

# Sustainable Development Strategy

2009-2012

November 2009

# Foreword

By Cllr Brian Coleman  
Chairman of LFEPA

I am pleased to introduce the first sustainable development strategy of the GLA Group. This strategy sets our key objectives for embedding sustainability through all of our activities, delivering financial savings as well as wider social and environmental benefits to Londoners as part of our day to day work.

Earlier this year the Audit Commission praised us for our performance against mayoral priorities, with excellent achievements in sustainability and improving the diversity of the workforce. As Chairman of the Authority I look forward to continuing to work with the Mayor of London to ensure this Authority supports the Mayor's plans on Sustainable Development.

Reducing the number and impact of fires is our focus and we recognise the likelihood of an increased emphasis on physical rescue in the future. However the Authority also recognises the broader role it has to achieve greater value for money for the taxpayer by improving our own energy efficiency, responsible procurement practices and the diversity of our workforce.

I look forward to leading the Authority in improving on our successes to date on these issues and continuing to deliver the best fire and rescue service in the world for Londoners.

By Ron Dobson  
Commissioner for Fire and Emergency Planning

Our goal for sustainability is for the Brigade to be a leader on Sustainable Development within the UK Fire and Rescue Service.

This strategy is based on the six strands of our sustainable development framework, which defines what sustainability means for the Brigade. It identifies our progress to date, our aspirations and sets objectives against our priority areas for improvement over the next 3 years.

For the first time in 2009/10, we will be measured against our Use of Natural Resources by the Audit Commission, which recognises the role of the Fire and rescue service on sustainability. We know that our prevention and protection role, which continues to be our core business, enables improvements in the quality of life of Londoners. We have already reviewed our operational capability against the Mayor's Climate Change Adaptation Strategy and our assessment is that we have the resources to meet the currently foreseen rescue needs.

To ensure that sustainability remains high on the agenda I will be personally monitoring progress on this strategy at Corporate Management Board level.

Through this strategy we intend to work towards mainstreaming sustainability and I look forward to supporting its delivery.

*We are interested in your views on where we should be focussing our effort and welcome any feedback, please see further details on our website.*

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## Introduction

London Fire Brigade (LFB) is the third largest fire-fighting organisation in the world serving 7.5 million residents and its commuters and tourists. We spend about £430 million every year, and we employ over 7,200 staff, including some 6,000 operational fire fighters. Providing services across the whole of the Greater London area, we operate 112 fire stations, increasing to 113 in 2010 (including one river station on the Thames), 24 hours a day, and 365 days a year. We have 168 fire engines and a further 72 specialist operational vehicles, and attend around 150,000 incidents each year.

The London Fire Brigade is run by the London Fire and Emergency Planning Authority (LFEPA). We are part of a group of organisations operating within the framework of the Mayor of London and the Greater London Authority (GLA).

We believe that the fire and rescue service has an important role to play in improving the quality of life in London for residents, commuters and visitors. Our overarching goal is to work towards a leadership role on sustainable development within the fire and rescue service.

This strategy identifies what sustainability means in the context of the Brigade, the progress we have made and what we intend to do over the next three years to deliver a more sustainable service. Our sustainable development framework forms the basis of the strategy. This document has been set out following the themes of our framework, with each of the six strands addressed in succession and detailing:

- An introduction to the key issues represented by the theme and how they relate to the Brigade.
- Our progress to date in addressing those issues, including key achievements.
- Objectives and aspirations of this strategy that address gaps in our progress for the theme.
- Our targets, baseline and indicators that relate to the theme.

In developing this strategy we recognised that there was a number of existing work streams that support our sustainability goals. Existing work streams have been identified for their contribution, but do not form part of the 15 objectives of this strategy which relate to new areas of work. In those cases the aspiration is provided and the existing strategy or plan is referred to as the delivery mechanism. Our sustainable development action plan detailed in Appendix A identifies the actions we intend to undertake to deliver each of the objectives and which year/s of the 3 year strategy the action applies to.

## What we do

As well as dealing with fires and other emergencies, we actively promote community safety and risk reduction by means of various initiatives, we enforce fire safety laws, give advice about fire safety and carry out various emergency-planning activities. These all form part of our services, which includes helping the London boroughs to plan for emergencies.

We are involved in major projects affecting London's infrastructure. These currently include preparation for the Olympics, Cross Rail and the Thames Gateway development. We have also developed a range of partnerships with local agencies where this can help improve community safety.

## Our Corporate Aims

Our vision is to be a world class fire and rescue service for London, Londoners and visitors. In order to achieve this, our key strategic aims are:

### **Aim 1 Prevention**

Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies.

### **Aim 2 Protection**

Influencing and regulating the built environment to protect people and property and the environment from harm.

### **Aim 3 Response**

Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them.

### **Aim 4 Resources**

Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money.

### **Aim 5 People**

Working together to deliver high quality services and create a safe and positive environment for everyone in the organisation.

### **Aim 6 Principles**

Operating in accordance with our values, and ensuring that Safety, Sustainability, Partnership and Diversity run through all our activities.

The Director of Resources takes the corporate lead on sustainability issues for the London Fire Brigade (part of Aim 6). It is recognised that the other three aspects of Aim 6, led by the other Directors, all form part of delivering a more sustainable fire service and influencing sustainable development in London. Our sustainability objective in the context of Aim 6 is 'to continue to act in a more sustainable way'.

