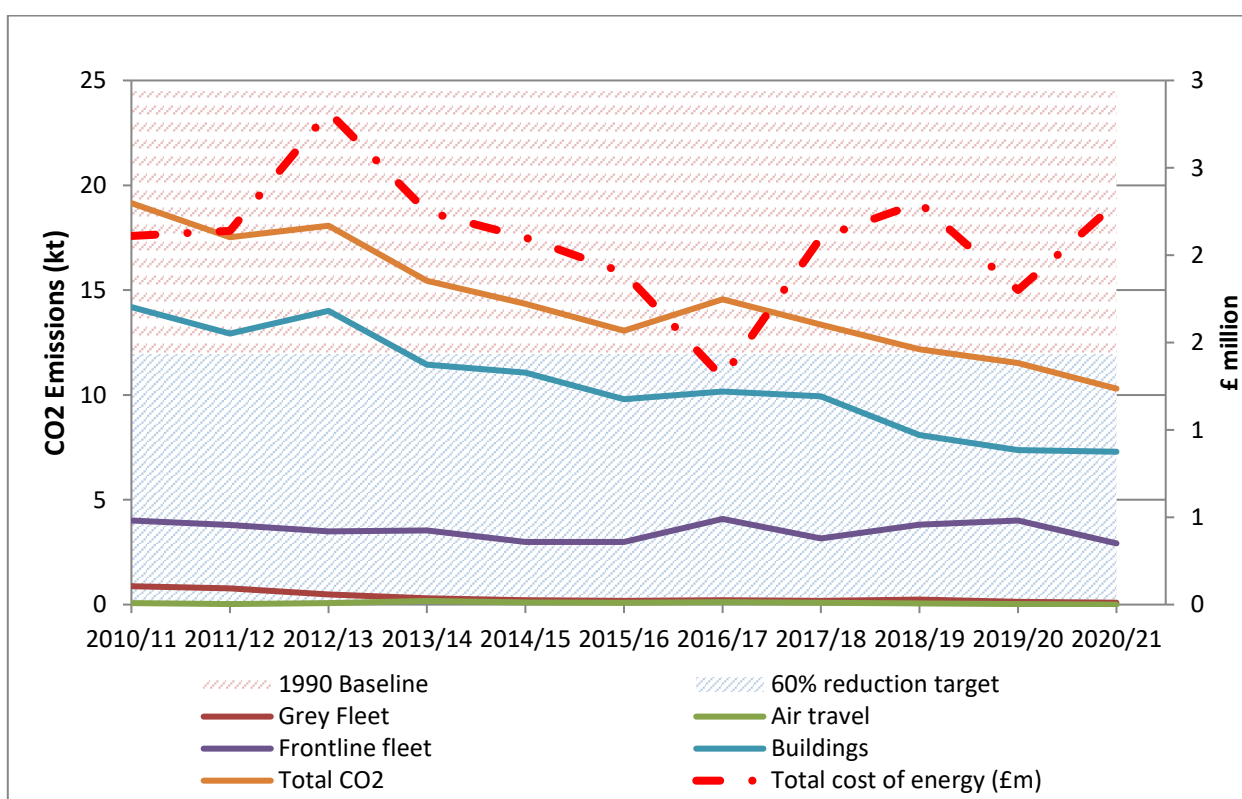
3. The following new targets proposed for the GLA Group are adopted by the London Fire Commissioner:
  - a. Work with GLA Group suppliers to reduce supply chain carbon emissions contributing the Mayor's ambition for London to be a zero-carbon city by the end of 2030. In order to support this:
    - i. We will expect every new contract over £5m in value to include organisational carbon management plans in line with 2050 targets and we will evaluate bid submissions for relevant contract activities that further reduce carbon emissions in line with London's 2030 targets.
    - ii. Functional Bodies will engage with new and existing suppliers to deliver (or support) measurable carbon reductions prioritising buying categories presenting the greatest opportunities as identified in the carbon baseline exercise conducted in March 2021,
    - iii. Identify and implement the most appropriate tools to monitor and reduce carbon emissions from GLA group construction projects.
    - iv. All new contracts to require freight and servicing vehicles under 3.5 tonnes to GLA Group buildings to be zero emission from 2025' as set out in the draft Responsible Procurement Implementation Plan 2021-24.
4. Delegates authority to the Director of Corporate Services to approve on a case by case basis, where it is considered the approach would deliver better outcomes for the LFC and London:
  - a. reserving below threshold procurement for SMEs or local areas; or
  - b. excluding tenders from collaboration opportunities, where this would create a conflict with delivery of the GLA Group Small Business Action Plan and the aim to support London's recovery from COVID-19 as an Anchor institution.

## **Introduction and Background**

1. The Sustainable Development Annual Report for 2019-20 as set out in Appendix 1 is structured around the five strands of the LFC's sustainable development framework as set out in the 2016-22 Sustainable Development (SD) strategy (FEP2580) and the 10 objectives of that strategy.
2. It reports and explains performance and provides highlights of the year's activities aimed at improving performance, covering new and key initiatives rather than listing business as usual actions and related activities. The sections cover the environmental, economic and social impacts of the LFC associated with sustainability as set out in the framework covering: Prevention, Protection, Response; Health, Safety & Wellbeing; Equalities and Social Inclusion; Environment and Climate Change; and Economic Value.
3. Indicators included in the Appendix 1 report are the corporate indicators that provide a summary overview of performance in line with our SD strategy that are found in the publicly available 'LFB Performance' reports. Additional indicators that provide a broader view of relevant performance are those adopted from the Mayor's London Environment Strategy (LES) as published in May

2018 and the Greater London Authority (GLA) Group Responsible Procurement (RP) policy indicators.

4. The 11 core indicators listed in the Summary of Performance chart on page 6 of Appendix 1 are the headline indicators identified in the SD strategy, of which 9 have targets. Performance is on target for 5 of the indicators; it has moved in the desired direction for sickness; and performance remains below target for SME spend, Home Fire Safety Visits, and recycling rates. Of the core indicators of note is:
  - a. Home Fire Safety Visits were significantly down as they were suspended in all but exceptional circumstances in line with COVID-19 restrictions and risk reduction approach, that restricted these to priority cases
  - b. The diversity of fire fighter trainee intake has exceeded target for both gender (22.8 per cent against a target of 18 per cent) and ethnic diversity (33.3 per cent against a target of 25 per cent) for the first time since targets were introduced four years ago.
  - c. CO<sub>2</sub> emissions have reduced by approximately a further 5% from the previous year to 57.8% CO<sub>2</sub> reduction from 1990, against a target of 60% reduction by 2025. A large portion of these reductions can be attributed to the impact of COVID-19 and are expected to be short term.



- i) Building energy efficiency improved by 1%, with carbon reduction works on buildings undertaken during 2020/21 expected to demonstrate emission reductions in the next years reporting cycle.
- ii) Onsite renewable energy generation has improved from 8.6% to 10.3%. An increased focus on maintenance of existing systems resulted in considerable improvement, with onsite generation reaching 15% in quarter two. Performance then dropped by the end of quarter 4 due to several Combined Heat and Power (CHP) generators being taken offline

