

Sustainable Development Annual Report 2023/2024

Report to:

Performance, Risk and Assurance Board
Commissioner's Board
Deputy Mayor's Fire Board.....
London Fire Commissioner

Date:

07 August 2024
14 August 2024
24 September 2024

Report by:

Jennifer Porter - Head of Sustainable Development

Report classification:

For decision

For publication

Values met

Service
Integrity
Teamwork
Equity
Courage
Learning

I agree the recommended decision below.

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

Andy Roe
London Fire Commissioner

This decision was remotely
Date **signed on 8 October 2024**

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report presents the Sustainable Development Annual Report, covering the fiscal year 2023-2024 for publication. This report:

- Summarises the performance of the London Fire Commissioner (LFC) on sustainable development related indicators and key initiatives to drive improvement in that performance;
- Outlines progress against the LFC's Sustainable Development Strategy 2023-2025.

Proposed decision – the London Fire Commissioner

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 2023-25.
2. The Sustainable Development Annual Report for 2023-24 as set out in Appendix 1, is approved for publication on the London Fire Brigade website.

1 Introduction and background

- 1.1** The Sustainable Development Annual Report for 2023-24 as set out in Appendix 1, is structured around the six strands of the LFC's sustainable development framework as set out in the 2023-25 Sustainable Development (SD) strategy (FP1818) and the 11 objectives of that strategy. The Sustainable Development Strategy was updated in March 2023.
- 1.2** The LFC's Corporate Delivery Plan, which sets out what will be achieved over the life of the Community Risk Management Plan (CRMP) 'Your London Fire Brigade 2023–2029' is underpinned by four pillars; Engaging with you, Protecting you, Learning from you and Representing you. These are supported by eight commitments, each of which has a programme of improvement activities attached to ensure the plan is delivered. Sustainable Development is key to our Delivery Plans with details on corporate performance indicators and targets outlined in the Sustainable Development Strategy and reported in the Sustainable Development Annual Report.



Figure 1: LFC CRMP Pillars and Commitments

- 1.3 The Sustainable Development Annual Report describes performance and provides highlights of the year's activities aimed at improving performance against environmental and sustainability metrics and covers new and key initiatives rather than listing business as usual actions and related activities.
- 1.4 Corporate indicators included in the report provide a summary overview of performance in line with LFC's SD strategy and are contained in the publicly available LFC Performance reports. Additional indicators that provide a broader view of relevant performance are those adopted from the Mayor's London Environment Strategy (LES) and the Greater London Authority (GLA) Group Responsible Procurement Implementation Plan (RPIP) indicators.

Progress against Sustainable Development Strategy Indicators Groups

This is split across the 6 main groupings of indicators as follows:

Indicator	Overarching Plan/Strategy	Target performance	2023-24 Progress	
Prevention, Protection and Response				
Number of triages via our Online Home Fire Safety Checker ¹	CRMP	15,000 triages	13,099	▲ ✘
Percentage of high risk home fire safety visits ²	CRMP	60%	55.50%	▲ ✘
Station staff time spent on prevention activity	CRMP	10%	11.91%	✓
Station staff time spent on protection activity ³	CRMP	5%	2.84%	✘
Number of fire deaths	CRMP	50-5 year rolling average	38	▼ ✓
Number of fire injuries	CRMP	1000- 5 year rolling average	722	▼ ✓
Number of fires in houses & bungalows	CRMP	1700 per annum	1462	▼ ✓
Number of fires in flats	CRMP	2400 per annum	2201	▼ ✓
Number of fires in care homes	CRMP	330 per annum	243	▼ ✓
<p>1. Home Fire Safety Checker (HFSC) triages are a critical measure for the LFC, because triages underpin LFC's strategy to focus resources on those at greatest risk. January 2024 saw the highest number of triage completions since the launch of the checker at 1,469. LFC are aiming to further increase triages through a combination of measures, including continued investment in paid-for public digital campaigns, as well as optimisation of the checker.</p> <p>2. LFC's delivery of and prioritisation of high-risk home fire safety visits (HFSVs) has been recognised in the recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) lifting of a 'cause of concern', with positive recognition that the LFC's whole approach to prevention and HFSVs has changed, making the most vulnerable safer. This has led LFC to set a more challenging target of 60 per cent of all HFSVs to be undertaken at high-risk properties. LFC is currently just short of this target; however there has been positive improvement compared to the previous financial year following the introduction of the new Home Fire Safety Strategy. LFC are taking a new, more sophisticated, approach to targeting those at risk, including leveraging referrals from partner agencies and use of geodemographic risk data. LFC expect that this will have an impact on this metric in the future as this approach becomes further embedded.</p> <p>3. LFC has recently updated the calculation for station staff time spent on Protection activity making reporting more accurate and including the relevant categories. Due to changes in calculations, visual audits have been removed from Protection and included under Prevention. LFC has been below the existing target for the last financial year, averaging performance of just under 3 per cent.</p>				
Health, Safety and Wellbeing				
Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) ⁴	CRMP	59 per annum	71	▼ ✘
Lost working days due to sickness	CRMP	5.75%	7.47%	▼ ✘
Percentage of managers who have completed training ⁵	CRMP	95%	80.32%	✘
<p>4. The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) for 2023-24 has not been met (71 in 2023-24 versus a target of 59). Common themes in injuries are identified and organisational actions are taken where appropriate, which includes the recent roll out of analytical risk assessment, a staff survey relating to safety culture, manager communication on specific safety issues to the work force and focused internal safety campaigns.</p> <p>5. LFC supervisory and middle leaders receive face-to-face leadership training, with the aim of supporting their development, improving culture and addressing the recommendations laid out in the Grenfell Tower Inquiry Phase 1, LFC Culture Review and HMICFRS inspection. Due to the introduction and roll out of the new LFC Values there was a decrease in performance against this target</p>				

Equality and Social Inclusion				
Staff Composition- percentage of our staff who are from black, Asian and other ethnically diverse communities ⁶	CRMP	19%	18.07%	✘
Staff Composition- percentage of our staff who are female ⁷	CRMP	20%	18.69%	✘
Staff Composition- percentage of our staff who are disabled ⁸	CRMP	10%	8.76%	✘
Pay gap (gender) demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.40%	✓
Pay gap (ethnic minority), demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.73%	✓
Pay gap (differently abled), demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.78%	✓
Spend with SMEs (direct spend), demonstrating an improvement towards the long-term target of 33%	CRMP	20%	25.7%	▲ ✓
Spend with SMEs (direct and indirect spend)	GLA RPIP	30%	34.2%	▲ ✓
Undisputed SME invoices paid in 10 days ⁹	GLA RPIP	90%	81%	▼ ✘
<p>6. LFC has continued to improve the ethnic diversity of the staff it recruits this quarter and is close to meeting this target. It should be noted that there is disproportionate under representation of staff from Black, Asian and other ethnic groups at higher grades, and an over representation at lower grades. The Leadership Academy have launched a group coaching programme which covers Employability Skills, Mentoring Skills, Change Management and Self-Awareness Mindtools. Whilst everyone is welcome to attend, they are targeted at underrepresented groups, to provide support for career progression.</p> <p>7. LFC has continued to improve the number of women it recruits and is close to meeting the target. It should be noted that there is disproportionate under representation of women at higher grades, and over representation at lower grades. LFC continues to support and work with equality support groups such as Women in the Fire Service and FBU's Women's Action Committee</p> <p>8. LFC is close to meeting this target and analysis will be undertaken to understand why numbers of staff declaring a disability has slightly declined. Several positive actions are already in place to correct this, for example is the new approach to monitoring disability which takes a more person-centred, practical approach to how their disability impacts them.</p> <p>9. The number of undisputed Small and Medium Enterprises (SMEs) invoices paid in 10 days decreased in Q2 causing a reduction overall in 2023-24, LFC consistently achieves this target however, this is now monitored on a monthly basis to review any significant changes.</p>				
Environment and Climate Change				
Total CO2 tonnes	CRMP	Net 0 by 2030	9234.47	▼ ✓
Percentage reduction in CO2	CRMP	Net 0 by 2030	-12.4%	▼ ✓
Amount of energy generated through renewable resources	SD Strategy	Continual improvement	13%	▲ ✓
Percentage of our Fleet which is Zero Emission Capable	SD Strategy	Continual improvement	15%	▲ ✓
Percentage of waste recycled ¹⁰	SD Strategy	80%	65%	▼ ✘
Total Water Consumption (m3)	SD Strategy	Continual reduction	56973.44	▼ ✓
Green spaces/gardens throughout the LFB estate ¹¹	SD Strategy	90%	22%	▲ ✘
Number of contracts over £5m in value to include organisational carbon management plans	SD Strategy	N/A	2	▶
<p>10. LFC's recycling rate is increasing. To improve this, increased training and station audits are being delivered by Bywater's as a contractual requirement. General waste bins are being swapped out for increased recycling bins across the LFC sites.</p> <p>11. Gardens and Green spaces across the LFC estate continue to increase, a newly implemented garden application process has been embedded into the LFC Gardens policy.</p>				

Economic Value				
Budget Submission SDIAs completed ¹²	SD Strategy	100%	22%	✘
Number of workers in the supply chain benefiting from the London Living Wage	GLA RPIP	Continual improvement	268	▲
Annual apprenticeship starts in LFB or on our contracts	GLA RPIP	Continual improvement	234	▲
Ensuring that sustainability runs through all our activities				
Project SDIAs completed	SD Strategy	100%	100%	▲ ✓
Policy SDIAs completed ¹³	SD Strategy	100%	88%	▲ ✘
Percentage of Staff who have completed Environment Matters Training	SD Strategy	100%	35%	▲ ✘
Percentage of Staff completed Carbon Impact training ¹⁴	SD Strategy	100%	5%	▲ ✘
<p>12. The Sustainable Development Impact Assessment SDIA completion rate for budget submissions is continuing to rise. This new process is being embedded into the LFC SDIA Policy and further training is in development to increase awareness.</p> <p>13. The SDIA completion rate for policies has increased this year, with further training being developed to increase awareness.</p> <p>14. The number of staff training in Carbon Literacy continues to increase. All senior leaders have now been trained and staff training has commenced. Further opportunities for computer based training are being explored to increase staff uptake in this area.</p>				

Core indicators of note:

1.5 Prevention, Protection and Response

1.5.1 Five of LFC's key indicators for Prevention, Protection and Response have decreased in 2023/24: the number of fire deaths has reduced by -5per cent to 38; the number of fire injuries reduced by -2per cent to 722; the number of fires in care homes has fallen by -2per cent to 243; the number of fires in houses & bungalows reduced by -21per cent to 1,462 and the number of fires in flats by -14per cent to 2,201.