The London Safety Plan is our combined Corporate Plan and Integrated Risk Management Action Plan, which outlines the key work we are doing to achieve our vision of being a world class fire and rescue service for London, Londoners and visitors. It sets out our targets for the next three years against our six aims. The London Safety Plan sets out how we will deliver the priorities identified in it, to continue to respond quickly and professionally to emergencies, build on our work to prevent fires, focus our resources to reach those at most risk, embed sustainability, safety and partnership, and lead on equalities and diversity. We also have individual strategies for specific aims, such as our Community Safety Strategy (Prevention) and Fire Safety Regulation Strategy (Protection).

The Brigade's existing policies on sustainability are addressed in our Environment Policy, Energy Policy and Responsible Procurement Policy. Our Environment Policy was approved by Authority in 2006. Developed from the previous Health, Safety and Environment Policy of 2001, the policy aims to reduce the Brigade's environmental impact on London and work towards sustainable development in its operations. An Environment action plan has been in place from 2003/04 to 2009/10 to support the policy by addressing environmental protection and exceeding the standards set by environmental legal compliance.

Our Energy Conservation (and Sustainability) in Buildings Policy was adopted in 2003. It aims to minimise the need for energy (by design); use energy efficiently; supply energy efficiently; and use renewable energy. In addition to these aims it supports sustainable design and construction, water efficiency, sustainable timber and recycling. It has most recently been revised in January 2009. In addition to this we have a cooling policy that promotes natural and mechanical ventilation over the more energy intensive forms.

Our Responsible Procurement Policy was approved in 2006 as the GLA Group policy. Its seven themes cover social economic and environmental issues. The Mayor's vision for responsible procurement has set four priority areas covering supplier diversity, environmental sustainability, fair employment and skills and employment. We have committed to delivering against these priorities as outlined in 'Getting Value for London', the baseline report and delivery plan for the GLA Group.

## **Our Drivers for Sustainable Development**

The Government's Sustainable Development Strategy, 'Securing Our Future', sets out 5 guiding principles for achieving sustainable development that form the basis of policy:

1. Living within environmental limits
2. Ensuring a strong, healthy and just society
3. Achieving economic sustainability
4. Promoting Good Governance
5. Using sound science responsibly

The consultation process for the Government's strategy identified four key areas that needed immediate action: Sustainable Consumption and Production; Climate Change and Energy; Natural Resource Protection and Environmental Enhancement; and Sustainable Communities.

Each year the Audit Commission externally assesses the Brigade's performance by reviewing how well we are managing and using our resources to deliver value for money, and better and sustainable outcomes for local people. From 2010/11 the assessment will also include our use of natural resources. Ensuring that we understand the extent of natural resources we are using, are actively reducing our impact on the environment and managing environmental risks. Further to this the Department for Communities and Local Government (CLG) developed a set of national performance indicators for local areas. London Fire Brigade is a partner to each of the 33 London Borough local areas and contributes to improvements on a range of sustainability related indicators. Our contribution is highlighted in each of our borough reports on 'How we are making your borough safer', which are available on our website.

The Mayor of London's priorities on sustainable development have been set out in the following strategies outlined below; further detail on the Mayor's approach to sustainable development are expected over the political term:

- The environment programme as detailed in 'Leading to a Greener London' identifies three key challenges: improving quality of life for Londoners, mitigating climate change and adapting London to the impact of irreversible climate change. Four key outcomes have been developed in relation to the three challenges:
  1. Creating a greener, cleaner, more civilised London
  2. Leading the way in energy efficiency, supply efficiency and renewable energy
  3. Turning London's waste into an opportunity
  4. Reducing the environmental impact of transport
- The 'Economic Recovery Action Plan' sets out a package of measures that the GLA Group will undertake to help businesses, help Londoners, and to invest in London's infrastructure and skills base to support long-term growth through the economic downturn.
- The equalities framework 'Equal Life Chances for All' addresses deprivation and inequality, inclusion, community cohesion and tackling disadvantage.
- 'London's Future: The Skills and Employment Strategy for London 2008 – 2013' seeks to support employers to provide skills and employment opportunities and to support Londoners to improve their skills and employment prospects.

In addition to delivering on Government policy, there are a range of regulations related to sustainability that we must comply with that drives our actions on sustainable development. Legal compliance covers all areas of the fire service from our attendance and management of incidents, to management of our sites and management of the services our suppliers provide. In order to manage our environmental legal compliance the Sustainable Development team has an environmental legal register that covers Brigade wide activity which is updated and reviewed quarterly.





The Brigade undertook a fundamental review in 2007, which identified sustainable development as one of the areas for enhanced focus as part of modernisation. A Sustainable Development team was set up at the beginning of 2008, incorporating the existing Environment Group. The team's role was outlined as coordinating work on sustainable development and climate change for the whole organisation and was tasked with producing a Sustainable Development Strategy for the Brigade.

## Consultation on the strategy

Our Corporate Management Board agreed the principles of sustainable development for the Brigade in late 2008 (145/08), which set the platform for developing this strategy, agreement on our definition of sustainable development and future governance and reporting structures. It was recognised that improvement on the Brigades sustainability agenda required organisational commitment, engaging all departments and recognising the existing complementary activities. A summary of the consultation staff groups and the deliverables of those consultations is given in the table below.

In producing the strategy, a series of initial workshops were held with representatives of all departments to:

- set out a framework to demonstrate the areas of influence for LFB;
- identify progress to date against the framework strands; and
- identify potential opportunities for improvement.

Staff Group	Consultation Deliverables
<b>Commissioner and Directors</b> 	Developed a shared understanding of sustainability for LFB (sustainable developed framework). Agreed high level objectives for the strategy.
<b>Heads of Service</b> 	Gained an understanding of LFB's sustainable development framework. Reviewed the high level objectives and the supporting action plans.
<b>Department representatives</b> 	Identified progress, gaps and opportunities for their department in line with the sustainable development framework themes.
<b>Sustainable Development Working Group</b> 	Provided guidance, review and support in the development of the strategy in line with organisational objectives and departmental progress.