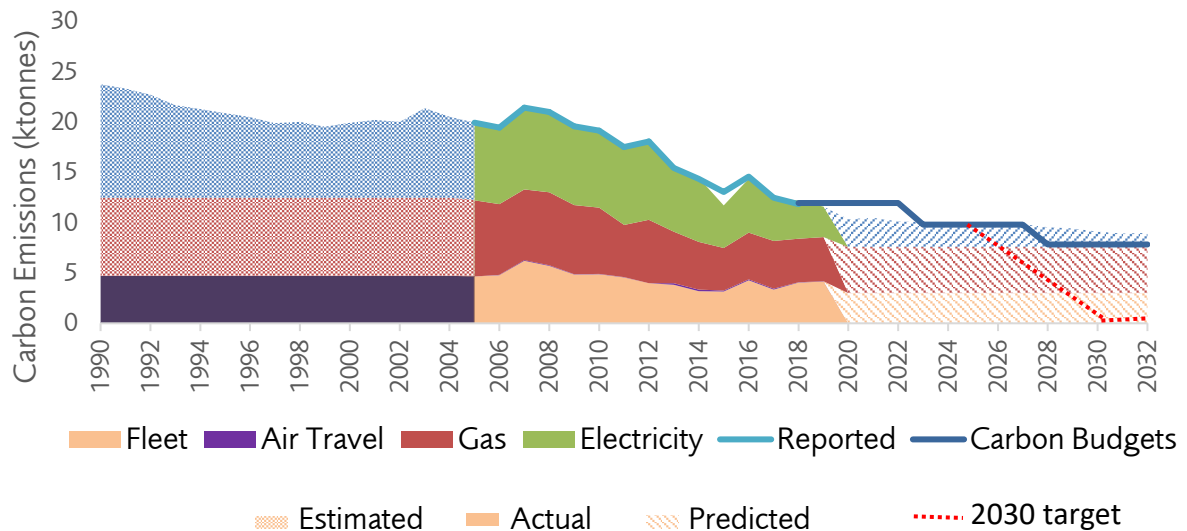
to investigate a potential manufacturing defect, significantly affecting renewable energy generation over the winter period. One CHP repair has been complete, with completion of remainder by end of August 2021.

- iii) Emissions from fleet vehicles were down by 27% compared to last year, which accounts for 90% of the overall emissions reduction, due to reduced fuel use by frontline fleet vehicles. The reduction in frontline fleet emissions goes against the recent trend of increased fuel consumption thought to be due to the introduction of the new Euro 6 series 3 pumping appliance, which has continued to be rolled out through 2020-21. The temporary suspension of HFSVs (down 77%) and training activity, along with reductions in incident attendance, which may in part be a result of COVID-19 and reduced movement of people (total incidents down 8%; all fires down 4.5%; Road Traffic Collisions (RTCs) down 27%) substantially reduce the mileage and fuel consumption of frontline vehicles.
  - iv) Proportionally, there has been significant emission reductions for grey fleet mileage, of almost 30% due to COVID-19. Unlike frontline vehicles, this change can be largely attributed to the significant increase in home working and virtual meetings undertaken by operational staff. As the practice of remote working and meetings is expected to continue, some, but not all this improvement is likely to be lasting.
  - v) Air travel also reduced substantially for the year as a result of restricted movement due to COVID-19, down by 96%. Domestic travel has already reduced over recent years, which is the most likely area that would readily be replaced by virtual meetings, and there is potential that this could increase in the absence of any new controls, as COVID-19 restrictions are eased. It continues to be challenging to offset emissions from air travel, since the end of the Government Carbon Offsetting Fund scheme, this was previously managed through the LFCs utility provider. This has not been possible in recent years as the service is not made available for supply volumes as low as that of the LFC.
- d. Tier 1 and 2 supplier spend with SME's spend dropped by 10% during 2020/21, primarily as a result of the impacts of COVID-19 delaying property works at fire stations that were not considered as critical to operations, to reduce the risk to staff and contractors. Additional spend reductions were the result of a significant drop in business travel, reduced need for legal services following the end of phase 1 of the Grenfell Inquiry, and some suppliers moving from being a small to large, due to the revised SME definition considering turnover as well as employee numbers. Key supplier spend with SMEs has reduced considerably, in part due to a lack of data submission and reduced capital spend with Babcock Critical Services where a significant proportion is then spent with tier 2 SME suppliers.
- e. The recycling rate dropped to 64.8% down from 67.8% primarily as a result of the closure of the dirty Materials Recycling Facility that our waste contractor operated to extract incorrectly sorted recyclable material from our waste stream. The facility was no longer financially viable as a result of the downturn in business waste from other customers (due to COVID-19 related closures and home working) and the reduced value of recycling commodity prices.
- f. London Living Wage (LLW) does not have target, but rather a minimum policy compliance as set out in contract terms and conditions with suppliers. All suppliers are meeting the LLW requirements, with 138 suppliers staff benefitting from the LLW. The number has decreased from the previous year due to changing staffing levels and inconsistencies in last year's figures.

- g. There is no target for apprenticeship starts, with a minimum requirement as set out in contract terms and conditions as is the case with the LLW, an internal based on recruitment intake. Apprenticeships starts within LFC were 237, with a further 11 through contracts.
5. Several performance indicators that align to the LES are monitored by the GLA's LES delivery team, covering carbon and waste reduction as noted at paragraph 4, and air quality. Air quality is one of the Mayor's priorities, and performance has slipped marginally for the shorter term targets as outlined below, primarily as a result of the impacts of COVID-19, and significant challenges remain in achieving the future targets set out:
- a. All vehicles based within the current ULEZ are compliant. Vehicle replacements have continued, whilst slowing down due to COVID-19. An extension of the sunset period for the expanded ULEZ and limited to vehicles with delayed replacements is subject to discussion. This affects 29 vehicles. Of the 425 vehicles the LFC is responsible for 316 are currently ULEZ compliant, this includes all of our main front line pumping appliances. The majority of LFC cars are zero emission capable which means they are complainant with the 2030 zero emissions capable deadline.
  - b. 12 per cent of all fleet are zero emission capable, this is a slight reduction from the previous year as fleet cars were rationalised to reduce the total number of fleet cars. The target for all fleet to be zero emission capable is 2030, and 2025 for light vehicles.
6. Additional indicators not already identified earlier in this report that are reported to the GLA Group Collaborative Procurement Board as part of performance on Responsible Procurement monitoring are:
- a) Prompt payment of Small to Medium Enterprises (SMEs) direct suppliers: 97.6%, the GLA Group target is 90 per cent.
  - b) Average gender pay gap of key suppliers that are required to report on the UK Government gender pay gap register: -15.7 per cent. This equates to women earning on average 16 pence less for every £1 earned by men, ranging from 35 pence less, to 23 pence more, with two suppliers paying women more.
  - c) Supply chain apprenticeship starts: 11, a slight reduction from the previous 14, which can be expected where new contracts with apprenticeship requirements came into effect in the previous year, and suppliers may have already met their target delivery in year 1 of their contract.
  - d) Key supplier Modern Slavery Act (2015) compliance: 17 of 20 key suppliers are required to produce statements and are monitored annually. 18 suppliers, (including all required to) have submitted a statement, five of which meet all the Home Office criteria (Babcock International, Babcock training, Bureau Veritas, Vodafone, Mitie/Interserve). Eight suppliers are yet to submit an updated report, however they are still within the COVID reporting extension period. The Office for National Statistics estimates that 75% of the suppliers required to comply have produced a modern slavery statement at some point.
  - e) Social Value evaluation criteria now asks key suppliers to demonstrate how their practices align to the four pillars of the Mayor's Good Work Standard, with accreditation to the Standard offering evidence. Suppliers have offered evidence of comparable activity, with only three low spend suppliers listed as signatories to date.

## Expected future performance

7. Expectations for future performance against core indicators is set out below for those indicators that are not the focus of other subject specific more detailed reports. As such indicators covered under Prevention, Protection and Response; Health, Safety and Wellbeing; and Equalities and Social Inclusion are not covered in the paragraphs below.
8. The LES confirmed the existing 60 per cent CO<sub>2</sub> reduction by 2025 and net zero carbon by 2050 and introduced 5 yearly carbon budgets to help plan progress. Progress is on track to achieve the 60% target and second carbon budget. The Mayor's manifesto reaffirmed the ambition to accelerate carbon reductions towards 2030 as part of COVID-19 recovery plans. The trajectory of emissions reduction that will be required to achieve the 2030 target, against current emissions is shown in the graph below. Actions to move beyond the current Carbon Strategy will be required to achieve a 2030 target. To avoid significant use of offsetting, this would require the fleet to move to zero emission rather than zero emission capable (e.g. plug in hybrid, as is the current target) by 2030; all electricity demand to be provided through onsite renewables or covered by a power purchase agreement for new generation, and the replacement of all heating and hot water systems from gas to electric or green gas.