1.6 Health, Safety and Wellbeing

1.6.1 Over 80 per cent of LFC supervisory and middle leaders have now received face-to-face leadership training, supporting their development and improving culture.

1.6.2 There has been a decrease in lost working days due to sickness from 7.47 per cent to 5.75 per cent. Stress, Anxiety and Depression (SAD) has been the greatest cause of absence in Control and FRS staff, with Musculoskeletal the greatest cause for Operational staff.

1.7 Equality and Social Inclusion

1.7.1 Total direct and indirect spend with Small and Medium Enterprises (SMEs) increased during 2023-24 to 34.2 per cent, due to increased levels of engagement with suppliers and data submission.

1.7.2 8build, the SME contractor working on the Plumstead Fire Station redevelopment has an SME spend with their suppliers of 100 per cent and took part in a case study video for the London Anchors Institute Network (LAIN), screened at the London conference at City Hall.

1.8 Environment and Climate Change

1.8.1 This report covers CO2 emissions from updated carbon scope analysis, which now includes scope 3 analysis, with details documented within Appendix 1, this is in accordance with methodologies laid out in the Greenhouse Gas Protocol.

1.8.2 In 2023/24 LFC reduced its Carbon emissions by a further -2.6 per cent from the previous year to -12.4 per cent from LFC's baseline year of 2020/2021. Chart 1 details this further.

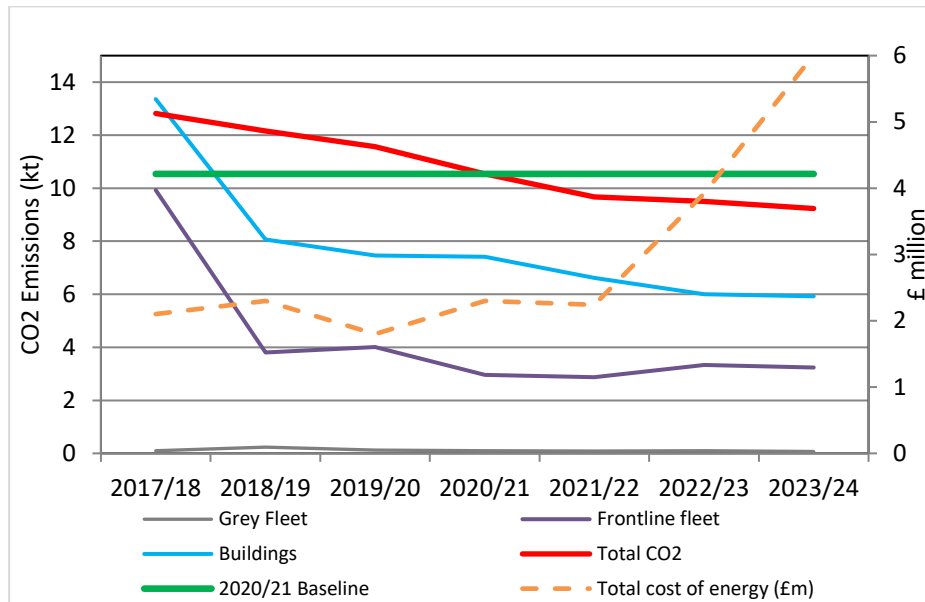


Chart 1: Total LFC carbon emissions

- 1.8.3** Onsite renewable energy generation has increased to 13 per cent. A continued focus on maintenance of existing systems resulted in a reduction of CO2 emissions from buildings by 2.3 per cent compared to the previous year.
- 1.8.4** Emissions from fleet vehicles decreased by 2.7 per cent compared to the previous year. The fluctuations in frontline fleet emissions align with the number of incidents attended, however the Fleet CO2 emissions continue to reduce; this is displayed in Chart 2.

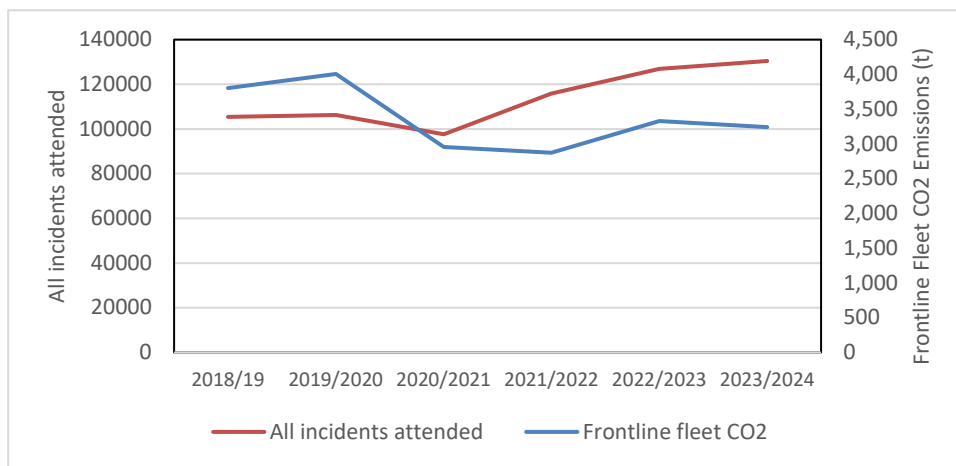


Chart 2: All LFC Incidents attended and LFC fleet carbon emissions

- 1.8.5** A review into LFC's scope 3 emissions took place this year with a new carbon report produced outlining the significant areas of LFC's scope 3 emissions. This will continue to develop as more data from LFC's suppliers is collated.
- 1.8.6** The recycling rate increased to 65 per cent. LFC is working with the waste and recycling contractor Bywaters, to increase recycling collections and decrease general waste collections across the LFC, in addition to increased training and visits to stations. The LFC continues to send zero waste to landfill.

1.9 Economic Value

- 1.9.1** London Living Wage (LLW) does not have a target, but rather a minimum policy compliance as set out in contract terms and conditions with suppliers. All LFC suppliers are meeting the LLW requirements, with an increase to 268 suppliers whose staff benefit from the LLW.

1.9.2 Apprenticeship starts within LFC increased to 234 including firefighter trainees, 17 of these apprenticeships were through contracts.

1.10 Ensuring that sustainability runs through all our activities

1.10.1 The LFC Environmental Management System (EMS) provides continual improvement against key environmental risks. In 2023-24 four stations were added to the scope of the EMS and four from the fourteen stations certified to date had improved their degree of control over environmental risks. Having an EMS in place provides assurance that the LFC is compliant with environmental legislation and other compliance requirements. It also helps to reduce the LFC's impact on the environment by supporting more efficient resource use and minimising consumption.

1.10.2 100 per cent of high-risk projects have a SDIA completed, and 88 per cent of high-risk policies. Additional training and guidance are being developed to support staff in completing these assessments.

2 Objectives and expected outcomes

Sustainable Development Strategy 2023- 2025

2.1 The LFC's Sustainable Development Strategy covering 2023-25 brings together the identification of emerging issues with existing strategies and activities across the LFC that support the wider sustainability agenda under one strategic approach. It incorporates actions set out under the Responsible Procurement Implementation Plan, the Carbon Net Zero Strategy, and the Single Environment Plan.

Single Environment Plan

2.2 The Single Environment Plan (LFC 0217 July 2019) has 13 actions, and 40 tasks, of which 29 tasks have been completed, seven are on target, and the remainder are closed. Completed tasks include:

- Achieve an average Display Energy Certificate rating of a C across all sites.
- Undertake periodic staff travel surveys to inform progress against target.
- Supporting staff to undertake waste audits at Stations to identify local improvement actions.

3 Values Comments

3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced LFC wide values that build on and do not detract from the Code of Ethics.

3.2 The Sustainable Development Strategy and Sustainable Development Annual Report align to the LFC values, this is demonstrated in the Sustainable Development plan for 2024/25 on page 10 of this report:

3.2.1 Service: we put the public first

- Prevention, Protection and Response are at the center of the Sustainable Development framework, as detailed in the Sustainable Development Strategy. It is also the area of greatest impact that the LFC can have on improving the sustainability of life for those who live in, work in, or visit London.
- The LFC ensure continued environmental protection and compliance with environmental legislation and other compliance regulations through Fire Station and Departmental audits, continued improvement through the ISO14001 EMS and collaboration with the GLA Group and other Fire and Rescue Services.
- Sustainability considerations are required on all LFC board reports, ensuring potential sustainability risks and opportunities are highlighted, discussed and actioned.

3.2.2 Integrity: we act with honesty

- The LFC review and collate pollution prevention notification forms, required after the use of pollution control equipment provided by the Environment Agency (EA). This aids the EA to recover the cost of the items used from the polluter using the 'polluter pays principle', this enables them to continue funding the equipment.
- The LFC must determine and comply with the compliance obligations and other requirements applicable to our activities. To achieve this the LFC update and review a sustainability compliance register, any relevant compliance amendments and requirements are presented to senior management at least annually in the Sustainable Development Annual Report and/or the EMS Update Annual Report.
- Reporting progress through the Sustainable Development Annual Report provides transparency.

3.2.3 Teamwork: we work together and include everyone

- The Sustainable Development Impact Assessment (SDIA) process reviews all policies, projects and budget submissions across the LFC for potential sustainability impacts and ensures these are highlighted and actioned.
- The LFC regularly collaborates with the GLA Group, other Emergency Services (through the Emergency Services Environmental and Sustainability Group and Sustainability Charter the LFC are signatories to) and independent bodies such as Thames Water to share learning, achievement and best practice.
- The LFC are members of the London Anchors Institute Network (LAIN) Procurement, Hiring and Skills, Mentoring Young People and Green New Deal working groups.