The results were then presented to Directors and Heads of Service to consider the gaps in our actions. The workshop proved useful in identifying the scope of existing work, but the workshops also highlighted the need for a more detailed examination of what sustainability meant to London Fire Brigade and subsequent transferral of this knowledge. As a result, a workshop was held with our Corporate Management Board to develop a shared understanding of sustainability and to draft a set of high level objectives for the Brigade.

This shared understanding took the form of our detailed sustainable development framework as shown in Figure 1.

The next stage was to transfer this knowledge to our Heads of Service. A workshop followed, outlining the Brigade's relationship to sustainability, reviewing the draft objectives for gaps and identifying which departments would help to deliver them. Subsequent meetings with objective leads and relevant departments led to our action plan for this strategy, as shown in Appendix A.

This being our first sustainable development strategy, we have focussed on internal consultation. Determining what sustainability means to the Brigade, ensuring that there is a common understanding across the Brigade and identifying where we need to focus our efforts for the next three years. As such we have not so far undertaken consultations with our external stakeholders in the development of this strategy, but we will be seeking their feedback and considering appropriate consultation for future iterations of this strategy. We consider our primary external stakeholders to be the Department for Communities and Local Government, the Mayor of London, the functional bodies of the Greater London Authority, the London Boroughs, and other Fire and Rescue Services in England and its associated organisations, e.g. the Chief Fire Officers Association.



# Our Sustainable Development Framework

The most widely accepted definition of sustainable development is that adopted by the United Nations, which has also been adopted by LFB.

***'Development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.***

This definition was referred to in early stages of consultation on this strategy. For many the UN definition does not provide clarity on how it applies to their organisation, their department or individual role and this was reflected in discussions with Brigade staff. LFB has adopted a Sustainable Development Framework (based on the framework first developed by Transport for London) to clarify for both our internal and external community what we believe to be our areas of influence on sustainable development. We have based our strategy objectives around this framework and the process and skills development needed to support this. Objectives have been developed in terms of the influence we can have both internally and externally.

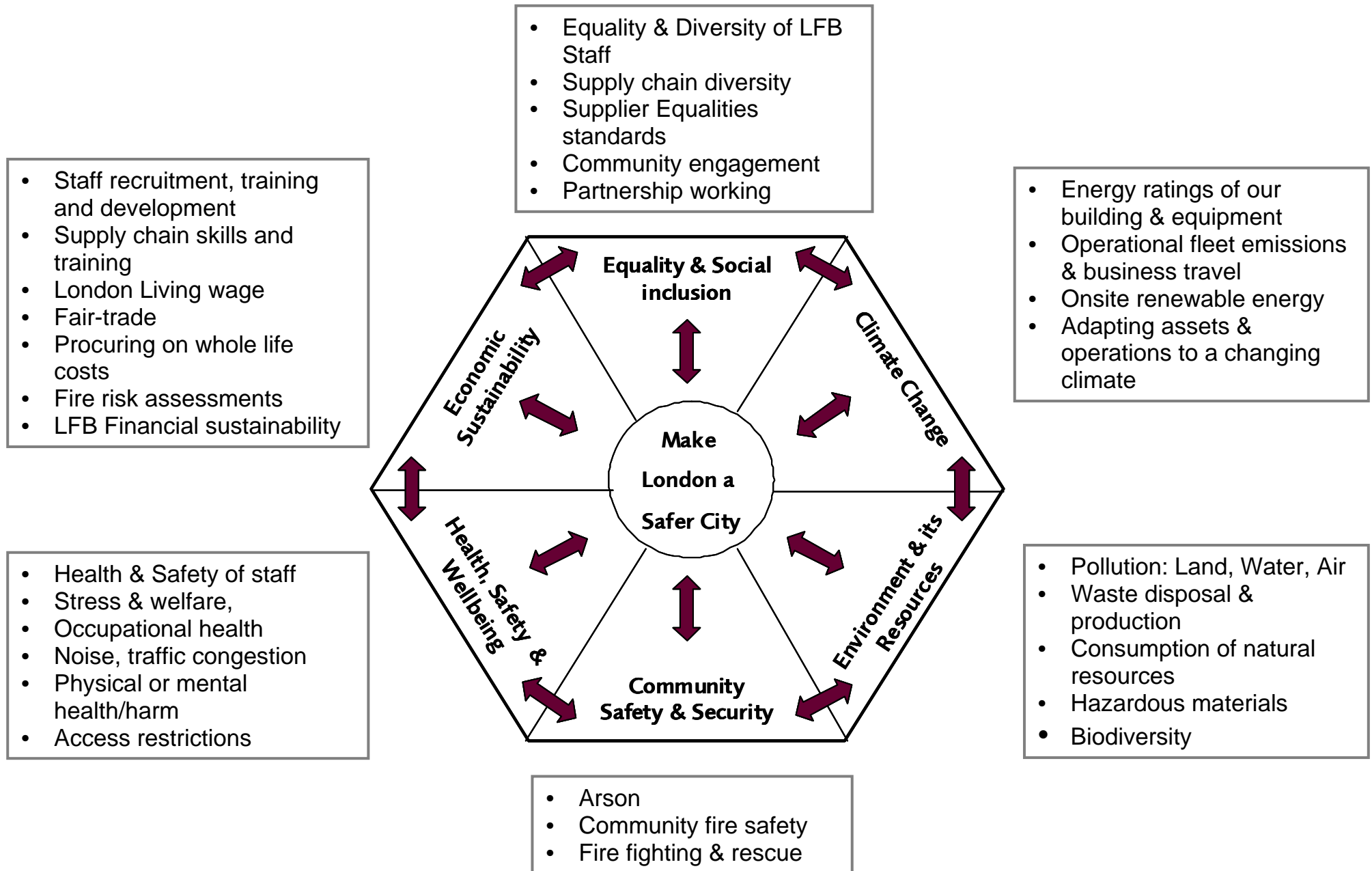
Our framework sets out the areas that we can, do and will take action on to improve the sustainability of the service we provide as outlined in this strategy. It will provide the basis for how we consider sustainable development within LFB decision making and demonstrates the areas that we believe we can contribute to.