9. Office based staff have moved to predominantly home based working during COVID-19, and are expected to continue working from home for a considerable portion of the week in future. The resulting emissions from home working are classed as scope 3 and are not accounted for in the overall emissions footprint reporting of the LFC. There may be an expectation in future that these are emissions are considered in reporting, as moving staff to a home working approach does not stop emissions resulting from delivering the LFC's services, but merely moves the source of emissions to private homes. There have been some attempts to identify methodologies to calculate home working emissions to date, most notably by EcoAct and Natwest and Lloyds bank. Results suggest that homeworking may result in little if any actual reductions in carbon.
10. SME spend dropped some 10% and fell below target. The impact of capital spend could result in considerable variance in tier two SME spend over time as major projects such as vehicle replacement come to an end. As such there is the potential that performance may drop further below target in future. The cancellation of major works projects such as Croydon Training Centre that would provide considerable supply chain SME opportunity will also impact overall performance.

11. The LFC is supporting delivery of the GLA Group SME action plan that aims to increase opportunities and ultimately spend with SMEs. This should help to mitigate the impact of any capital spend changes, although gains from this activity may take time to filter through, with actions involving several trials. It is also recognised there could on occasion be conflict between the collaboration focus that leads to larger aggregated spend contracts and opportunities for SMEs, particularly where the service may have otherwise been appropriate for SME delivery based on the LFCs contract value. It is therefore proposed that where such conflict of policy priorities is identified that approval can be requested for a procurement strategy that supports the SME action plan over collaboration. This will additionally support the Anchor institutions charter, and COVID-19 recovery aims.
12. The current recycling target was set under LSP17, based on industry guidance of what was considered achievable for our waste stream at the time. The Dirty Materials Recycling Facility operation that had led to a rise in recycling rates was suspended indefinitely due to the changing viability of the service based on recycling commodity prices and the supplier's business customer base. A waste pilot that commenced shortly before the first COVID-19 lockdown showed initial promising results and improved recycling rates at some participating sites through basic housekeeping improvements of signage, bin provision and placement. The pilot was paused to avoid unnecessary risk through staff travel and visits to fire stations. This work has been recently reinstated and when further evidence is available the appropriate measures to roll out more widely will be determined along with the likely improvement level to be expected.
13. Progress continues against future fleet targets as set by the LES and ULEZ to address air quality and carbon emissions, and whilst it is expected that the earlier targets will be largely met, areas of challenge remain:
  - a. Challenges remain with achieving ULEZ compliance by the end of the sunset period provided to the LFC due to the impacts of COVID-19 on supply chains.
  - b. Achieving the 2025 target of Zero Emission capable light vehicles remains manageable, with trials of fully electric cars underway in preparation for the next fleet replacement. Competition for the existing infrastructure between fleet and grey fleet operational officer vehicles and staff private vehicles is increasing and is being monitored. A working group has been established to look at fleet requirements for infrastructure, including access to public infrastructure to improve resilience.
  - c. Progress with the pilot of the Zero Emission Pumping Appliance (ZEPA) prototype vehicle and related infrastructure is on target to support the future rollout of zero emission capable heavy vehicles by 2030. At present it is still expected that significant additional capital funding will be required for both the vehicle replacement and the additional infrastructure. Opportunities to participate in innovation projects that may develop supporting innovative technology or enhance knowledge of future financial implications continue to be explored, with participation on 3 recent Innovate UK funding bids.

### **Sustainable Development Strategy 2016- 2022**

14. The SD strategy sets out the work plan of the sustainable development team along with relevant actions to be undertaken across the organisation to deliver on related policies and targets. The SD strategy has 47 actions, including one carry over from the previous strategy. All actions were due for completion by the end of 2019-20. One further action was completed during 2020-21, bringing the total number of completed actions to 45. Actions completed during 2020-21 include:

- a. Environment induction to new recruits and non-operational staff

15. At the end of 2020/21 two actions of the strategy remain outstanding, as outlined in table 1:

**Table 1:** Remaining outstanding Sustainable Development Strategy actions

Action	Department	Progress
Incorporate Responsible Procurement into our Contracts Management Database	Technical and Commercial	The specification has been provided to IT to progress. This project is not currently a priority, due to COVID-19 and a timeframe for completion is not known at this time.
Improve environmental awareness through our youth engagement programmes	Fire Safety	Expected to be completed in Q1 of 2021-22, when fire cadets restart following the COVID-19 related pause.

### Next Sustainable Development Strategy

16. The term of the current Sustainable Development strategy was original set for 2016-20. During this time several additional plans, strategies and actions were developed in support of the new targets and strategies produced by the Mayor's office, namely the London Environment Strategy of 2018. These included:

- the update to the GLA Group Responsible Procurement Policy (FEP 2648 September 2016) and the subsequent Responsible Procurement Implementation Plan 2018-2020 as approved by the GLA Group Collaborative Procurement Board (January 2019);
- the Ultra Low Emission Fleet Plan (LFC 0034 July 18);
- the Carbon Reduction Strategy 2019-25 (LFC 0256 October 2019); and
- the Single Environment Plan 2019-2025 (LFC 0217 July 2019).

17. The current SD Strategy was extended to April 2022 (LFC 0046, LFC 0408) to align to the Community Risk Management Plan timeframe and the new Mayoral term. The re-election of Sadiq Khan provides clarity on the ambitions and priorities over the course of the next SD strategy term, which focus around COVID-19 recovery actions and the Green New Deal. These are likely to lead to further and more challenging targets in the field of sustainability. Consideration as to actions required to address new targets and policies will be addressed in the next strategy in line with the CRMP. Relevant manifesto commitments are set out below, including relevant points for the ten point plan as part of the Green New Deal:

- a. Ambition of carbon neutral by 2030;
- b. Option to extend the vehicle scrappage scheme to emergency service workers;
- c. Roll out of further public chargepoints on GLA group land;
- d. Developing green jobs and skills;
- e. Trade union recognition agreements encouraged through GLA Group procurement;



- f. Development of GLA group land to support housing; and
- g. Reducing the gender pay gap in the GLA.

### **Carbon Reduction Strategy**

18. A further three actions of the Carbon Reduction Strategy (CSDB 07/2019) were completed, with a total of seven complete, and progress continues on others. In Summary:

- a) Completed actions include:
  - i) 40 kWp of Photovoltaics (PV) was installed at the new Operational Support Centre
  - ii) 95% of fire stations now have electric vehicle charging points
  - iii) Chingford Fire Station had windows replaced
  - iv) Publicly accessible rapid charging points were installed at 3 fire stations, other sites deemed feasible on initial assessment, were deemed unsuitable on final design of the point and parking bay layout.
  - v) 79% of premises now achieve a Display Energy Certificate rating of C or better, exceeding the 75% by 2023 target.
  - vi) The Environment Matters guidance tool has been rolled out to all staff.
- b) Actions in progress include: Photovoltaic installations (77kWp added), LED lighting upgrades (8 fire stations), feasibility work for an Air Source Heat Pump (ASHP) at Walthamstow Fire Station and a review of the designs for Plumstead Fire Station refurbishment to include an ASHP, zero carbon feasibility study
- c) The action plan has been reviewed and some actions are on hold:
  - i) heating control optimisation are awaiting the upgrade of the building energy management system that may provide better heating control across the estate.
  - ii) boiler replacements and CHP schemes (fossil fuel based assets) with a life extending beyond carbon targets, are on hold subject the review of the Air Source Heat Pump trial to provide a more sustainable source heat.
  - iii) Three heating projects have been paused subject to the feasibility studies that will include the option of an Air Source Heat Pump.
- d) The following action has been closed:
  - i) Fire station heating switch off installed at 9 Stations, with initial reviews indicating the benefit gained from the first installation was short lived and has not provide return on investment. This will not be continued.