3.2.4 Equity: we treat everyone fairly according to their needs

- The LFC publishes a Modern Slavery Statement annually. This statement details the actions that the LFC are taking to prevent modern slavery, bonded and forced labour, labour rights violations within its supply chain and steps taken to identify, prevent and mitigate risks.
- The LFC aims to improve the performance of key suppliers and eradicate the risks of modern slavery in their organisations and supply chains by using a risk-based approach via the Cabinet

Office Modern Slavery Assessment Tool (MSAT).

- The LFC's Sustainable Development Strategy outlines the pillar of Equality and Inclusion and how this aligns with the UN Sustainable Development Goals.

3.2.5 Courage: we step up to the challenge

- Regular stakeholder engagement with internal departments and staff, the GLA Group and other Fire and Rescue Services and Energy Services to ensure best practice, collaboration and learning from mistakes.
- In addition to the annual EMS audit carried out by the British Standards Institute (BSI), the LFC is audited on an annual basis by the GLA Mayor's Office for Policing & Crime (MOPAC) audit team. This encompasses data verification and EMS system review.

3.2.6 Learning: we listen so that we can improve

- A bespoke Fire Service Environmental guidance tool, 'Environment Matters' was developed in collaboration with Avon and Somerset FRS. This e-learning module is now mandatory for all new starters and available to all LFC staff. The module covers awareness of good practice in managing and recycling waste; chemical use and storage; water use and conservation; hazardous waste management and disposal; energy efficiency; biodiversity; foam and fuel use; low emission vehicles; environmental protection at stations.
- Carbon Literacy Training was produced and delivered to all Senior leaders; this is being developed into a course available to all LFC staff.
- The LFC is developing a programme of guidance notes covering all areas of sustainability and environmental impacts to be made available to all LFC staff. Training sessions will be made available to all staff for further discussion and understanding.



Trusted to serve and protect London

Sustainable Development



Plan for 2024/25 Further improving the social value obtained from the public money we spend by enabling a diverse and inclusive supply chain. Embedding carbon net zero and environmental protection principles, commitments and targets through equipping our staff to ensure that sustainability runs through all our activities.

THE RISKS WE MANAGE

Compliance- ISO14001/ legislation/ GLA/ MOPAC	Environmental Protection- Station audits/ Environment Matters/ Pollution Prevention forms	SDIA's/ Board Report Comments/ Carbon Budget	External Reporting	Internal Reporting	Supply chain- Modern Slavery- /EDI/ (RPIP)	Supply chain- Resource use/ carbon reduction/ waste
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WHAT WE WILL DELIVER IN 2024/25

BUILDING TRUST

Thames Water MOU revision	Develop and implement an EMS Station improvement awareness program.	Support the Procurement Department through- providing RP advice and guidance, contract Evaluations and RP/SV support	SD Annual Report to Include Carbon & GHG Reporting- Including Scope 3	Travel Survey launch and report	Station Gardens Project	EMS Management/ Audits and Best Practice	RP and Social Value Support/ Guidance and Evaluations RPIP & LAIN Reporting
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WHAT IS CHANGING- THE IMPROVEMENTS WE ARE MAKING

Carbon Literacy Training to Departments and Stations	Sustainable Development Strategy Consultation and Stakeholder Engagement	Sustainable Development Guidance notes	Responsible Procurement Templates/ Guidance and Training	Green Champions review and re-launch
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LIVING OUR VALUES

SERVICE Station audits, EMS, internal reporting	TEAMWORK Stakeholder Engagement, SDIA's, LAIN	LEARNING Guidance notes, Carbon Literacy Training	EQUITY MSAT, Modern Slavery Statement, Team guidance	INTEGRITY Pollution prevention/ Compliance	COURAGE Stakeholder Engagement and Reporting
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4 Equality Comments

- 4.1** The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, considering this and then evidencing how decisions were reached.
- 4.2** 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.
- 4.3** 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.
- 4.4** The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
1. eliminate discrimination, harassment and victimisation and other prohibited conduct.
 2. advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 3. foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 4.5** 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:
1. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 2. 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;
 3. encourage people 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.
- 4.6** 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.
- 4.7** 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:
1. tackle prejudice
 2. promote understanding.
- 4.8** An Equality Impact Assessment (EIA) was undertaken on 12 July 2024 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.

5 Other considerations

Workforce comments

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

Sustainability comments

5.2 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.

Procurement comments

5.3 This report outlines LFC's commitment to support delivery of the GLA Group Responsible Procurement Action Plan, the Anchor Institutions Charter and COVID-19 Recovery, with proposals put forward for procurement strategies that supports this via collaboration as appropriate.

Communications comments

5.4 A variety of communications and events are coordinated by the Sustainable Development team and the Communications Department at the start of the year to engage with LFC staff and external interested parties. A dedicated environment mailbox is used as the main point of contact.

6 Financial comments

6.1 The report presents annual performance against a number of indicators set out in the Sustainable Development Strategy 2023-25, ahead of the publication of this year's Annual Report 2023-24, at Appendix 1.

6.2 There are no direct financial implications arising as a result of this report.

6.3 The financial implications of any new initiatives proposed to support future delivery of the Strategy are considered as part of required business case development and would be subject to governance scrutiny as part of the annual budget planning process.

7 Legal Comments

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

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

7.3 By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor

for Fire and Resilience (the Deputy Mayor).

- 7.4** Paragraph 3.1 of Part 3 of the said direction requires the LFC to consult with the Deputy Mayor as far as practicable in the circumstances before a decision is taken on (inter alia) any "[c] decision that can be reasonably considered to be novel, contentious or repercussive in nature, irrespective of the monetary value of the decision involved (which may be nil)".
- 7.5** The decisions recommended in this report are considered to be 'novel, contentious or repercussive' and therefore the Deputy Mayor must be consulted before a final decision is taken.
- 7.6** The report presents the London Fire Brigades("Brigades") annual performance against a number of indicators set out in the Sustainable Development Strategy 2023-25 ('the Strategy'), ahead of the publication of this year's Annual Report 2023-24, at Appendix 1, in line with the Brigades Publication Scheme.
- 7.7** The Strategy ensures sustainability runs throughout a number of the Brigades 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.
- 7.8** 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

Appendix	Title	Open or confidential*
1	Sustainable Development annual Report 2023/24	Open

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



Sustainable Development Annual Report

2023-2024

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Introduction by the London Fire Commissioner



I am pleased to introduce this year's Sustainable Development Annual Report and reflect on the continuing good progress the Brigade has made over many years on our Sustainability commitments.

In London we have seen first-hand the impact of climate change. Flooding and wildfire incidents we have experienced in the capital continue to increase in severity and frequency. This highlighted the importance in ensuring our senior leaders received carbon literacy training, which discussed and explored how climate change is affecting the Brigade and the actions we can take to minimise our impact on the environment.

We continue to reduce our overall carbon emissions, working towards our target of becoming carbon net zero by 2030 and have expanded our carbon emission reporting to include scope 3 emissions.

Through the Brigade's ongoing membership to the London Anchors Institute Network (LAIN) and collaboration in the Procurement, Hiring and Skills, Mentoring Young People and Green New Deal, Working Groups we are:

- working to help more Londoners from underrepresented backgrounds into good work and taking steps to better represent the diversity of London's communities.
- improving the life chances and opportunities of London's most disadvantaged young people, through providing access to high quality mentoring and increasing the quality, quantity and sustainability of mentoring and youth services.
- supporting inclusive economic growth by buying more goods and services from small and diverse businesses. Ensuring our purchasing power maximises benefits to Londoners and contributes to local economic resilience.
- committing to reduce our carbon footprint and accelerate London's transition to net zero, tackling the climate and ecological emergencies

We have strengthened our commitments to leading the way on sustainability within the UK Fire & Rescue Service, we want to protect the London we love and to be trusted to serve and protect you.

We aim to minimise the devastating environmental impacts of fire whilst providing a first class prevention, protection and emergency response service for London. We will continue progressing the activities set out in this report to make London a more sustainable city, and ensure we continue to improve to better support the communities we serve.



Andy Roe
London Fire Commissioner

Introduction

About us

London's fire and rescue service is the busiest in the country and one of the largest firefighting and rescue organisations in the world, employing approximately 5,700 people; we recognise our influence on the fire sector.

We provide services across the Greater London area, serving London's 8.9 million residents, as well as those who work in or visit the city.

We are one of the organisations that comes under the Mayor of London and the Greater London Authority (GLA). The Fire Committee (the Fire, Resilience and Emergency Planning (FREP) in 2023-24) Committee) has been set up to scrutinise how the London Fire Commissioner is exercising their functions.

What we do

We respond to fires and other emergencies attending over 130440 incidents in London in 2023/24 of which just over 12 per cent were fires and just under half were false alarms.

Fires result in considerable social, financial, and environmental impact, and the effectiveness of our prevention, protection and response activity plays a significant role in protecting the people of London. Home Fire Safety Visits (HFSV) and the fitting of smoke alarms save lives and reduces the number of fires and their devastating impact.

We engage with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies and influence and regulate the built environment to protect people, property, and the environment from harm.

Our Vision for Sustainable Development

We aim to be the leader on sustainable development within the UK Fire and Rescue Service.

2023-25 Objectives

Our Sustainable Development objectives as detailed in our Sustainable Development Strategy 2023-25, provide focus for achieving our visions, and actions to deliver these are set out in more detail in this document:

- To target London's most vulnerable people.
- To target London's most high risk buildings.
- To protect Londoners from highest risk incidents.
- Protect and promote the health, safety and wellbeing of our staff.
- Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain, serving diverse communities.
- Embed carbon zero principles, with particular focus on net zero by 2030, waste management and behavioural change.
- Ensure that we have the capacity to respond to the challenges posed by climate change.
- Protect the environment from harm through emergency response and how we deliver our service.

- Support skills and employment for Londoners through the provision of apprenticeship opportunities.
- Continually improve the social value obtained from the public money we spend.
- Support our staff to ensure that sustainability runs through all our activities.

Policies and Plans

The London Fire Brigade (LFB) has an established Sustainability Programme and produce an annual Sustainable Development report to set out our achievements and help define our goals for the year ahead, including associated audits. This is complemented by our commitment to our Sustainable Development Strategy 2023-25 (SD) which sets out how we intend to deliver on that principle and lead the way on sustainable development within the UK fire and rescue service.