The framework consists of six themes:

- Equality and Social Inclusion
- Climate Change
- Environment and its Resources
- Community Safety and Security
- Health, Safety and Wellbeing
- Economic Sustainability

In consideration of our drivers for sustainable development a more detailed assessment of the sub themes that relate to each of the six themes of the framework was undertaken. The detailed framework is given in figure 1. Awareness raising on the Brigade's framework has been undertaken at a senior level through the consultation workshops to develop this strategy. Additionally the framework has been the topic for one of our Commissioner's morning briefings for staff and was presented using examples of its practical application to aid understanding.

**Figure 1: LFB Sustainable Development Framework**



## Equality and Social Inclusion

As a public body the Authority has a legal responsibility to promote equality of opportunity and eliminate discrimination to our staff and London's workers, residents and visitors that use our service. We know that London's population is increasing and changing significantly in terms of demographics, social and economic trends. This presents both challenges and opportunities to improving how we deliver our service, promote fire safety in the community and the partners and suppliers we work with.

London's diversity also extends to business ownership. Supporting supplier diversity forms part of the Mayor's Equalities Framework, Equal Life Chances for All and the Mayor wants London partners to support his vision. The business case for supplier diversity highlights benefits such as increased flexibility, competition, innovation performance and customer satisfaction.

Strong, resilient and cohesive communities provide a quality of life where people want to live and work. To achieve this, public bodies such as the Authority need to engage with communities in London to ensure we are delivering the type of service that meets their needs to make London a safer city.

### Progress to Date

We are undertaking a range of actions to improve, including:

- We have put in place the support mechanisms and processes required to continually improve the diversity of our workforce. As a result we have the highest number of women and black and minority ethnic fire fighters in the country
- We believe we have self-assessed ourselves as being at the top level (Level 5) of the Local Government Equalities Standard and we are preparing for external verification in late 2009.
- Our equality schemes set out how we intend to promote greater equality and they are monitored and assessed every six months to maintain progress
- Our Equality Action Plan measures progress on the Equality Standard for Local Government
- Equalities Impact Assessments are completed to assess the impact of our policies or services, to eliminate or mitigate against any adverse effects in relation to all six equality strands.
- Our Human Resources Strategy will help to: improve the proportion of underrepresented groups in senior roles through the targeted development programme; improve the fairness of assessment and development centres; and eliminate unacceptable behaviour through our Bullying and Harassment policy.
- Our recruitment strategy aims to develop a workforce that reflects our community by attracting more applications from diverse groups, removing discrimination from selection, introducing multi-tier entry and graduate entry systems.
- In 2008/09 26% of LFB spend was with small to medium enterprises. Our spend with diverse suppliers is considerably lower and we have identified action to encourage a diverse base of suppliers through our procurement strategy and our commitments under the GLA Group responsible procurement delivery plan.
- As part of our efforts to implement the GLA group Responsible Procurement policy we have improved the opportunities for Small to Medium Enterprises (SME's) and diverse suppliers to bid for our contracts
- We have maintained Investors in People status in our Procurement and Property Departments.
- We have consulted stakeholders about key proposals in our draft London Safety Plan, involving circulation of documents on line facilities for commenting.
- We have a number of innovative community safety schemes designed to reach vulnerable high risk groups, e.g. ethnic minorities. A key example of this is our team of Fire Community Safety Officers who are community engagement specialists.

Objective	Focus	Aspiration	Lead / Delivery Mechanism
To engage with the community we serve to better understand and look after their issues in relation to emergency response	External	<i>To deliver outcomes that address the diverse issues of the communities we respond to</i>	Head of Equalities
		<i>To improve opportunities for London based SMEs and diverse businesses to work with the LFB</i>	Procurement Strategy
		<i>To engage with our stakeholders and give them the opportunity to inform our strategies</i>	Integrated Risk Management Plan
		<i>To recruit, retain and support the career progression of a diverse workforce</i>	Equalities Action Plan

Aspect	Target 2011/12	2008/09 Baseline	Indicator
Equalities	Level 5	Level 5 (self assessed)	Equalities Standard for Local Govt.
	Level 5	–	Equalities Framework for FRS
Workforce Composition	Varies by category, detailed in the London Safety Plan	Varies by category, detailed in the London Safety Plan	% Operational/ Non-Operational/ Control staff – Women, BME, Disabled, LGB
Workforce Progression	Varies by category, detailed in the London Safety Plan	Varies by category, detailed in the London Safety Plan	% Top Earners - Operational/ Non-Operational/ Control staff – Women, BME
			% Operational Trainee Applications / Joining – Women, BME, Disabled, LGB
			% Voluntary Leavers Operational/ Non-Operational – Women, BME, Disabled, LGB
Small to Medium Enterprises	-	26.5%	% spend with SME's

# Climate Change

It is widely acknowledged that Climate Change is occurring and that we need to plan to adapt to the changes. The Stern review<sup>1</sup> highlighted that early action to reduce the impacts of climate change is more cost effective than the costs of managing its effects, with estimates of 1% of Global GDP versus the cost of 5% Global GDP per year.