### **Single Environment Plan**

19. The Single Environment Plan (REF) has 13 Actions, and 40 Tasks, of which 8 tasks have been completed, 21 are on target, 1 is off target, and the remainder are not due to start yet. Completed tasks include fire station staff undertaking waste audits at 10 fire stations, and a further 13

completing full environmental site audits, including waste audits to improve understanding of environmental management across a broader range of sites and to identify support required. The overdue task to review the potential for joining the Fleet Operator Recognition Scheme (FORS) and support the LFCs ambitions to achieve FORS Gold, has not been taken forward due to resource implications.

### **New Targets and Policies**

20. The London Fire Commissioner is a signatory to the London Anchor Institutions Charter, which commits to undertaking work to meet the five objectives of the London Recovery Board, which are:
  - a. To reverse the pattern of rising unemployment and lost economic growth caused by the economic scarring of COVID-19
  - b. Narrow social, economic and health inequalities
  - c. Help young people to flourish with access to support and opportunities
  - d. Support our communities, including those most impacted by the virus
  - e. Accelerate delivery of a cleaner, greener London
21. Sadiq Khan's manifesto sets out his commitment to a 10-point Green New Deal for London, which includes the aim for London to be carbon neutral by 2030. Other sustainability related manifesto commitments relevant to the LFC include:
  - a. Support for the roll out of further public charge point infrastructure on GLA Group estate (The LFC actively supported this work previously with 3 public rapid chargers installed at fire stations, following a comprehensive review of all potential premises. Opportunities for further public charging infrastructure may be limited);
  - b. Exploring the option to extend vehicle scrappage schemes to include emergency service workers (this could support staff that use vehicles for commuting and undertaking standbys to move to cleaner vehicles to achieve ULEZ compliance);
  - c. Procuring clean (renewable) bulk purchase energy contracts (this forms part of the GLA Group energy procurement collaboration work that the LFC is supporting and forms part of the approach outlined in the Carbon Reduction Strategy LFC 0256); and
  - d. Developing green jobs and skills (Expected to be delivered through new procurement activity covering key contracts where green skills are relevant, most likely construction and fleet related).
22. The GLA Group Collaborative Procurement Board will consider for approval the updated Responsible Procurement Implementation Plan (RPIP) for 2021-2024 at its meeting of 28th July 2021, which included the new targets of:
  - a. Work with GLA Group suppliers to reduce supply chain carbon emissions contributing the Mayor's ambition for London to be a zero-carbon city by the end of 2030. In order to support this:

- i. We will expect every new contract over £5m in value to include organisational carbon management plans in line with 2050 targets and we will evaluate bid submissions for relevant contract activities that further reduce carbon emissions in line with London's 2030 targets.
- ii. Functional Bodies will engage with new and existing suppliers to deliver (or support) measurable carbon reductions prioritising buying categories presenting the greatest opportunities as identified in the carbon baseline exercise conducted in March 2021,
- iii. Identify and implement the most appropriate tools to monitor and reduce carbon emissions from GLA group construction projects.
- iv. All new contracts to require freight and servicing vehicles under 3.5 tonnes to GLA Group buildings to be zero emission from 2025' as set out in the draft Responsible Procurement Implementation Plan 2021-24.

### **Staff Travel Survey**

23. Travel related actions are addressed under the Single Environment Action Plan, with performance monitored via travel survey results. The next travel survey, due in June of 2020, was delayed until summer of 2021 due to COVID-19 to ensure the data would be representative of 'normal' travel arrangements by staff for commuting or business travel, thereby providing comparable performance data to previous surveys. It is presently expected that full opening of Head Quarters may not be until sometime in September 2021, and it is likely that the new approach to home and office working may take some time to settle.
24. People Services commenced a survey of travel arrangements by operational staff to identify the implications of the extension of ULEZ in October 2021 on commuting and standby arrangements for staff. This will provide interim results for a large majority of staff and has the potential to have a higher response rate than past travel surveys due to the imminent ULEZ change. The next all staff travel survey will therefore be delayed until summer of 2022, which will allow for new approaches to work and travel to be bedded in and provide more meaningful data, collaboration with TfL and the other functional bodies is taking place to ensure comparable data across the GLA group.

### **Alternative Options Considered and Consultation**

25. Recommendations covering revised targets are proposed to enhance monitoring of and delivery against the GLA Group Responsible Procurement Policy and will apply across the GLA Group. They have been proposed following consultation with the GLA, and the GLA Group Collaborative Procurement Board. The alternative option is to not approve the new targets, which would result in reputational risk and affect the LFCs leadership position on sustainability in the fire service. A key supplier to the LFC that would be affected by the target for supplier freight and service vehicles being zero emission by 2025, has committed to switch its own vehicle fleet to electric by 2025, and has already made substantial progress.
26. The further recommendation to allow for contracts to use a procurement strategy that supports small businesses and opt out of collaboration opportunities is aimed at enhancing performance against the SME spend target. Procurement managers will set out a business case where this is considered an appropriate action to take that will set out the implications of approving the revised approach on a case by case basis. This approach has been proposed in consultation with the Procurement Department. Cabinet Office support is in place for such approaches as outlined in Procurement Policy Note 11-20A, that sets out how procurements can be specifically reserved for SMEs or a location for

below threshold procurement (£122k supplies and services, £4.7m works). Not approving this recommendation would reduce the potential to improve performance against target and support the Charter of the Anchor institutions and aims of COVID-19 recovery.

## Objectives and Expected Outcomes

27. The objective of the report is to inform senior management and provide a public statement of progress against commitments on sustainable development and Responsible Procurement related strategy, policy and targets. It also set outs proposals for improvement for the GLA Group and specific to the LFC to deliver on policy commitments and seeks their approval.

## Impacts

### Equality Impact

1. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.
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.
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, and Sexual orientation.
4. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:
  - (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
  - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
  - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
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. 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.
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.
8. This report provides an update on performance against existing strategies, action plans and targets and indicators, which cross references corporate indicators on equality and inclusion. It also proposes an action to reserve contracts to support opportunities for small businesses that may have otherwise been included in collaboration activity that limits opportunities for small businesses. Diversely owned businesses, predominantly tend to be small businesses.
9. An Equality Impact Assessment (EIA) was undertaken on 10/06/2021 in consideration of the extension of the proposal to reserve contracts for procurement strategies that support SMEs. The impact assessment identified the proposal would have a positive impact for equalities.

### **Procurement and Sustainability**

10. This report proposes that the procurement strategy of future contracts are considered for their potential to support delivery of the GLA Group Small Business action plan, the Anchor Institutions Charter and COVID-19 Recovery, with proposals put forward for procurement strategies that supports these over collaboration as appropriate.
11. This report provides an update on progress on the LFC's Sustainable Development Strategy and related indicators, targets and identifies future expectations on performance and new targets proposed.

### **Strategic Drivers**

12. This report provides an update on corporate strategy, GLA Group policy and several areas of compliance including the Modern Slavery Act and Social Value Act. It also supports all the strategic pillars of the Transformation Plan: The best people and best place to work, Seizing the future, Delivering excellence and Outward facing.

### **Workforce Impact**

13. This report provides a performance update only, therefore staff side consultation has not been carried out.

### **Finance comments**

14. This report presents the Sustainable Development Annual Report, covering the financial year 2020-21. At recommendation three the report proposes that new targets are agreed, including for the evaluation of new contracts. The financial impact of these measure will be considered and reported on as part of any future reports under the scope of these recommendations.

### **Legal comments**

15. The report presents the London Fire Commissioners annual performance against a number of indicators set out in the Sustainable Development Strategy 2016-2022 ('the Strategy'), ahead of

the publication of this year's Annual Report 2020/2021, at Appendix 1, in line with the LFC's Publication Scheme.