The LFB's Single Environment Plan aligns with the Mayor's London Environment Strategy which sets out the key actions to deliver through to 2050. The single environment plan outlines objectives addressing the key issues affecting London, including, air quality, green infrastructure, climate change mitigation and energy, waste and adapting to climate change.

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. LFB also have an overarching environment policy, along with procedures covering the specific areas of energy conservation, waste management, pollution prevention and gardens.

London Anchors Institute Network

The pandemic exposed and exacerbated long standing inequalities within London, with those already familiar with unequal living standards hardest hit. It also highlighted the growing urgency of the climate emergency and the need to secure a green recovery¹

The London Anchors Institute Network (LAIN) was formed to lead London's recovery and mitigate the worst effected for those hardest hit. LFB are members of the Procurement, Hiring and Skills, Mentoring Young People and Green New Deal (Net Zero) working groups.

Since 2021 LFB has contributed to the following achievements through LAIN:

Hiring and Skills

LAIN members are working to help more Londoners from underrepresented backgrounds into good work and taking steps to better represent the diversity of London's communities at all levels of member organisations.

Group members have:

- provided over 4000+ apprenticeships.
- provided £2 million to support apprenticeships in small businesses by transferring the apprenticeship levy.
- committed to fair pay, 160,000 Londoners work for members who are Living Wage employers. An additional 7,200 low wage Londoners received a pay uplift due to new commitments.
- published organisational pay gaps and actions being taken to reduce them.

¹ London Anchors Institute Network

Mentoring Young People

Since LAIN's creation in 2021, its members have collaborated with the Mayor's New Deal for Young People (NDYP) mission to improve the life chances and opportunities of London's most disadvantaged young people, through providing access to high quality mentoring and increasing the quality, quantity and sustainability of mentoring and youth services.

Procurement

The LAIN procurement working group aims to support inclusive economic growth by buying more goods and services from small and diverse businesses. Ensuring our purchasing power maximises benefits to Londoners and contributes to local economic resilience.

Group members have:

- signed contracts worth more than £1.75 billion with micro businesses and Small and medium-sized enterprises (MSMEs).
- awarded over 1,200 contracts to MSMEs.
- hosted supplier events benefiting 100+ of London's smallest and diverse-led businesses produced and shared training for purchasing officers on supporting diverse-led businesses through procurement developed two bespoke guides for small and diverse businesses on social value and winning public sector contracts.

Green New Deal

Together, members of LAIN's Green New Deal working group have committed to reduce their carbon footprint and accelerate London's transition to net zero, tackling the climate and ecological emergencies

Group members have:

- saved over 2.1 million tonnes of carbon emissions through decarbonisation projects ranging from developing new infrastructure and retrofit activities such as installing new low-carbon heating and power systems, to electrifying their fleet and tackling food waste.
- trained more than 5200 employees in carbon literacy or environmental sustainability.
- identified 71 buildings from across their estates to retrofit.
- secured £130million+ of funding for decarbonisation projects across the city.

Key Achievements for 2023/24

- In 2023/24 emissions reduced by a further 2.6 per cent from the previous year to -12.4 per cent from our baseline year of 2020/2021.
- LFB have expanded a pilot trial to run existing vehicles on Hydrotreated Vegetable Oil (HVO) as a "steppingstone" carbon reduction solution for LFB whilst it continues to operate existing diesel vehicles.
- LFB have increased their staff engagement and training through their waste contract commitments, resulting in an increase to the overall recycling rate of 65 per cent from 62 per cent.
- LFB have reviewed their carbon emission reporting to include some scope 3 emissions. A detailed report can be found in appendix C.
- Continual improvement of the LFB's Environmental Management System (EMS) to the ISO:14001 standard has seen an additional 4 fire stations being included to the scope in 2023.
- Total Direct & Indirect Spend with Small and Medium Enterprises (SMEs) was 34.2 per cent, SME spend increased during 2023/24, key supplier spend with SMEs has increased, due to increased levels of engagement from suppliers and data submission.
- The number of workers in LFB's supply chain receiving the London Living Wage (LLW) has increased from 181 to 268.
- LFB increased its supply-chain apprenticeship starts to 234 in 2023/24.
- 100 per cent of high-risk projects have a Sustainable Development Impact Assessment (SDIA) completed.

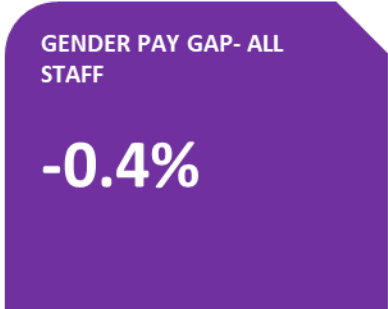
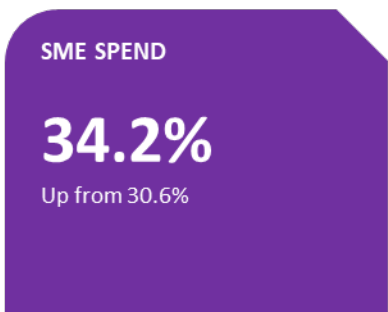
Our Performance

This report highlights LFB's 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 are available through the [London Data Store](#).

Our key sustainability performance is summarised by 13 indicators on page 7 of the report.

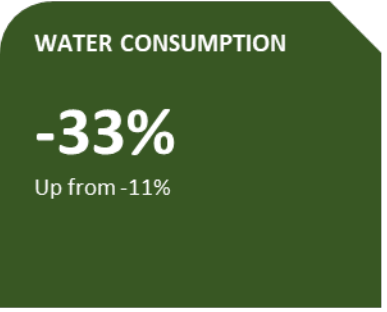
The figures provided in the performance summary chart and the body of this report are annual performance. ▼▲► show progress against last year's figures, ✓✘ indicate progress against targets, red is negative, and green is positive.

Our Performance- 2023/24 Sustainable Development Annual Report



KEY

Red	Prevention, Protection & Response
Blue	Health, Safety & Wellbeing
Orange	Economic Value
Purple	Equalities & Inclusion
Green	Climate Change & Environment



Prevention, Protection and Response

Our Objectives

To target London's most vulnerable people

To target London's most high-risk buildings

To protect Londoners from highest risk incidents

Our Performance

Number of triages via our Online Home Fire Safety Checker: **13099** ▲*

High risk home fire safety visits: **55.5%** ▲*

Station time spent on prevention activity: **11.91%** ✓

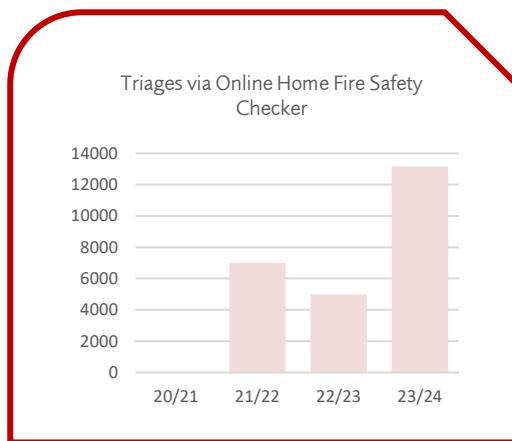
Station time spent on protection activity: **2.84%** ✓

Number of fire deaths: **38** ▼

Number of fire injuries: **722** ▼

Number of fires (Flats / Houses & Bungalows / Care homes): **3906** ▼

Our primary role is to prevent fires; protect people, property and the environment through regulating the built environment; and respond to emergencies. Delivering this work effectively is the most significant contribution we can make to improve the wellbeing of Londoners, to reduce the environmental impacts of fires, and their often devastating economic impact. This also reduces the risks to our staff responding to fires and our use of resources.



Prevention, Protection and Response are three statutory services which combine in an integrated way to keep London safe. We deliver a range of these services which aim to prevent fires and other incidents and mitigate the impact of all risks on London's communities.

The LFB made changes in the way we prioritise risk and who receives an in-person Home Fire Safety Visits (HFSV).

The new approach to HFSVs has been live since April 2023, under the new approach, people who meet the criteria for Very High-Risk are prioritised for an HFSV within four hours, in line with Safeguarding guidelines; High-Risk within a week and medium risk within a month. Low-risk people are now referred to our upgraded Home Fire Safety Checker (HFSC).

Recent Highlights

- The launch of the new HFSV strategy in April 2023 saw an uptake of the home fire safety checker as it becomes the primary intervention for lower risk homes.
- LFB is the busiest fire and rescue service in the UK, taking nearly a quarter of all fire and rescue calls made nationally. LFB is proud that it continues to have the best average attendance times in the country despite the challenges of London's crowded and complex environment. We have consistently met the attendance targets across all measures.
- The number of care home fires is currently reporting as being less than LFB had predicted, which is welcome and may reflect the level of activity across all boroughs to try and reduce this risk. However, this remains an area of concern for LFB.

- We continue to monitor emerging fire trends from lithium ion batteries, particularly those in E bikes and scooters, which have resulted in 3 deaths. The LFB is developing its response to this risk and our #ChargeSafe campaign is raising awareness of the risks associated with lithium batteries with both communities and stakeholders.
- After ten years of hard work and £1.1 million investment from the Mayor of London we have now completed our fire cadet implementation project. This landmark means we are now able to offer young people from every London borough (including the City of London) the opportunity to join a Fire Cadet unit.



ISAR Team in Morocco

Six operational staff members were deployed to Morocco as part of a 60 strong UK-ISAR team.

They undertook needs assessments in remote village areas to determine immediate priorities in terms of rescue, medical support, water, food and shelter. The team in Morocco were faced with low level housing spread over a vast rural area.