The Brigade, in delivering its service, is both a contributor and responder to climate change. We create emissions through our use of resources, and the effectiveness of our fire response and our community safety work to reduce fires both help to reduce London's carbon emissions. We provide emergency response services in relation to extreme weather events and we will also need to plan and manage the impacts of those events on our own infrastructure to maintain and operating emergency response and rescue service.

Current climate projections taken from the draft London Climate Change Adaptation Strategy<sup>2</sup> indicate no changes in the types of incident we will respond to; however there is an expected increase in the frequency and scale of incidents. Whilst risks to the Brigade are currently low we will need to monitor changes in climate projections. Key issues for the Brigade identified from the strategy are:

1. Potential for forced water pressure reductions as a method of reducing water leakage;
2. Greatest flood risk likely to result from fluvial and surface water flooding, particularly the latter given the complexity of surface water management and current uncontrolled loss of impermeability of the urban realm; and
3. Increased likelihood of periods of drought and resulting water shortages.

The Environment Agency has categorised London as an area of 'serious' water stress in relation to supply and demand<sup>3</sup>. By 2050 average summer rainfall is expected to decrease by 18% and winter rainfall increase by 15%, but the overall amount of rain is not expected to change. The Government's Chief Scientific Advisor recently announced that one of the three greatest pressures on our global resources was water, with demand expected to increase by 30% by 2030<sup>4</sup>.

## Progress to Date

We are undertaking a range of actions to improve including:

- Our 4 year Sustainable Energy Reserve investment programme of £4.4M from 2006/07 to 2009/10, which has delivered 16.7% savings in CO<sub>2</sub> emissions from 1990 through energy efficiency and renewable energy installations. Set up as a revolving fund, the £223k in savings achieved in 2008/09 from our energy bills as a result of these works will be re-invested in future energy efficiency improvements. The revolving fund further supports our stretching annual targets to reduce our energy consumption through a 3% year on year budgets reduction.
- The Brigade's Climate Change Action Plan (CCAP) was developed from a single, shared climate change agenda developed by and for the GLA Group. The action plan covering 2006/07 –2008/09 included our sustainable energy reserve, water conservation on our sites and focussed on mitigation measures to reduce CO<sub>2</sub> emissions, within the following areas:
  1. Energy efficiency
  2. Decentralised renewable energy installations
  3. Increased vehicle fuel efficiency in relation to non-renewable resources
  4. Travel Plan
  5. Indirect emissions through contractors and suppliers
- Our Standard Station Design Brief specification as part of the Authority Asset Management Plan aims for all new stations to be built to BREEAM 'excellent' standard.
- We have trained 190 green champions across the Authority to assist with Brigade initiatives on climate change and energy conservation, recycling schemes, water conservation, transport, biodiversity and green procurement.

- Our e-HR strategy has introduced electronic systems for payslips and expenses, and will explore on-line and distance learning as part of future initiatives.
- The Brigade has completed an initial gap analysis on the implications of a changing climate on its service and agreed to develop an adaptation strategy.
- We developed a Strategic Implementation Plan in conjunction with the Carbon Trust as part of their Local Authority Carbon Management programme (LACM) in 2007 to reduce our carbon emissions.

Objectives	Focus	Aspiration	Lead
In support of the Mayoral Target for CO <sub>2</sub> reduction, reduce CO <sub>2</sub> emissions by 20% from 1990 levels by 2012*	Internal	Reduce emissions of carbon dioxide; support Mayoral sustainability initiatives for London	Director of Resources
To identify how our risk management plan should be adapted to meet the effects of a changing climate	External	To plan our response and resources to adapt to a changing climate	Head of Strategy and Performance

\* this target will be reviewed upon publication of the Mayor's pending Energy and Climate Change Strategy

Aspect	Target	2008/09 Baseline	Indicator
CO <sub>2</sub> emissions	20% reduction from 1990 levels by 2012	16.7%	% reduction from 1990 levels Tonnes CO <sub>2</sub> emitted
	<i>60% reduction from 1990 levels by 2025 (Mayors target for London)</i>		
Energy	3% annual budget reduction	NA	mWh Gas & Electricity used
Water	3% annual budget reduction	NA	m <sup>3</sup> Water Used (Non-Operational)
Renewable Energy	5% by 2011/12	3.07%	% energy generated through renewable resources

## Environment and its Resources

In 2008 CLG published the first Fire and Rescue Service (FRS) manual<sup>5</sup> dedicated to the protection of the environment in recognition of the broad role the fire service has in relation to environmental protection. For the Brigade this covers both our use of resources to provide an emergency response service and through our response to incidents that may be causing environmental damage. We have considered pollution, waste, consumption of natural resources, hazardous materials and biodiversity. Energy and non-operational water use as a component of natural resources has been considered under the section on climate change.

Air quality is a particular issue for London, having exceeded EU emission limits for particulate matter (PM) and nitrogen dioxide (NO<sub>2</sub>) two of the main air pollutants. Vehicles emissions are one of the main contributors to poor air quality. With a fleet of 543 front line and support vehicles, we are comparatively a minor contributor to London's air quality, but recognise the need to continually review methods to provide a cleaner fleet.

Reducing the amount of waste landfilled presents a number of benefits. Landfill costs around £40 more per tonne than recycling<sup>6</sup>; produces greenhouse gases; and leads to the use of additional resources to produce new products. In 2008/09 the Brigade recycled some 44% of its waste.