16. The Strategy ensures sustainability runs throughout a number of the LFC's activities and is a commitment to continuous improvement. The report also confirms many of the objectives are consistent with social, economic and environmental targets set out in other policies and strategies, including and not limited to the GLA Group Responsible Procurement Policy and the Mayor's London Environment Strategy.
17. The recommendations are within the London Fire Commissioner's general powers. Section 5A of the Fire and Rescue Services Act 2004 ('the Act') enables the London Fire Commissioner to do anything it considers appropriate for the purpose of carrying out of any of its functions, or anything it considers appropriate for purposes incidental to its functional purpose. Measuring improvements in sustainability also ensures that the London Fire Brigade will exercise its functions efficiently and effectively.

## List of Appendices

<b>Appendix</b>	<b>Title</b>	<b>Protective Marking</b>
1.	Sustainable Development Annual Report 2020/21	



# Sustainable Development

Annual Report 2020/21

# Contents

<b>Contents</b> .....	<b>2</b>
<b>Introduction by the London Fire Commissioner</b> .....	<b>3</b>
<b>1 Introduction</b> .....	<b>4</b>
Policies and Plans.....	4
Key Achievements for 2020/21 .....	4
Our Performance .....	4
<b>2 Prevention, Protection, Response</b> .....	<b>6</b>
Key Initiatives.....	6
<b>3 Health, Safety and Wellbeing</b> .....	<b>7</b>
Key Initiatives.....	7
<b>4 Equalities and Inclusion</b> .....	<b>8</b>
Key Initiatives.....	8
<b>5 Climate change and environment</b> .....	<b>9</b>
Key Initiatives.....	9
<b>6 Economic Value</b> .....	<b>10</b>
Key Initiatives.....	10
<b>7 Ensuring that sustainability runs through all our activities</b> .....	<b>11</b>
Key Initiatives.....	11
<b>Appendix A: Environmental Data Summary</b> .....	<b>12</b>
<b>Appendix B: Sustainability Legislation Changes</b> .....	<b>15</b>



## Introduction by the London Fire Commissioner



I am immensely proud of how my operational and non-operational staff have stepped up in what has been a difficult year for all through the Covid-19 pandemic. They distributed 20 million items of PPE, made 40,000 face shields for NHS colleagues, and around five hundred and fifty of them took on new roles to support our bluelight partners, such as driving ambulances. Countless others provided mental health support to colleagues. Significant numbers of staff have shifted quickly to home working for prolonged periods, which was only possible thanks to a huge effort by our colleagues in ICT.

Covid-19 transformed the way we work in a matter of weeks. It dramatically increased home working and virtual meetings and cut travel between stations and departments. At the same time, it allowed us to widen access to our All Staff Briefings to include all firefighters on duty at stations. It also meant that our Home Fire Safety Visits operated a new triage approach, restricting in person visits to the highest-risk cases and offering remote support to others. Our education teams shifted to online delivery of lessons and support. We can look to learn lessons through all of this even as, we all hope, we're now coming out of the worst of the pandemic.

It was also a year that saw the tragic death of Firefighter Jaden Matthew Francois-Esprit. Our internal investigation into Jaden Matthew Francois-Esprit's death, and the inquest, unearthed tough questions about how we train young firefighters and introduce them to station life. We need to do better at supporting our firefighters and celebrating the fact that they come from every walk of life, reflecting the vibrant city we serve, that is why I commissioned an fully independent, external review of the culture of the entire Brigade. I expect the review to deliver a set of clear actions for the Brigade to ensure that firefighters are better supported, from trainee level and throughout their career, and feel more able to bring their whole selves to work.

The reduction in our services such as Home Fire Safety Visits and training in order to reduce the risk of Covid-19 transmission among our staff and the community resulted in significant carbon reductions from fleet and travel, some of which we know will be temporary. We now look to the future to identify the challenges of eventually achieving zero carbon and how we will overcome them. That's why it's exciting that we've been awarded a contract for the UK's first prototype "Zero Emission Capable" pumping appliance that will go into service later in 2021.

, I am now keen that we do all we can to use our spending power and stability to support London's recovery, which is why I have signed the Brigade up to the Anchor Institutions Charter for London. We will be looking at how we can do more for Londoners and setting this out in our next Community Risk Management Plan, and our next Sustainable Development Strategy, both of which will be developed over the coming year.

A handwritten signature in black ink, appearing to read 'Andy Roe'.

Andy Roe  
London Fire Commissioner

# 1 Introduction

The London Fire Brigade (LFB) is run by the London Fire Commissioner. We are one of the largest firefighting and rescue organisations in the world, employing some 5,821 people. During an unprecedented year, LFB have continued to serve the people of London through initiatives such as Operation Braidwood, our response to the pandemic. Operation Braidwood saw 450 firefighters drive ambulances for the London Ambulance Service, attending over 110,000 incidents, and saw over a hundred firefighters join Pandemic Multiagency Response Teams (PMART). The Brigade delivered 20 million pieces of PPE during the pandemic as well as delivering food and medication to vulnerable people across the city.

## Policies and Plans

The [London Safety Plan 2017](#) (LSP) sets out our plans for 2017-2021 to deliver against our corporate strategic aims: prevention and protection; response and resilience; and people and resources, which are supported by the underlying principles of inclusion, safety, sustainability, accountability and collaboration. Our [Sustainable Development Strategy 2016-20 \(SD\)](#) sets out how we intend to deliver on that principle and lead the way on sustainable development within the UK fire and rescue service. Both the LSP and the SD Strategy were extended to 2022 to align to the Mayoral election that was delayed by Covid-19.

The LFB's core sustainability policy covers: sustainable development; environmental, social, and economic pillars; and Responsible Procurement, covering social, economic and environmental issues, including ethical sourcing and fair employment. We also have an overarching environment policy, along with procedures covering the specific areas of energy conservation, waste management, pollution prevention and gardens. The Mayor's London Environment Strategy has set out the key actions to deliver through to 2050, which is supported by a more specific short-term single environment plan and Carbon Reduction Strategy for LFB.

## Key Achievements for 2020/21

- Distributed over 20 million items of PPE and made over 40,000 face shields for our NHS colleagues
- 550 LFB staff volunteered to support our blue light partners in response to the pandemic
- Our latest intake of trainee firefighters exceed target for ethnically-diverse and women trainees
- We awarded a contract for the first zero emission pumping appliance in the UK
- 94 per cent of our fleet are ready for the Ultra Low Emission Zone extension in October 2021.
- CO<sub>2</sub> reduction is down 57.9 per cent from 1990, on track for our first carbon budget and a reduction of 60 per cent by 2025.
- Three rapid charge points have been installed at Surbiton, Hillingdon and Acton fire stations.

## Our Performance

This report highlights performance against the objectives of our Sustainable Development Strategy and our sustainable development framework. More detailed performance data on Inclusion, Fire Safety, and Health Safety and Wellbeing, including previous years at both borough and ward level are available through the [London Data Store](#).

Our sustainability performance is summarised by 10 indicators on page six. We are on target for five of the eight core indicators that have targets.

The figures provided in the performance summary chart and the body of this report for sickness, safety and fires are annual performance compared to our five-year direction of travel (▼, ▲, ►) which we consider to be more appropriate measures to show trends in performance; the remainder are annual trends.

# PERFORMANCE AT A GLANCE



HOME FIRE SAFETY VISITS

**17,323**

Down from 77,087<sup>1</sup>

FIRES ATTENDED

**16,965**

Down from 17,751

RECYCLING<sup>2\*</sup>

**64.8%**

Down from 67.8%

CONTRACTORS STAFF PAID LONDON LIVING WAGE

**138**

CO<sub>2</sub> REDUCTION\*

**57.9%**

Up from 52.9%



APPRENTICESHIP STARTS

**237**

11 through our contracts

SME SPEND\*

**30.7%**

Down from 41.3%

RIDDOR<sup>3</sup> EVENTS\*

**48**

Down from 56

WOMEN Trainee firefighters

**22.8%**

Up from 16.7%

BLACK, ASIAN AND MINORITY ETHNIC GROUPS Trainee firefighters

**33.3%**

Up from 13.5%

SHIFTS/DAYS SICKNESS LOST\* Operational staff

**5.3%**

## KEY

- Prevention, protection and response
- Climate change and environment
- Economic value
- Health, Safety and Wellbeing
- Equalities and inclusion

Comparison figures throughout this report are annual comparisons, other than fire related, which are on a five year trend unless otherwise indicated.