Health, Safety and Wellbeing

Our Objective

Protect and promote the health safety and wellbeing of our staff

Our Performance

Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR): **71** ▼*

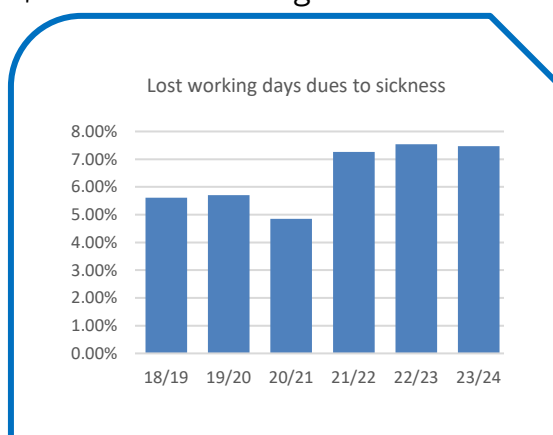
Staff sickness - shift/days lost: **7.47%** ▼*

Managers who have completed training: **80.32%** *

Health and Safety is an important issue for the UK, in 2022/2023 in the UK, 1.8 million working people suffering from a work-related illness, of which: 875,000 workers suffering work-related stress, depression or anxiety and 473,000 workers suffering from a work-related musculoskeletal disorder. 35.2 million working days lost due to work-related illness and workplace injury.²

At the LFB in 2023/24, We have seen a decrease in lost working days due to sickness. Stress, Anxiety and Depression (SAD) has been the greatest cause of absence in Control and FRS staff, with Musculoskeletal the greatest cause for Operational staff.

The LFB Wellbeing Team have been working to explore causes of SAD absence with a view to provide a more evidence based delivery of wellbeing service provision and exploring further support required.



Recent Highlights

- LFB supervisory and middle leaders receive leadership training, at the end of 2023/24, 3,024 staff had received this training; this equates to 80 per cent of those we had planned to train by this time.
- Walk and Talk 999 continue to expand and run outdoor walks for men to come and talk about their mental health in a non-judgemental and supportive environment.
- LFB have a goal of having 1 Mental Health First Aider (MHFA) per watch, per department or per team and are committed in upskilling current employees by giving them opportunities to train and contribute to the wellbeing of all our staff.
- Our Wellbeing Dog team is expanding, with 10-12 dogs with handlers currently. The LFB Wellbeing Dogs visit stations to lower stress levels and provide a positive respite from whatever staff may be experiencing at work or at home. They also allow their handlers to encourage conversations around mental health, to support anyone who may be struggling and to raise awareness of what support is available and how to access it.

² HSE annual work-related ill health and injury statistics for 2022/23

Workplace Adjustments Passport

A better work environment.

Login to access your passport.

Login



LFB © 2023 London Fire Brigade

Workplace Adjustments Passport

A new workplace adjustment passport app was launched in 2024.

The passport is a way for employees to share their wellbeing status with line managers, so they are aware of any necessary workplace adjustments required. This is to ensure that all employees are fully supported and can perform to the best of their abilities in the workplace.

Equality and Social Inclusion

Our Objective

Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain

Our Performance

Staff who are from black, Asian and other ethnically diverse communities: **18.07%** ✖

Staff who are female: **18.69%** ✖

Staff who are disabled: **8.76%** ✖

Pay gap- gender: **-0.40%** ✔

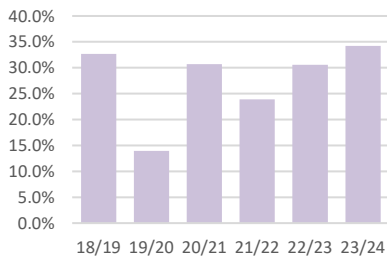
Pay gap- ethnic diversity: **-0.73%** ✔

Pay gap- differently abled: **-0.78%** ✔

Spend with SMEs: **34.2%** ▲✔

Undisputed SME invoices paid in 10 days: **81%** ▼✖

Spend with SMEs (direct and indirect spend)



As a public body we have a legal duty to advance equality of opportunity and eliminate discrimination to our staff, if we are to provide the world class fire service we aspire to, we also need to understand the varied and changing needs of the diverse communities in London. Removing barriers to equality also brings about further opportunities by enabling our existing and future staff to reach their full potential.

In April 2023, all 33 draft Borough Risk Management Plans (BRMPs) were published on our website with engagement continuing in local communities,

meeting with partners to further develop the plans. The BRMPs are an important milestone for the LFB, they not only demonstrate our desire to be linked to, and reflective of, the characteristics of our local communities within London and their individual profiles and differing needs but they also directly address the Independent Culture Review recommendation that: "Borough Commanders should build a better understanding of and closer relationships with their local communities which should include learning from them and seeking the input of diverse staff and the communities themselves."

The LFBs Positive Improvement Team aim to improve the daily experience of coming to work for all LFB staff, to encourage departments to talk to one another and network more. To help staff to overcome the barriers they face with regards to progressing their careers or moving to a different area within LFB. The team has representatives from Women in the Fire Service (WFS), the Women's Action Committee (WAC), Black and Ethnic Minority Members (B&EMM), Asian Fire Service Association (AFSA), LGBT+, Emerald Society and the Neurodiverse support group.

Further Women's seminars have taken place, with an interactive workshop on work/life balance and neurodiversity and how it affects women. The seminars facilitate networking opportunities and cover topics including Menopause and Menopause Related Absence (MRA) support and Coaching and mentoring opportunities.

More than a third (34 per cent) of the UK business population can be found in London and there are approximately 1.047 million SMEs in London³, which account for 99.8 per cent of all businesses in the capital. LFB have continued to meet it's targeted spend with SME's and have further calculated their direct spend with London based SMEs through the commitments with the London Anchors Institute Network (LAIN).

Recent Highlights

- Total direct & indirect spend with SMEs increased during 2023/24 to 34.2 per cent.
- 8build the SME contractor working on the Plumstead Fire Station redevelopment has an SME spend with their suppliers of 100 per cent and took part in a case study video for the London Anchors Institute Network (LAIN), screened at the London conference at City Hall.
- Improved monitoring for SME invoices paid within 10 days has been implemented, to identify anomalies and resolve these in a more effective timescale.



Celebrating Black History Month

Several events took place through the month of October to celebrate black history month. It started at Islington fire station with an African/Caribbean themed open day. The African Caribbean Leukaemia Trust were on hand to collect cheek swabs to be registered on the worldwide database of potential stem cell donors.

One of the most popular events was LFB's Hidden Heroes talk at headquarters. Hosted by our Fairness and B&EMM Equality Support Groups, held in honour of the Windrush Generation.

³ Department for Business & Trade- UK business statistics 2023

Environment and Climate Change

Our Objectives

Embed carbon zero principles, with particular focus on net zero by 2030, waste management and behavioural change

Ensure that we have the capacity to respond to the challenges posed by climate change

Protect the environment from harm through emergency response and how we deliver our service

Our Performance

Total CO2 tonnes: **9234.47** ▼✓

Percentage reduction in CO2: **-12.4%** ▼✓

Amount of energy generated through renewable resources: **13%** ▲

Fleet which is Zero Emission Capable: **15%** ▲✓

Percentage of waste recycled: **65%** ▼*

Total Water consumption (m3): **56973.44** ▼✓

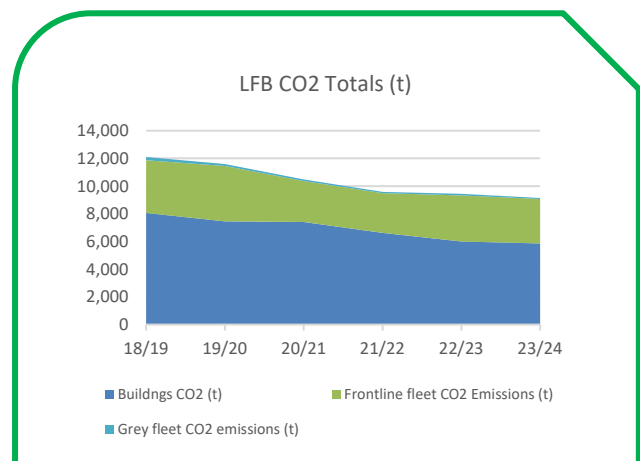
Green spaces/gardens throughout the LFB estate: **22%** ▲

Number of contracts over £5m in value to include organisational carbon management plans in line with 2050 targets: **3** ▲

The Mayor of London's ambition for London is to be a zero carbon city by 2030 and has set out how the GLA intends to tackle climate change in the London Environment Strategy, including climate change mitigation, how we must adapt to a changing climate and reducing carbon through moving towards a low carbon circular economy. This report now includes a dedicated Carbon Report, as detailed in Appendix C and D.

Water is a critical resource for the LFB as our primary fire fighting method and the long-term water security of London is an increasingly pressing issue, with hosepipe bans becoming a more regular occurrence. LFB are taking steps to reduce our water consumption throughout the LFB estate.

It's widely recognised that global patterns of consumption are causing significant environmental damage and key natural resources are being rapidly depleted, impacting long-term economic growth and sustainability.



Following the unprecedented temperatures in 2022 it became clear that our welfare equipment and procedures are not sufficient to mitigate the impact of working in 40C heat. The changes made following 2022's heatwave-related fires include providing 'bucket hats', new wildfire training for firefighters and the roll out of 'holey hoses' to tackle wildfires during very hot weather. In addition, a new 4x4 vehicle has been purchased and located at Biggin Hill Fire Station. Due to its rural location and hilly terrain a vehicle with four-wheel drive capability enables crews to continue their journey to an incident if other standard attending appliances are unable to. This is particularly important during

inclement and extreme weather conditions, such as flooding, snow, mud or ice. In hot weather the vehicle will support our crews at grass fires.

Recent Highlights

- In 2023/24 Carbon emissions reduced by a further 2.6 per cent from the previous year to - 12.4 per cent from our new baseline year of 20/21.
- LFB are rolling out the use of Hydrotreated Vegetable Oil (HVO) as a "steppingstone" carbon reduction solution for LFB whilst it continues to operate existing diesel vehicles.
- Continual improvement of the LFB's Environmental Management System (EMS) to the ISO 14001 has included an additional 4 fire stations being included to the scope in 2023.
- Crews at Wennington have begun trialling new wildland firefighting PPE. The pilot, is part of the evaluation process as LFB look to provide alternative PPE suitable for a specific range of incidents which will increase comfort, provide protection against burn injuries, and reduce the likelihood of heat stress.
- The LFBs preparations for flash flooding equipment including inflatable boats and life jackets are available on front line appliances and fire rescue units. On-going prevention work has been carried out to advise the public about flood risks, especially to those living in the capital's basement flats.