Oil and fuel spills are the most common source of water pollution in the UK (15% of the total)<sup>7</sup>. We manage spills and hazardous waste at the incidents we respond to and work towards controlling their storage and disposal from our sites to manage out spills.

### Progress to Date

We are undertaking a range of actions to improve including:

- Initial reviews of the FRS manual indicate we are well placed in meeting operational guidance. Future reviews are planned to review the manual in line with our training events, premises and activities.
- Since 2005 our Procurement Department has had a certified Environment Management System to ISO 14,001 and has worked with key suppliers to develop EMS's, with two gaining ISO 14,001 certification.
- Our programme of Health, Safety and Environment Audits for all our sites to help maintain legal compliance and continual improvement.
- We have been a signatory to the Mayor of London's Green Procurement Code since 200, having achieved Gold Standard since its introduction in 2008.
- Through our main commercial waste contract, and a range of other disposal agreements we have recycling programmes in place that cover our general office/station wastes, IT consumables, uniforms, waste hose, mobile phones, batteries and other waste electrical equipment for all our 120 sites. Other waste streams identified as part of major replacement programmes are managed in line with the waste hierarchy such as the reuse of over 200 tonnes of furniture following the move of our Head Quarters.
- We have a hazardous waste procedure and we are working on procedures for storage and spills.
- We have 60 operational officers trained as Hazardous Materials (Hazmat) & Environmental Protection Officers (HMEPO) who advise on chemical and pollution incidents. They work in partnership with the Environment Agency to ensure we follow best practice in reducing the environmental impact of incidents. As a result the Agency attends 39% fewer category 1 and 2 (the worst) pollution incidents nationally.
- Details of the 35 Sites of Special Scientific Interest (SSSI's); groundwater source protection zones; the London sewer network, and fluvial and tidal flood plains in London have been added to our Command Planning System to support HMEPO's. We have become a partner to the Geographical Information for Greater London (GiGL) records centre to maintain up to date information on these sites.
- We have sourced and procured less environmentally harmful foam for Training purposes, provided safer storage units for operational foam and continue to liaise with Thames Water on foam use.
- We have met the 2010 London Low Emission Zone requirements for our fleet, however we are currently unable to measure our PM and NOx emission levels.
- Our Station Design Brief and Green Champions programme as detailed under Climate Change progress.

Objectives	Focus	Aspiration	Lead / Delivery Mechanism
To protect the environment from harm through the methods we use to respond to incidents.	External	Our organisation aims to protect the environment from harm through our operations.	Head of Operational Policy
Use resources efficiently and effectively in delivering our support services	Internal	To use natural resources efficiently and effectively	<i>Director of Resources</i>

Aspect	Target	2008/09 Baseline	Indicator
Energy	3% annual budget reduction	NA	mWh Gas & Electricity used
Waste	60% recycling rate by 2011/12	44%	Tonnes Waste produced
Mayors Green Procurement Code	Gold Standard	Gold	External audit against the Governments Flexible Framework



## Community Safety and Security

Community Safety and Security constitutes a core function of the Brigade and is one of the most significant areas where we can help to make London more sustainable. Our focus on preventing fires reduces the impact on the local community, which cover the full spectrum of our sustainable development framework and helps Londoners to maintain a reasonable quality of life. Prevention also reduces the extent and frequency of the risks our staff face in responding to fires.

Fires in the home are largely caused by behaviour, e.g. careless use of cigarettes/smoking materials; leaving cooking or candles unattended; and faulty or careless use of electrical equipment. The causes of deliberate fires can be very varied. Some are caused by criminal intent; for example, some are started by people demonstrating fire setting behaviour, however most of these deliberate fires are acts of antisocial behaviour where rubbish, open land and abandoned vehicles are set alight in unmonitored spaces in areas of poor social cohesion.

Whilst fire fighting is our core service, we provide other emergency response services including:

- Emergency planning in partnership with the London boroughs and other emergency response organisations to coordinate responses in the event of an emergency.
- Preparation for emergencies, such as terrorist acts through our London Resilience Team, which is supported by partner organisations.
- Specialist rescue services, such as water rescue from water related incidents including mud and ice; extrication of injured persons from road traffic accidents, urban search and rescue, and line rescue.
- We respond to hazardous material incidents to manage spills of chemical, biological, radiological or nuclear material.

### Progress to Date

We are undertaking a range of actions to improve, including:

- In order to reduce accidental fires in the home and deliberate fires, we target people and places most at risk from fire including older people, who may have difficulty escaping from a fire, and young people who may be involved in anti-social behaviour such as arson and hoax calls.
- Our Community Safety Strategy, along with its associated Youth Engagement Strategy and Older People's Strategy, sets out how we will target our resources to reduce accidental fires in the home and deliberate fires.
- Since 2001, over 2,700 children have been referred to our Juvenile Fire Intervention Scheme (JFIS), with only 1.6% of cases re-referred to the scheme and independent evaluation suggesting that an estimated 15 to 30 major fires are prevented a year as a result, amounting to a saving of between £350,000 and £700,000.
- During 2008/09 our staff and external partners had carried over 50,000 home fire safety visits and fitted some 80,000 smoke alarms.
- Our schools team runs a programme of visits to schools providing educational workshops about home fire safety to approximately 80,000 primary school children each year. Our aim is to make children 'fire safe' by teaching them about the dangers of fire and smoke, without making them unduly worried. The workshops also help to reduce the risk of their natural curiosity about fire developing into an interest in deliberate fire setting.
- Local Intervention Fire Education (LiFE) is one of the most successful youth engagement programmes to have been run by the London Fire Brigade. The intensive five day course in which young people learn firefighting and life skills alongside London fire fighters in an effort to deter anti-social behaviour, has grown from a single borough initiative to a nationally acclaimed scheme.