- 1 HFSV's were down significantly from last year due to the impacts from COVID-19.
  - 2 The recycling rate decreased due to the closure of the dirty Materials Recycling Facility that our waste contractor operated to extract incorrectly sorted recyclable material from our waste stream. It was not financially viable to run this facility during Covid-19.
  - 3 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.
- \* Corporate indicators.

## 2 Prevention, Protection, Response

### Our Objectives

1. Improve the safety and security of Londoners through our prevention and protection activities

*\*10 year average*

*# 5 year average*

### Our Performance

- \* Time spent on community safety work by station staff: 5.4% ▼
- \* Home Fire Safety Visits (HFSVs): 17,323 ▼
- ✓ All fires attended: 16,965 ▼
- ✓ All fire deaths\*: 31 ▼
- ✓ Injuries from fire#: 839 ▼

Home Fire Safety Visits (HFSV) and the fitting of smoke alarms save lives and reduces the number of fires and their devastating impact. Fires can result in considerable social, financial and environmental impact, and the effectiveness of our prevention, protection and response activity plays a significant role in supporting the community. While performance figures indicate that HFSVs are down significantly on last year, this can be attributed to the impact of Covid-19. Fire-related fatalities and injuries continue to be influenced by the significance of the Grenfell Tower fire, as they are averaged over multiple years.

### Key Initiatives

- Brigade staff supported communities by delivering food and medicine to vulnerable residents during lockdowns.
- In response to new risks resulting from Covid-19, we launched a campaign to withdraw balcony BBQs from sale.
- Educational activity moved online, with virtual 'home challenges' reaching 49,590 young people. Three videos covering fire prevention, fire detection and escape reached 451 primary schools, with live Q&As.
- 134 children and young people received one-to-one tailored intervention via 251 virtual intervention sessions and 249 face-to-face intervention sessions as part of the Juvenile Firesetters Intervention Scheme. Staff also contributed by creating 'Frankie the Fire Dog', a book designed to be used when working with primary school children.



### Operation Braidwood

The pandemic led to large scale deployment of firefighters to assist partner organisations. We distributed over 20 million items of PPE and made over 40,000 face shields for our NHS colleagues. Four hundred and fifty firefighters co-crewed ambulances and alleviated the shortage of LAS drivers through the Ambulance Driver Assist (ADA) programme. One hundred firefighters joined the Pandemic Multi Agency Response Teams (PMART) alongside colleagues from the NHS, the Metropolitan Police Service and a medic to visit the homes of suspected Coronavirus victims.

### 3 Health, Safety and Wellbeing

#### Our Objectives

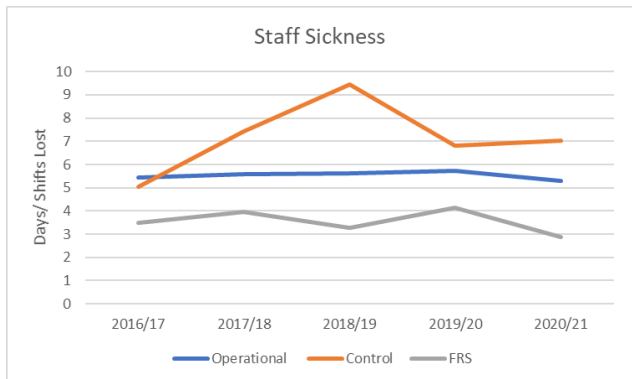
- 2. Protect and promote the health, safety and wellbeing of our staff

#### Our Performance

- ✓ RIDDOR events: 48 ▼
- ✓ Vehicle Events: 394 ▼

Our staff are placed in stressful situations that pose risks to their physical and mental health. Health, safety and wellbeing are very important for LFB to maintain a productive workforce that can provide a quality service.

- Stress, anxiety and depression (SAD) remains the main reason for sickness among all staff.
- Referrals to the Counselling and Trauma Service increased as a direct result of the impact of the pandemic on mental health.
- Vehicle events dropped 10 per cent, in part due to reduced vehicle journeys due to Covid-19.



#### Key Initiatives

- Non-operational staff volunteered as initial callers to support the welfare of operational staff by providing information on how to access mental health support.
- The Wellbeing, Counselling and Trauma Services teams provided a steady stream of information across a number of channels, including providing workout videos, online wellbeing seminars and online meditation groups to help staff manage the difficult pandemic period.
- RIDDOR events reduced by a further eight per cent, which continues the downward trend of the last five years due to multiple improvements in safety management.
- To reduce the exposure of firefighters to Covid-19, we provided type IIR surgical face masks, nitrile gloves and provided guidance on PPE use. Monthly Watch Briefings were introduced to keep operational staff up to date with current Covid guidance.
- United MINDS and the Counselling and Trauma Service hosted a webinar addressing Black, Asian and Minority Ethnic (BAME) mental health experiences and how we can best support our BAME communities and staff.
- Our ICT department kept our systems running smoothly after the number of remote users rocketed from around 30 to more than 900 almost overnight due to the national lockdown in March 2020.

#### Prioritising Mental Health and Wellbeing

The Coroner's inquest into the tragic death of Firefighter Jaden Matthew Francois-Espirit concluded that the Brigade needed to do more to prevent similar tragedies in future. The Brigade's internal investigation listed 24 areas for improvement, including how we:

- tailor training and support for trainee firefighters who may have different and specific needs
- support colleagues struggling with their mental health
- organise station allocation and transfer requests
- offer support to new firefighters as they transfer from the training venue to fire stations





## 4 Equalities and Inclusion

### Our Objectives

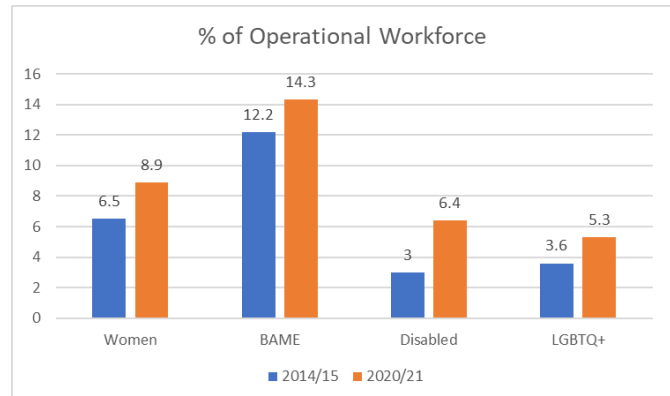
3. Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain, serving diverse communities

### Our Performance

- ✓ SME Invoices paid in 10 days: 97.6% ▲
- \* Spend with SMEs: 30.7% ▲

London is one of the most diverse cities in the world and we want our workforce as well as our suppliers to reflect this, with staff and suppliers coming from all backgrounds, regardless of race, gender, disability, sexual orientation, faith or religion and age.

- The gender (22.8 per cent) and ethnic diversity (33.3 per cent) of trainee firefighter intake exceeded target, alongside increases in the diversity of our operational workforce across all groups monitored.
- Our median gender pay gap was previously reported as +2.8 per cent, more recent data is not available. Our pay ratio between the highest and median salary has increased to 4.99 and is below the target of six.



- Spend with SMEs decreased significantly due to pandemic-related pauses to non-critical property works, reduced business travel, reduced legal service requirements following the end of Phase 1 of the Grenfell Tower Inquiry and reduced second tier SME spend as the vehicle replacement programme nears completion.