New 'Holey Hoses' to tackle wildfires



LFB unveiled its brand new firefighting equipment to tackle the increasing risk of wildfires following record-breaking extreme weather.

The Holey Hose is a new tool the LFB hopes will help restrict the amount of damage caused by these fires. It is a type of fire service hose which has pre-prepared holes that creates a curtain of water reaching up to two metres high. When a fire is spreading across land, the hose will be deployed to protect life and property. This hose can be called upon in addition to existing equipment such as traditional firefighting hose and beaters.

Economic Value

Our Objectives

Support skills and employment for Londoners through apprenticeship opportunities.

Continually improve the social value obtained from the public money we spend.

Our Performance

Budget Submission SDIAs completed: **22%** ▲*

Number of workers in the supply chain benefiting from the London Living Wage (LLW): **268** ▲

Apprenticeship starts in LFB or on our contracts: **234** ▲

The Modern Slavery Act 2015 sets out further requirements to review our suppliers' practices, the LFB produces and publishes a Modern Slavery Statement to demonstrate best practice as a responsible and transparent organisation and in line with the Mayor's Responsible Procurement policy to which it is a signatory.



More Londoners living in poverty are in working households than in workless households. This has been consistently the case for the last decade. In 2023/24 930,000 people in poverty are living in working households⁴. This demonstrates the ongoing importance of applying London Living Wage (LLW). By committing to pay the Living Wage more than 52,000 Londoners on the lowest incomes have received pay rises, this reduces staff turnover and produces a more motivated and productive workforce.

The Mayor of London has committed to using the GLA Responsible Procurement Policy and Implementation Plan

to drive up pay and conditions in companies paid to deliver services for London. The Mayor's Good Work Standard sets the benchmark for good employment practice in London and represents the standard the Mayor would like all employers to aim for and achieve. It covers fair pay, requiring payment of the London Living Wage, health and wellbeing, skills and progression, diversity, and recruitment.

Recent Highlights

- In 2023, a contractual clause was introduced at LFB, mandating new suppliers on specific contracts to start the Good Work Standard accreditation process within an agreed period.
- Apprenticeships are a productive and effective way to grow talent and develop a motivated, skilled, and qualified workforce, providing a cost-effective way of nurturing young talent, and helping to address skills shortages. LFB increased our supply-chain apprenticeship starts to 234 in 2023/24.
- 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.

⁴ London's Poverty Profile- Trust for London

- The SDIA process has been integrated in to the governance route for all investment and saving proposals, with detailed business cases required to provide commentary on sustainability within the report. This ensures that sustainability considerations are taken into account, and set in financial context, as part of decision making underpinning the annual budget report.



Plumstead Redevelopment with 8Build

The London Fire Brigade worked with a London Based SME 8Build, to redevelop one of our Grade II listed Fire Stations Plumstead.

Early engagement with 8Build ensured investment in local labour and local management, including a 100% spend with London based SME's. The project has also been able to take on many apprentices and graduates.

Green technologies at Plumstead include solar panels, an air source heat pump, removal of gas to electric and LED lighting.

Ensuring that sustainability runs through all our activities

Our Objective

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

Our Performance

Project SDIAs completed: **100%** ▲✓

Policy SDIAs completed: **88%** ▲*

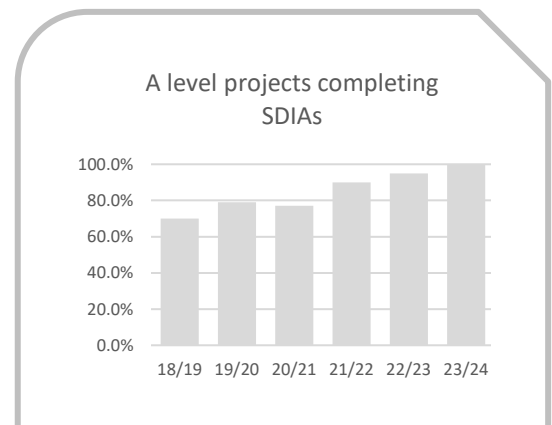
Staff who have completed Environment Matters Training: **35%** ▲*

Staff completed Carbon Impact training: **5%** ▲*

LFB's intention is to ensure that sustainability runs through all our activities it should become part of our standard way of working, across all that we do. Sustainable development is a process of continual improvement, picking up on changes in legislation, compliance, technology, and risk. We continually evaluate our performance, review, and update our practices, raise awareness amongst our staff and support them to take action in their roles.

The Sustainable Development Impact Assessment (SDIA) process provides assurance that LFB is meeting its compliance obligations and fulfilling our 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.

LFB has operated a Brigade wide certified EMS to the ISO 14001 Standard since September 2014, as a result of audits conducted in July and August 2023 recertification has been approved for the next three years and four additional fire stations to be added to the scope of the EMS. The ongoing Fire Station audits provide degree of control scores (against environmental risks). Overall, 4 stations improved their degree of control, 4 declined and 6 stayed the same. All but one station received a score of three or above, with two stations achieving excellent. Common minor findings relate to diesel fuel spills and hazardous waste not being stored and disposed of correctly.



Recent Highlights

- 100 per cent of high-risk projects have a SDIA completed.
- A New Carbon Literacy training was developed and delivered to all senior leaders, with a shorter course in development for staff.
- There has been an increase in staff uptake completing the Environment Matters training, with this course now mandatory for all new starters, both FRS and Operational staff.



Carbon Literacy Training Course

Carbon Literacy Training

A carbon literacy training course has been delivered to senior leaders by LFB's Sustainable Development team. The course covered modules including climate change, carbon footprint, and policies.

The course enables improved assessment and scrutiny of the impacts of future programmes, ensuring business decisions support LFB's ability to achieve carbon net zero.

Further courses are being developed for all staff groups.

Appendix A: Progress against Sustainable Development Strategy Indicators

This is split across the 6 main groupings of indicators as follows:

Indicator	Overarching Plan/Strategy	Target performance	2023-24 Progress	
Prevention, Protection and Response				
Number of triages via our Online Home Fire Safety Checker ¹	CRMP	15,000 triages	13,099	▲ ✘
Percentage of high risk home fire safety visits ²	CRMP	60%	55.50%	▲ ✘
Station staff time spent on prevention activity	CRMP	10%	11.91%	✓
Station staff time spent on protection activity ³	CRMP	5%	2.84%	✘
Number of fire deaths	CRMP	50-5 year rolling average	38	▼ ✓
Number of fire injuries	CRMP	1000- 5 year rolling average	722	▼ ✓
Number of fires in houses & bungalows	CRMP	1700 per annum	1462	▼ ✓
Number of fires in flats	CRMP	2400 per annum	2201	▼ ✓
Number of fires in care homes	CRMP	330 per annum	243	▼ ✓
<p>1. Home Fire Safety Checker (HFSC) triages are a critical measure for the LFB, because triages underpin LFB's strategy to focus resources on those at greatest risk. January 2024 saw the highest number of triage completions since the launch of the checker at 1,469. LFB are aiming to further increase triages through a combination of measures, including continued investment in paid-for public digital campaigns, as well as optimisation of the checker.</p> <p>2. LFB's delivery of and prioritisation of high-risk home fire safety visits (HFSVs) has been recognised in the recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) lifting of a 'cause of concern', with positive recognition that the LFB's whole approach to prevention and HFSVs has changed, making the most vulnerable safer. This has led LFB to set a more challenging target of 60 per cent of all HFSVs to be undertaken at high-risk properties. LFB is currently just short of this target; however there has been positive improvement compared to the previous financial year following the introduction of the new Home Fire Safety Strategy. LFB are taking a new, more sophisticated, approach to targeting those at risk, including leveraging referrals from partner agencies and use of geodemographic risk data. LFB expect that this will have an impact on this metric in the future as this approach becomes further embedded.</p> <p>3. LFB has recently updated the calculation for station staff time spent on Protection activity making reporting more accurate and including the relevant categories. Due to changes in calculations, visual audits have been removed from Protection and included under Prevention. LFB has been below the existing target for the last financial year, averaging performance of just under 3 per cent.</p>				
Health, Safety and Wellbeing				
Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) ⁴	CRMP	59 per annum	71	▼ ✘
Lost working days due to sickness	CRMP	5.75%	7.47%	▼ ✘
Percentage of managers who have completed training ⁵	CRMP	95%	80.32%	✘
<p>4. The target for injuries reportable to the Health and Safety Executive (HSE) under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) for 2023-24 has not been met (71 versus a target of 59). Common themes in injuries are identified and organisational actions are taken where appropriate, which includes the recent roll out of analytical risk assessment, a staff survey relating to safety culture, manager communication on specific safety issues to the work force and focused internal safety campaigns.</p> <p>5. LFB supervisory and middle leaders receive face-to-face leadership training, with the aim of supporting their development, improving culture and addressing the recommendations laid out in the Grenfell Tower Inquiry Phase 1, LFB Culture Review and HMICFRS inspection. Due to the introduction and roll out of the new LFB Values there was a decrease in performance against this target</p>				