- Our Community Fire Cadet scheme was launched in March 2009 in Hackney and Tower Hamlets (and Bexley in September 2009). It will be rolled out to other Boroughs subject to external funding being available. It is delivered primarily by operational fire fighters, with the aim of cadets being able to achieve a BTEC qualification. Community Fire Cadets is a long-term comprehensive, education and development scheme in which local young people aged between 13 and 18 attend a fire station one evening per week to take part in Fire Brigade-led activities.
- Our Community Action Team now combines our Arson Task Force (introduced in August 2004) with our team of Fire & Community Safety officers. It continues to develop close working relationships with Councils, neighbourhood wardens, youth workers and the police and is highlighting and addressing areas of concern within communities.
- Our Cycle Scheme, which now operates during the summer period across most of London, identifies potential sites for arson and accidental fires, and other fire risks, such as abandoned vehicles, unsecured empty properties, overgrown hedges, and abandoned gas cylinders.
- We have developed an Incident Risk Analysis Toolkit (iRAT) to help us target community safety activity to areas where there is a higher likelihood that fires will occur, and towards the people who are at greatest risk from fires.
- Our Fire Safety Regulation Strategy focuses on reducing fires in non-domestic premises and is addressed under the economic sustainability section.

Objectives	Focus	Aspiration	Delivery Mechanism
		Improve the safety & security of Londoners through our prevention and protection activities	LFB Community Safety Strategy 2008

Aspect	Target 2011/12	2008/09 Baseline	Indicator
Community safety work	at least 12% of our time	10.54%	Percentage of time
Home Fire Safety Visits	60,000	51,321	Number of home visits completed
Primary fires	12,600	13,393	Number attended
Accidental Fires	5,200	5,747	Number of accidental dwelling fires
Deliberate Fires	10,675	11,002	Number of arson incidents
Accidental Fire Related Deaths	30	33	3 yr average
Accidental Fire Related Injuries	599	813	Number of injuries

## Health, Safety and Wellbeing

As part of providing an emergency response service operational staff are placed in stressful situations that can pose risks to their physical and mental health. The most common issues are likely to be the result of musculoskeletal disorders, stress, violence and slips and trips.

Health and Safety remains an important issue for the UK with 2.1 million people reporting in 2007/08 that they were suffering from an illness caused or made worse through their work. In 2008/09 the Brigade achieved its 10% reduction targets against 2 of the 3 performance indicators for health and safety:

- Working days lost to work-related injuries was reduced by 17% to 1.7 days per worker or 12,045 days including time on light duties, or 1.2 days per worker excluding light duties.
- Injuries, deaths and dangerous occurrences reported under RIDDOR were reduced by 11% to 205 or 28.6 per 100,000 staff.
- Road traffic accidents involving fire appliances increases by 7% to 809, although this increase was not as great as the previous year. Traffic accident numbers are influenced by the increase in our vehicles numbers and accidents not attributed to LFB drivers (11%).

The Brigade stress audit completed in 2005 showed that our risk to physical and psychological health was in line with the normal working population. Change management was a key issue and bullying behaviour was not a major area of concern<sup>8</sup>. Our most recent figures for 2008/09 show that since the audit our sickness figures have dropped by 30%, with the proportion related to stress, anxiety and depression down 39%.

### Progress to Date

We are undertaking a range of actions to improve, including:

- Reviewing accident investigation arrangements to maximise their contribution to health and safety.
- We have a 3 year rolling programme of Health, Safety and Environment Audits of all our sites. Premises with the highest personal injury and vehicle accident rates are audited first. Premises managers are informed of the audit findings, remedial actions needed, and the need to engage Property Services in remedial and energy conservation matters arising from the audit.
- Safety Matters, our new six monthly publication for operational staff, was introduced in October 2008 to highlight H&S issues that have a significant impact on our performance.
- Our Stress Audit Action Plan has both corporate and department actions. Corporate actions have included adopting a Brigade Stress Policy, stress management training for key risk groups, development of the LFB Healthy brand, and the introduction of a wellbeing pilot. Our Wellbeing Pilot has helped us to learn more about the general health of our workforce, and identify which health interventions work.
- LFB Healthy was launched to raise awareness of how staff could improve their health and reduce stress. Activities or benefits offered included advice and information, childcare assistance, a bike scheme, key worker housing, well person screening, physiotherapy, advice and counselling, interest free season ticket loans, flexible working, career breaks, gym membership discounts and sponsorship for study. In 2009 we participated in Bowel Cancer Awareness Month, providing information, briefings and test kits in conjunction with Bowel Cancer UK.
- In support of our Drugs and Alcohol Policy we introduced testing to improve staff and public safety and reduce absenteeism. A series of alcohol briefings for managers were arranged to help them identify and support individuals with alcohol related problems.
- Piloting funded treatment for long-term operationally unfit firefighting staff to help them return to work and full duties sooner where the costs of the operation outweigh the savings from sick pay.
- Replacing the personal protective equipment and breathing apparatus for fire fighters to ensure staff have access to the latest technology in protective equipment providing comfort, safety, flexibility and accessibility for a diverse workforce.