### Key Initiatives

- The expansion of Fire Cadet units, from 18 to 32, means there is now a Fire Cadet unit in every borough. This will provide more young people with the opportunity to become a Fire Cadet in their local area.
- Our Togetherness Strategy is one of the enablers in our Transformation Delivery Plan and has already provided improvement to staff communications, development and training, including the roll out of new high-rise policies and greater investment in Incident Command training.
- The increase in diversity reflects targeted recruitment initiatives aimed at under-represented groups, including information day events for under-represented groups to learn more about the firefighter role and challenge misconceptions, fitness support for women and employability workshops for black and minority males.

### Supporting under-represented groups

The Outreach Team collaborated with the Fitness Team to devise a home training programme for women, offering virtual support over four sessions via Zoom for 22 women. Attendees were shown video footage of the new work-related tests adapted for Covid-19. Trainers provided training tips and an opportunity for attendees to ask questions.



## 5 Climate change and environment

### Our Objectives

4. Reduce our CO<sub>2</sub> emissions by 60 per cent from 1990 levels by 2025
5. Ensure that we have the capacity to respond to the challenges posed by climate change
6. Protect the environment from harm through emergency response and delivery of our service

### Our Performance

- ✓ CO<sub>2</sub> Reduction 57.9% ▲
- ✗ Onsite Renewable energy 10.3% ▲
- Water Consumption 99,261m<sup>3</sup> ▼
- ✗ Recycling rate 64.8% ▼
- ✓ Zero Emission Capable Fleet 12% ▶

Climate change affects the number and scale of weather-related incidents the LFB attends and such events can vary considerably from year to year. Flooding incidents were up on the previous year to 686 and grass fires increased 38 per cent on the previous year, with firefighters attending 4,262 incidents across London. Our carbon emissions reduced further, although some of these reductions could be temporary due to pandemic-related changes to our contracted service and reduced community safety visits and training activity.

### Key Initiatives

- 42 fleet vehicles were replaced in preparation for the expansion of ULEZ.
- We awarded the innovative Zero Emissions Pumping Appliance (ZEPA) prototype vehicle contract to help us prepare for a future fleet of zero emission vehicles
- Three public rapid charging points were installed at the front of fire stations that were used over 600 times in their first two months, supporting our staff and the public to go electric
- A focus on improving maintenance of our onsite renewable energy systems increased onsite generation from eight to 15 per cent. While this was impacted by a manufacturing fault with the Combined Heat and Power systems over winter, output of PV systems increased by 23 per cent.
- A pilot of enhanced support for stations to improve recycling demonstrated initial improvements with improved signage, bin placement and education. Covid risk reduction measures paused the pilot.
- 80kWp of solar photovoltaics were installed at four fire stations, with a focus on maximising output per site.



### Environmental Management System (EMS)

Degree of control scores were strengthened, and all stations remained at the minimum acceptable level or better. Two stations dropped from excellent to good. Minor findings related to a lack of chemical spill bin provision, incorrect separation and management of waste and recycling, and incorrect spill management of DERV tanks.

		Degree of Control	Stations*	Depts.*
High	5	Excellent	0 ▼	2 ▶
	4	Good	10 ▲	1 ▶
	3	Minimum Acceptable	4 ▼	0 ▶
	2	Poor	0	0
Low	1	Unacceptable	0	0

Further environment and climate data is detailed in [Appendix A](#), and relevant environmental regulatory changes and our response are detailed in [Appendix B](#)

EMS Certificate No. 611954



## 6 Economic Value

### Our Objectives

7. Support skills and employment for Londoners through the provision of apprenticeship opportunities
8. Support businesses in understanding the economic impact and risks of fire and encourage businesses to undertake contingency planning
9. Continually improve the social value obtained from the public money we spend

### Our Performance

- **237 LFB apprenticeships**
- **11 through contracts**
- **10 job starts through contracts**
- **138 Contractor's staff paid the London Living Wage**
- ✓ **Mayor's financial savings target: £5m**

Economic value encompasses more than just balancing budgets, it's about ensuring that we obtain best value for the public funds we spend in providing our service to the public. That means striving to provide more for Londoners through the things we buy and who we buy them from, ensuring that our staff and our contractors' staff are treated fairly, ethically and are afforded opportunities to prosper, in particular supporting the more vulnerable members of our community. It also means supporting the businesses we engage with through Fire Safety to improvement their approach to risk management to help them prosper for longer. The provisional outturn position for 2020/21 on the revenue budget is an underspend of £9,369k (2.1 per cent) after the impact of the £5m in year funding reduction from the Mayor due to the impact of Covid-19.

### Key Initiatives

- The first cohort of trainee firefighters that started our firefighter apprenticeship programme completed their apprenticeship and a further 237 trainees started on the scheme.
- We continue to require all our contractors to pay their staff working on our premises the London Living Wage or higher, meeting the Living Wage Employer terms as a Living Wage Employer.
- We published our first Modern Slavery Statement in line with Home Office guidance that set out actions for improvement on staff training, revising risk assessments and reviewing assurance practices.
- Monitoring supply chain compliance with the Modern Slavery Act (2015) shows all key suppliers are compliant; five of them have statements that meet all Home Office good practice criteria.
- The Property department attended a workshop aimed at furthering knowledge on risk of modern slavery in the construction industry and the modern slavery assurance handbook was published.
- The Fire Fighters Charity donations again exceeded previous years, with a £76k contribution from EAKO as a result of sales of their products made from our redundant fire hose, and £9.4k from LMB resulting from 75 tonnes of clothing donated through textile recycling bins outside fire stations.
- A number of contracts updated their terms and conditions to include Electronics Watch





## 7 Ensuring that sustainability runs through all our activities

### Our Objectives

10. Support our staff to ensure that sustainability runs through all our activities

### Our Performance

- A level projects<sup>1</sup> completing SDIAs: 77% ▼
- Policies completing SDIAs<sup>2</sup>: 99% ►
- Green Champions: 356 ►

Our Sustainable Development Impact Assessment (SDIA) process provides assurance that LFB is meeting its legal obligations and complying with LFB and Mayoral targets, policies and strategies to reduce environmental impact and deliver more sustainable outcomes. This forms part of the controls of our certified EMS. The levels of SDIA compliance has decreased for projects by two per cent; this reflects the fact that a number of projects are in the planning phase and are currently in the process of completing SDIAs.

### Key Initiatives

- We awarded the contract for our first Zero Emissions Pumping Appliance (ZEPA). A hybrid- electric truck which 'looks and feels' like the current vehicle and can pump water continuously for four hours.
- 92 fire stations from six UK Fire Services participated in the fourth Energy Savers competition. Two London stations were placed in the top 20, led by Surbiton that reduced their energy use by 9.5 per cent.
- 234 staff were helped to start or continue cycling to work through Ride to Work.
- Ten of our best gardens competed in 'Brigade in Bloom', with Norbury Fire Station winning the Best Large Garden. Eighty seven of our sites (Fire Stations, Control centre and Headquarters) now benefit from a staff-led garden, offering them a place to unwind, support their wellbeing, local air quality, zero miles food and pollinators.
- Instigated by one our West Norwood firefighters, 20 fire stations participated in 'Tops Off', the bottle top recycling campaign in response to the Covid-19 shortage.



### Free staff schemes for cycle hire during the COVID -19 pandemic

The Santander Cycle Hire scheme provided free cycle rides to staff during the first lockdown and Lime hire bike eliminated the access fee for our staff over the summer.

Better Bankside, the Business Improvement District covering our Headquarters site, let Brigade staff borrow a Brompton bike for free for a month to trial commuting by bike, and provided secure, covered bike parking close to our office. These schemes enabled LFB staff to use socially distant and sustainable forms of transport to get to work.