Equality and Social Inclusion				
Staff Composition- percentage of our staff who are from black, Asian and other ethnically diverse communities ⁶	CRMP	19%	18.07%	✘
Staff Composition- percentage of our staff who are female ⁷	CRMP	20%	18.69%	✘
Staff Composition- percentage of our staff who are disabled ⁸	CRMP	10%	8.76%	✘
Pay gap (gender) demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.40%	✓
Pay gap (ethnic minority), demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.73%	✓
Pay gap (differently abled), demonstrating continuous improvement with long term goal of equal pay	CRMP	+/-3%	-0.78%	✓
Spend with SMEs (direct spend), demonstrating an improvement towards the long-term target of 33%	CRMP	20%	25.7%	▲ ✓
Spend with SMEs (direct and indirect spend)	GLA RPIP	30%	34.2%	▲ ✓
Undisputed SME invoices paid in 10 days ⁹	GLA RPIP	90%	81%	▼ ✘
<p>6. LFB has continued to improve the ethnic diversity of the staff it recruits this quarter and is close to meeting this target. It should be noted that there is disproportionate under representation of staff from Black, Asian and other ethnic groups at higher grades, and an over representation at lower grades. The Leadership Academy have launched a group coaching programme which covers Employability Skills, Mentoring Skills, Change Management and Self-Awareness Mindtools. Whilst everyone is welcome to attend, they are targeted at underrepresented groups, to provide support for career progression.</p> <p>7. LFB has continued to improve the number of women it recruits and is close to meeting the target. It should be noted that there is disproportionate under representation of women at higher grades, and over representation at lower grades. LFB continues to support and work with equality support groups such as Women in the Fire Service and FBU's Women's Action Committee</p> <p>8. LFB is close to meeting this target and analysis will be undertaken to understand why numbers of staff declaring a disability has slightly declined. Several positive actions are already in place to correct this, for example is the new approach to monitoring disability which takes a more person-centred, practical approach to how their disability impacts them.</p> <p>9. The number of undisputed Small and Medium Enterprises (SMEs) invoices paid in 10 days decreased in Q2 causing a reduction overall in 2023-24, LFB consistently achieves this target however, this is now monitored on a monthly basis to review any significant changes.</p>				
Environment and Climate Change				
Total CO2 tonnes	CRMP	Net 0 by 2030	9234.47	▼ ✓
Percentage reduction in CO2	CRMP	Net 0 by 2030	-12.4%	▼ ✓
Amount of energy generated through renewable resources	SD Strategy	Continual improvement	13%	▲ ✓
Percentage of our Fleet which is Zero Emission Capable	SD Strategy	Continual improvement	15%	▲ ✓
Percentage of waste recycled ¹⁰	SD Strategy	80%	65%	▼ ✘
Total Water Consumption (m3)	SD Strategy	Continual reduction	56973.44	▼ ✓
Green spaces/gardens throughout the LFB estate ¹¹	SD Strategy	90%	22%	▲ ✘
Number of contracts over £5m in value to include organisational carbon management plans	SD Strategy	N/A	2	▶
<p>10. LFB's recycling rate is increasing. To improve this, increased training and station audits are being delivered by Bywater's as a contractual requirement. General waste bins are being swapped out for increased recycling bins across the LFB sites.</p> <p>11. Gardens and Green spaces across the LFB estate continue to increase, a newly implemented garden application process has been embedded into the LFB Gardens policy.</p>				

Economic Value				
Budget Submission SDIAs completed ¹²	SD Strategy	100%	22%	✘
Number of workers in the supply chain benefiting from the London Living Wage	GLA RPIP	Continual improvement	268	▲
Annual apprenticeship starts in LFB or on our contracts	GLA RPIP	Continual improvement	234	▲
Ensuring that sustainability runs through all our activities				
Project SDIAs completed	SD Strategy	100%	100%	▲ ✓
Policy SDIAs completed ¹³	SD Strategy	100%	88%	▲ ✘
Percentage of Staff who have completed Environment Matters Training	SD Strategy	100%	35%	▲ ✘
Percentage of Staff completed Carbon Impact training ¹⁴	SD Strategy	100%	5%	▲ ✘
<p>12. The Sustainable Development Impact Assessment SDIA completion rate for budget submissions is continuing to rise. This new process is being embedded into the LFB SDIA Policy and further training is in development to increase awareness.</p> <p>13. The SDIA completion rate for policies has increased this year, with further training being developed to increase awareness.</p> <p>14. The number of staff training in Carbon Literacy continues to increase. All senior leaders have now been trained and staff training has commenced. Further opportunities for computer based training are being explored to increase staff uptake in this area.</p>				

Appendix B: Sustainable Development Data Summary

Environment and Climate Change					
Buildings Resource Use Data	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Actual cost of energy (£m)	1.8	2.30	2.24	3.92	6.01
Total energy consumption (GWh)	36.1	38.3	35.1	31.72	30.73
Total floor area (m ²)	143,852	168,732	168,732	155,539	155,539
Electricity (GWh)	11.25	11.49	11.20	10.64	11.15
Gas (GWh)	24.8	26.8	23.9	21.08	19.58
Water Consumption (m ³)	176,677	101,568	96,426	85,542	56,974
Onsite renewable energy %	9%	10%	11%	11%	13%
Onsite renewable energy kWp	1,001,189	9,247,000	1,116,045	2,046,164	1,518,307
Fleet Data	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Total No. LFEPA vehicles	463	433	424	418	423
% Zero Emission Capable	14%	12%	13%	14%	15%
Diesel fuel frontline fleet (Mlitres)	1,249	1,129	1,096	1,264	1,226
Petrol fuel frontline fleet (Mlitres)	23.0	20.16	18.30	19.8	15.2
Grey fleet miles	450,694	376,994	364,278	430,496	400,156
Air Travel	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Miles Travelled	167,541	5,304	184,420	39,268	150,578
Waste & Recycling	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Mixed recycling (t)	298	275	242	247	295
Food waste recycled (t)	268	262	233	198	238
Waste to energy (t)	270	291	295	277	292
Hose recycled (t)	5	3	1.7	1.9	2.7
Fire Fighter Charity Donations (£k)	51.9	76	63.7	44.7	64.7
Recycling rate (%)	67.8%	64.8%	61.7%	61.6%	64.6%
Total Waste produced (tonnes)	837	828	770	722	825

Environmental Incidents	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Suspected Hazmat incidents	5,395	4,345	4,200	4,814	5,239
HMEPO incident attendance	990	897	780	924	1,036
Weather related flooding	507	686	1,992	658	489
Grass fires	3,098*	4,262	2,657	5,205	3,288
Significant Spills at our premises	1	1	0	0	0
Near misses recorded at our premises	0	0	0	155	258
Ride To Work	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
How many scheme users for the financial year	294	234	54	N/A	N/A
Staff travel	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
The percentage of normal commuting trips carried out by staff (excluding operational staff on the flexi duty system) made on foot, by cycle or using public transport	N/A	N/A	N/A	42%	N/A
Economic Value	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Apprenticeship starts	277	237	232	228	234
Apprenticeship starts through LFB contracts	16	11	6	18	17
Number of workers in the supply chain benefiting from the London Living Wage	157	128	122	181	268
Budget Submission SDIAs completed	N/A	N/A	N/A	20%	22%
Ensuring that sustainability runs through all our activities- Performance data	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
A level projects completing SDIAs	79.0%	77.0%	90.0%	95.0%	100.0%
Policies completing SDIAs	99.0%	99.0%	98.5%	86.0%	88.0%
Staff who have completed Environment Matters Training	720	188	150	93	175
Health, Safety & Wellbeing	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Lost working days dues to sickness	5.70%	4.90%	7.26%	7.54%	7.47%
% of trainee firefighters: Ethnic minorities	13.50%	33.30%	47.00%	20.61%	16.80%
% of trainee firefighters: Women	16.70%	22.80%	37.50%	28.07%	11.20%
Number of safety Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)	56	49	54	75	71
Vehicle Events	434	349	481	500	449

Equalities & Social Inclusion	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Undisputed SME invoices paid in 10 days	97.20%	97.55%	93.70%	88.09%	81.38%
Spend with SMEs (direct spend), demonstrating an improvement towards the long-term target of 33%	13.00%	13.00%	15.00%	20.00%	25.65%
Spend with SMEs (direct and indirect spend)	13.93%	30.70%	23.88%	30.59%	34.23%

Appendix C: Carbon Emissions Report 2023/24

LFB's Carbon Zero Strategy was produced in 2022. This strategy provides a detailed account of the LFB's modelling and analysis underpinning the latest LFB carbon footprint and the trajectories to net zero. It lays out the 6 principles that will be applied across two phases to achieve the net zero definition 'When the amount of carbon emissions associated with the buildings operational energy on an annual basis is zero or negative, A net zero carbon building is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset.'⁵

In 2023 a working group was set up through the Emergency Service Environment and Sustainability Group (EESG) to develop a shared and consistent approach for GHG emissions' accounting methodology for the organisations in the emergency services sector to aid reporting, fostering greater standardisation and comparability and adoption of best practice.

The approach to emissions' reporting within the LFB Carbon Emissions Report is in line with the Greenhouse Gas Protocol and reporting principles applied to the UK private sector (through Streamlined Carbon and Emissions Reporting requirement and, previously, Carbon Reduction Commitment).

Organisational Boundary

The organisational boundary for the LFB Carbon emissions reporting has been established using one of 3 organisational boundaries as defined in the Environmental Reporting Guidelines for companies:

- **Financial Control:** The LFB would report on all sources of carbon emissions over which it has financial control. LFB would be deemed to have financial control over a site if it has the ability to direct the financial and operating policies of the service with a view to financially managing its activities, e.g., setting budgets or managing expenditure.
- **Operational Control:** The LFB would report on all sources of carbon emissions over which it has operational control. The LFB would be deemed to have operational control over a site if it has full authority to introduce and implement its operating policies. We are aware that at around 10 per cent of sites LFB do not have full operational control.
- **Equity share:** The LFB could account for GHG emissions from operations according to its share of equity in the operation.

As 100 per cent of energy consumption at sites is paid for by LFB, the **Financial Control** approach to emissions consolidation has been selected as the most appropriate.