<sup>1</sup> Strategic projects with an A level governance

<sup>2</sup> Sustainable Development Impact Assessment

## Appendix A: Environmental Data Summary

Buildings Resource Use Data	2016/17	2017/18	2018/19	2019/20	2020/21
Actual cost of energy (£m)	1.3	2.1	2.3	1.8	2.3
Total energy consumption (GWh)	38.2	38.0	36.8	35.7 <sup>i</sup>	36.8
Total floor area (m <sup>2</sup> )	181,652	177,363	177,363	143,852 <sup>ii</sup>	168,732
Total energy intensity (kWh/m <sup>2</sup> )	210.5	214.2	217.4	248.2	218.1
Electricity (GWh)	13.0	12.2	13.3	11.8	11.0
Gas (GWh)	25.2	25.8	23.5	23.9	25.9
Water Consumption (m <sup>3</sup> )	94,277	127,995	99,967	165,872 <sup>iii</sup>	99,261
CO <sub>2</sub> (t)	10,165	9,927	8,083	7,359	7,291
Onsite renewable energy %	7.2	8.2	7.3	8.6	10.3
Onsite renewable energy kWp	731.9	757.1	847.7	847.7	924.7
CO <sub>2</sub> reduction from buildings from 1990 % <sup>iv</sup>	-43.7	-45.6	-55.0	-59.1%	-59.6%
Building Energy Ratings	2016/17	2017/18	2018/19	2019/20	2020/21
A	1	1	1	1	2
B	13	16	9	12	16
C	54	60	61	56	68
D	31	25	28	26	17
E	7	5	7	7	2
F	3	1	1	2	2
G	1	1	2	0	1
Not rated	2	0	1	0	1
Fleet Data	2016/17	2017/18	2018/19	2019/20	2020/21
Total No. LFEPA vehicles	467	433	433	463	433
Diesel fuel frontline fleet (Mlitres)	1,563	1,165	1,448	1249.2	1,129
Petrol fuel frontline fleet (Mlitres)	-	10.5	25.7	23.0	20.16
% non road vehicles	3.9	1.9	1.8	2.2	2
% Pre-Euro to Euro II <sup>v</sup>	0.9	0.9	0.9	0.9	0
% Euro III	61.2	49.6	39.9	25.7	18
% Euro IV	9.2	9.5	8.2	6.7	3
% Euro V	9.0	9.7	8.2	3.2	5
% Euro VI	3.6	15.2	28.4	47.1	60
% Zero Emission Capable	12.2	13.2	13.4	14.3	12
Frontline fleet CO <sub>2</sub> Emissions (t)	4,071	3,162 <sup>vi</sup>	3,804 <sup>vi</sup>	4,006 <sup>vi</sup>	2,923
Fleet Cars EV charging CO <sub>2</sub> (t)	14.0	15.1	11.5	11.0	5.7
Grey fleet miles	688,459	602,704	813,721	450,694	382,775
Grey fleet CO <sub>2</sub> emissions (t)	203.6	175.3	234.5	126.5	88.9
Air Travel	2016/17	2017/18	2018/19	2019/20	2020/21
Miles Travelled	839,669	501,898	288,403	167,541	5,304
CO <sub>2</sub> from Air Travel (t)	112	94	53.5	45.8 <sup>vii</sup>	0.9
Total CO <sub>2</sub>	2016/17	2017/18	2018/19	2019/20	2020/21
Total CO <sub>2</sub> (t) <sup>viii</sup>	14,566	13,359	12,175	11,412	10,303
Total CO <sub>2</sub> reduction from 1990 %	-40.5	-45.4	-50.3	-52.9	-57.9

Waste & Recycling	2016/17	2017/18	2018/19	2019/20	2020/21
Mixed recycling (t)	422.1	408.5	326.6	298.9	275
Food waste recycled (t)	80.0	95.5	230.9	268.4	260
Waste to energy (t)	424.0	414.2	342	270.0	291
Waste to landfill (t) <sup>ix</sup>	2.8	0	0	0	0
Batteries recycled (t)	2.0	0.97	1.9	0 <sup>x</sup>	TBC
Textiles recycled (t)	1.98	1.62	2.7	1.28	7.5
Mobile phones recycled (volume)	0	0	0	0	0
Toner cartridges (volume)	995	0	0	2277 <sup>xi</sup>	455
Hose recycled (t)	5.9	6.0	2.7	5.0	3
Fire Fighter Charity Donations (£k)	22	4.1 <sup>xii</sup>	26.9	51.9	76.3
Recycling rate (%) <sup>xiii</sup>	54.1	54.9	62.4	67.8	65.0
Total Waste produced (tonnes) <sup>xiv</sup>	929.0	926.8	899.4	837.3	828
Environmental Incidents	2016/17	2017/18	2018/19	2019/20	2020/21
Suspected Hazmat incidents	5409	5659	5750	5395	4345
HMEPO incident attendance	526	573	837	990	897
Weather related flooding	832	402	469	507	686
Grass fires	3480	3284	4290	3098 <sup>xv</sup>	4262
Significant Spills at our premises	0	0	0	1	1
Near misses recorded at our premises <sup>xvi</sup>	2	1	0	1	0
Compliments and Complaints <sup>xvii</sup>	2016/17	2017/18	2018/19	2019/20	2020/21
Corporate Compliments	0	0	0	0	0
Corporate Complaints	0	0	0	1	0

<sup>i</sup> Approximately one third of the gas consumption data from Barnet fire station is missing for January and February 2020.

<sup>ii</sup> Floor space decreased due to the sales of the former sites of Southwark Training Centre in 2018 and the old Mitcham fire station in 2019/20

<sup>iii</sup> Meter readings have been carried out by the current supplier to adjust previous years estimates provided by the previous supplier, whom read meters biannually. Water usage may have increased due to COVID-19 with additional cleaning and washing.

<sup>iv</sup> CO<sub>2</sub> emissions are reported as absolute figures, when weather has a significant impact, weather corrected figures are also reported.

<sup>v</sup> Figures are based on engine standard on registration only and do not reflect any modifications.

<sup>vi</sup> Corrected to include electric vehicle charging emissions in 2017/18, 2018/19, 2019/20

<sup>vii</sup> Reduction in air miles travelled is primarily as a result of further travel reductions by the NFCC team, who work on behalf of the UK Fire and Rescue Service.

<sup>viii</sup> We report direct and indirect emissions from our buildings, fleet and air travel in line with the Greenhouse Gas Protocol (GGP) and the Mayor's London Environment Strategy.

<sup>ix</sup> Waste and recycling for our Control centre was managed under a separate contract to our other sites prior to 2017/18.

<sup>x</sup> Battery collection unable to occur due to COVID-19.

<sup>xi</sup> Used toner cartridges were stored for recycling due to low volumes prior to 2019/20.

<sup>xii</sup> EAKO undertook business investment to provide a more sustainable long term footing including additional employees, reducing profits and therefore donations in 2017/18 for hose recycling.

<sup>xiii</sup> Our recycling rate refers to tonnes recycled through our waste and recycling contract, excluding hazardous waste and skips. Our contractor operated a dirty Material Recovery Facility from late 2018/19, which improved performance, it was cut in 2020/21 following the impacts of COVID-19 on their business.

<sup>xiv</sup> Total waste produced includes all materials disposed of through our waste and recycling contract.

---

<sup>xv</sup> 19/20 previously recorded as 2264, this was due to the incorrect data set being used

<sup>xvi</sup> A near miss recorded on our premises is were a minor spill occurred and was contained

<sup>xvii</sup> Specific to the environment theme.

## Appendix B: Sustainability Legislation Changes

Below are details of the changes to legislation for 2020/21 with relevance to sustainable development and the LFB.

Legislation	Action taken
<p>There has been some time-limited Covid-19 regulatory position statements (RPSs) in relation to waste regulation made by the Environment Agency due to constraints caused by Covid.</p> <p>These changes are related to waste documentation. The amendments will ensure paperwork can be completely timely and safely. For example, signatures can now be electronic and Waste Transfer Notes can be sent electronically to adhere to social distancing.</p>	No action required