Baseline Period

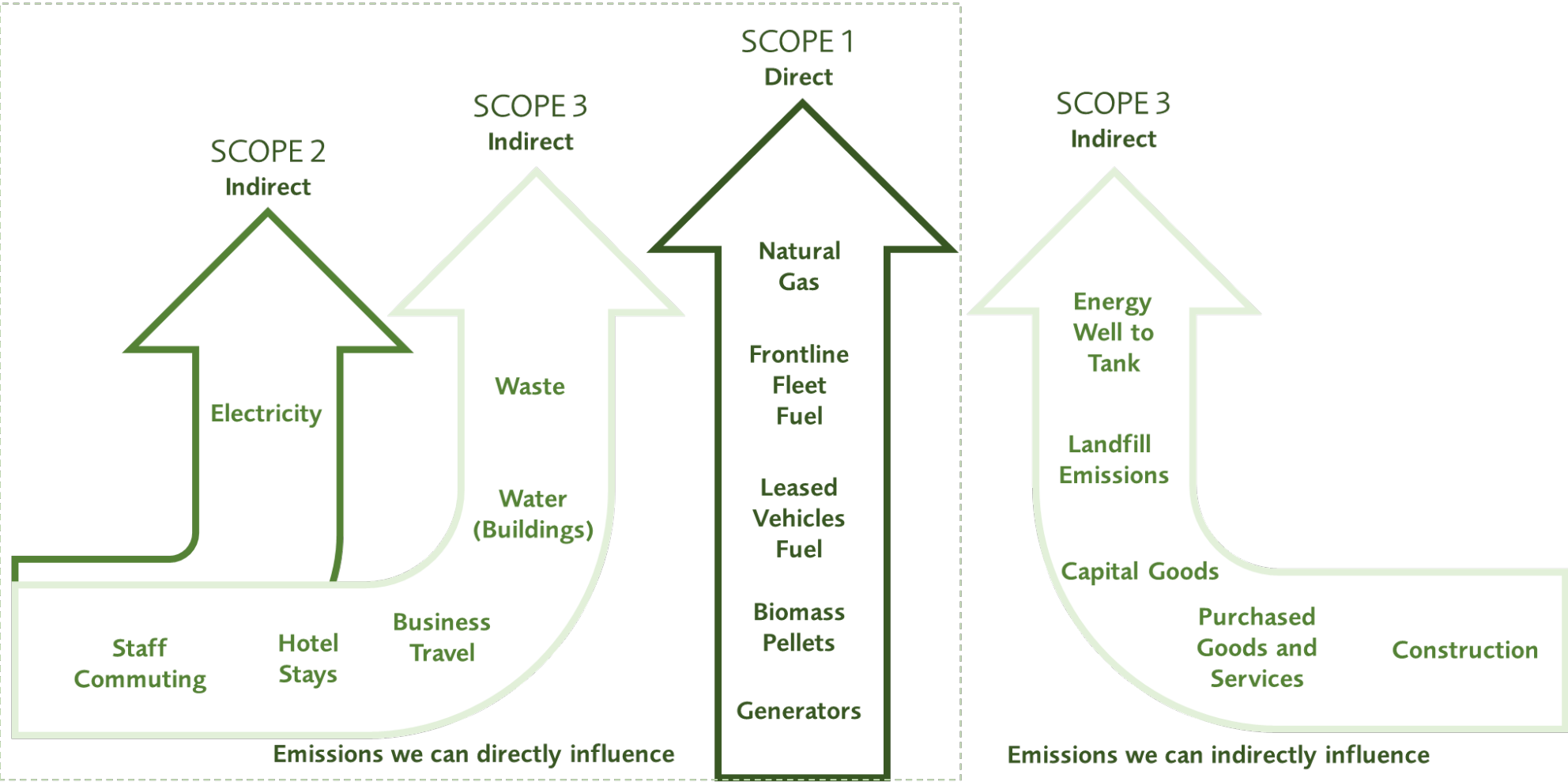
The baseline for total Carbon emissions is key to establish the starting point from which ongoing success will be measured. To align with LFB financial reporting, this has been selected as April 2020 to March 2021.

Emissions Scope

This report will cover CO₂ emissions from the following scopes in accordance with methodologies laid out in the Greenhouse Gas Protocol, this is detailed in the scope diagram below.

⁵ UK Green Building Carbon Framework

LFB Carbon Emissions



Scope 1 – All direct emissions from the activities of London Fire Brigade or under our control

Emissions included from the following inputs make up the total Scope 1 direct emissions for LFB:

- Natural Gas
 - Building consumption
- Other Heating fuels
 - Biomass pellets
- Petrol and Diesel fuel consumption from company owned non-electric vehicles.
 - Including all road transport, appliances, and boats
- Diesel Generator Data - not available
 - No data is currently available, so this has been estimated based on allowing for a typical monthly test run on a generator.
- Fugitive Emission Data – not available
 - No data is currently available, so this has been estimated based on the assumption of around 60g of R410A leakage per year for all sites with air conditioning units and the possibility of a major leak of around 5kg per year.

Scope 2 – Indirect emissions from electricity purchased and used by London Fire Brigade or under their control.

Emissions included from the following inputs make up the total Scope 2 indirect emissions for LFB:

Electricity Consumption from:

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

Scope 3 – Indirect emissions within LFB's value chain, which often constitute a significant portion of organisational emissions (frequently up to 70-80 per cent).

Scope 3 emissions are more difficult to account for than Scopes 1 and 2 because the required data often lies with other organisations or individuals outside of LFB. As a result, there is a higher degree of estimation in Scope 3 categories – this is recognised by the GHG Protocol.

In measuring Scope 3 emissions LFB will be able to work with suppliers to reduce emissions and encourage staff to reduce emissions from business travel, commuting, waste, and water.

Emissions currently included from the following inputs make up the total Scope 3 indirect emissions for LFB:

- **Well-to-tank (WTT) fuels**
 - Scope 3 emissions associated with extraction, refining and transportation of the raw fuel sources to LFB prior to their combustion.
- **Transmission and distribution (T&D)**
 - Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to LFB)
- **WTT for UK electricity**
 - Scope 3 emissions of extraction, refining and transportation of primary fuels before their use in the generation of electricity.
- **Water supply**
 - to account for water delivered through the mains supply network.
- **Waste disposal**

- end-of-life disposal of different materials using a variety of different disposal methods.
- **Business travel (Air)**
 - Scope 3 emissions for individuals flying for work purposes.
- **WTT business travel (Air)**
 - Scope 3 emissions associated with extraction, refining and transportation of the aviation fuel to the plane before take-off.
- **Business travel (land)**
 - travel for business purposes in assets not owned or directly operated by LFB.
- **WTT for travel (land)**
 - Scope 3 emissions associated with extraction, refining and transportation of the raw fuels before they are used to power the transport mode.
- **Hotel stay**
 - Scope 3 emissions associated with overnight hotel stays.

LFB in 2021, along with other GLA Group Functional Bodies participated in an initial study to understand our scope 3 supply chain emissions baseline which was based on a spend based analysis.

This resulted in hot spotting specific carbon intensive categories for further analysis and supplier engagement, which highlighted capital goods and purchased goods and services material use as a high scope 3 emission area for LFB.

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

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

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

LFB carried out a scope 3 maturity benchmark in collaboration with the Scope 3 Peer Group, a large international community that has chosen to work together to advance progress on Scope 3. The assessment addressed five key areas for action to improve our Scope 3 maturity.

1. External engagement - Net Zero Supplier Management Framework
2. Organisation - Organisational Design
3. Strategy - Net Zero Procurement Strategy
4. People - Talent Acquisition and Retention
5. Performance management - Performance Management of Suppliers

The result demonstrated that LFB have made progress in tackling some of the key areas in Scope 3 and decarbonisation. Although external engagement, organisation, and strategy were the areas with the largest gap among the leading organisations, LFB scored above the median level in the qualitative benchmark.

Emissions conversion factors

LFB utilise the emissions conversion factors published by the Department for Energy Security and Net Zero (previously BEIS/DEFRA) when calculating and reporting emissions for all categories where a conversion factor is provided in this dataset. This dataset is refreshed and published annually (usually June/July).

Carbon Reporting

LFB has published a [climate budget](#) with the GLA group, the climate budget in 2023/24 listed all the climate measures being taken across fleet and estates. Integrating the climate budget within the regular financial budget cycle means budget holders provide greater clarity on how budget proposals can cut emissions as they develop budget prioritisation, this shows continued progress and the trajectory for change.

Appendix D details the LFB Carbon emissions data from the new agreed baseline year of 2020/21

Appendix D: LFB Carbon Emissions

Emissions Scope	Source	2020/21- Baseline year Emissions , tCO ₂ e	2021/22 Emissions , tCO ₂ e	2022/23 Emissions , tCO ₂ e	2023/24 Emissions , tCO ₂ e
Scope 1					
Buildings	Buildings- Gas	4739.28	4249.26	3963.65	3574.10
	Buildings- Generator	40.00	40.00	40.00	40.00
	Fugitive emissions	23.00	23.00	23.00	23.00
	Blown Pellets for Croydon Biomass	0.54	0.54	0.54	0.54
Fleet	Fleet- Diesel	2873.28	2754.12	3233.51	3079.24
	Fleet- Super Unleaded	6.33	7.27	4.19	1.44
	Fleet- Unleaded	37.37	31.57	38.59	30.43
	Fleet- LPG	0.59	0.66	0.15	0.17
	Fleet- Marine Fuel	31.09	71.48	19.85	97.65
Grey Fleet	Fleet- Electric Charge	5.65	7.51	32.49	31.50
	Grey Fleet- Casual Cars	14.79	22.57	20.88	17.34
	Grey Fleet- Essential Cars	15.85	17.05	18.18	17.31
	Grey Fleet- Lease Cars	70.08	57.91	71.76	35.58
Scope 1 total		7857.86	7282.92	7466.80	6948.30
Change from Previous year			-7%	3%	-7%
Scope 2					
Buildings	Buildings- Electricity incl. EVCP	2679.67	2369.27	2035.22	2286.17
Scope 2 total		2679.67	2369.27	2035.22	2286.17
Change from Previous year			-12%	-14%	12%
Total Scope 1 and 2		10537.53	9652.19	9502.02	9234.47
Total Buildings		7482.50	6682.06	6062.41	5923.81
Total Fleet		2948.66	2865.09	3296.29	3240.43
Total Grey Fleet		100.72	97.53	110.83	70.24
CO2 Reduction from Net Zero baseline			-8.4%	-9.8%	-12.4%
CO2 Reduction from 1990			-60.5%	-61.1%	-62.2%
Out of scope	Biofuel- HVO	no data	no data	no data	116174.27
Scope 3					
	WTT- fuels	708.27	1446.23	1443.16	13176.24
	Transmission and distribution	230.45	209.67	188.29	199.83
	WTT- UK electricity	31.84	54.56	45.02	44.28
	Water supply	34.94	14.37	12.75	10.07
	Waste disposal	14379.99	13520.16	12915.12	14609.19
	Business travel- air	0.90	22.28	4.94	35.88
	WTT- business travel- air	0.19	6.18	1.23	5.16
	Business travel- land	no data	no data	no data	2903.07
	WTT- pass vehs & travel- land	no data	no data	no data	733.99
	Hotel Stay	no data	no data	no data	12181.01
Scope 3 total		15386.58	15273.44	14610.52	43898.72