Objective	Focus	Aspiration	Lead / Delivery Mechanism
Ensure our operational policy on noise and access restrictions minimises impact on the community	External	<i>To protect and promote the health and wellbeing of our community</i>	Head of Operational Policy
		<i>To protect and promote the health and well being of our staff</i>	LFB Wellbeing Programme
		<i>To deliver a safe working environment for our staff</i>	LFB Health & Safety Services Strategy

Aspect	Target 20011/12	2008/09 Baseline	Indicator
Staff Sickness	3.25%	3.79%	Shift/Days Lost (Operational)
	2.5%	3.55%	Shift/Days Lost (Non-Operational)
	4.0%	5.85%	Shift/Days Lost (Control)
Injuries, Deaths, Dangerous Events	10% reduction	218 0.31/ 100,000 staff	Injuries, Deaths, Dangerous Events recorded
Road Traffic Accidents Involving Appliances	10% reduction	784	Number of accidents

## Economic Sustainability

The Brigade's fire prevention and protection work supports the economic sustainability of London. We also have a responsibility to deliver an effective and efficient service. LFB exceeded Government spending targets in delivering £7.6m in savings in 2008/09. We can also support the economic sustainability of London and Londoners in the way that we procure goods and services for our operations.

Fire can have a considerable financial impact, with 3 out of 5 small businesses closing as a result of fire. Based on Government figures on the economic costs of fire<sup>9</sup> the Brigade saved London over £92million between 2004/5 and 2007 by reducing the number of fires. Our fire risk assessment work can further assist businesses to prepare for and reduce the impacts of fire.

Skills Shortages have been identified in a number of sectors that provide services for the Brigade, with ageing workforces<sup>10</sup>, declines in education and skills shortages at the entry level positions. Some sectors have basic and technical skills shortages that can lead to retention problems, increased costs and decreasing quality<sup>11</sup>. Skills have been identified as a key determinant of employment<sup>12</sup> and employment is a key factor in reducing re-offending rates of ex-offenders<sup>13</sup>. Young offenders particularly struggle to reform, with highest rates of reoffending amongst 18-20 year olds.

## Progress to Date

We are undertaking a range of actions to improve, including:

- As previously mentioned our Fire Safety Regulation Strategy focuses on reducing fires in non-domestic premises through three themes: making buildings and businesses safer; targeting buildings most at risk through enforcement activity; and influencing and informing fire safety debate and legislation.
- We have used whole life costing to assess options for our vehicle replacement programme.

In support of the Mayor's Economic Recovery Action Plan and skills and employment goals we have:

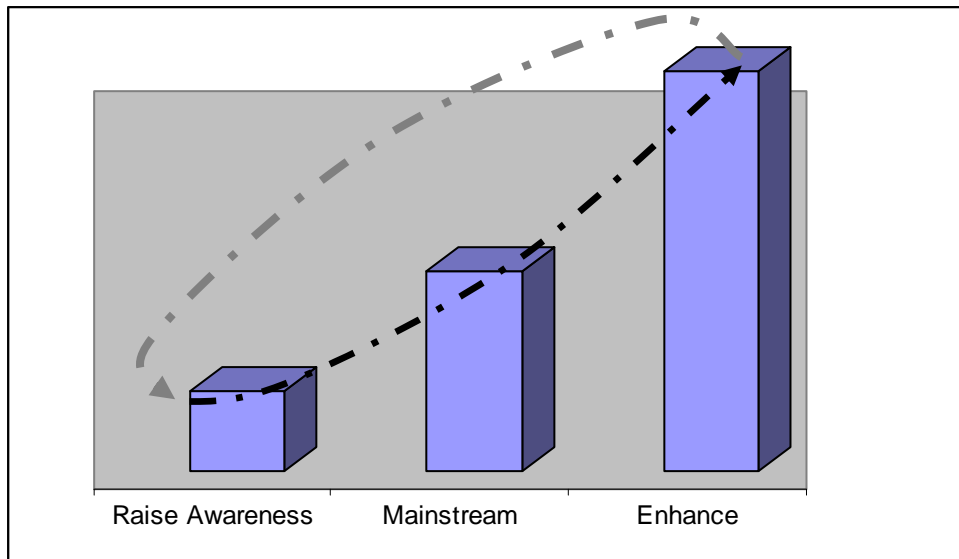
- Secured the London Living Wage or better for contractors' staff in 5 contracts requiring the provision of services within London.
- Established a modern apprenticeship scheme in the business administration area of work, providing 10 places over 3 years.
- Agreed to work with the National Grid and the Young Offenders Institute in Reading to identify options for supporting young offenders to enter the Brigade's workforce.
- Agreed to pay SME's in 10 days and revised and improved our payment processes in order to meet our target of 90%.
- Simplified and standardised contract qualification documentation for smaller contracts to be in line, to the extent that we are lawfully able, with those of other functional bodies.

Objective	Focus	Aspiration	Lead
In support of the Mayoral skills and employment strategy by offering apprenticeships	Internal	<i>To support skills development &amp; employment for London</i>	Head of Human Resources
Support businesses in understanding the economic impact and risks of fire and encourage businesses to undertake contingency planning	External	<i>To support London businesses in achieving economic security</i>	Head of Fire Safety Regulation
Implement whole life costing procedures in our procurement systems	Internal	<i>To secure value for money for London and to continuously improve the way we use public money</i>	Head of Procurement

Aspect	Target 2011/12	2008/09 Baseline	Indicator
All Suppliers	95%	89.88%	Invoices paid in 30 days
Small to Medium Enterprises	90%	76.23% (quarter 4 only)	Invoices paid in 10 days

## Mainstreaming Sustainability

In order to mainstream sustainable development as part of our working practices, it is recognised that we also need to improve understanding, review and update our practices and procedures and share our knowledge with others, if we are to work towards a leadership role on sustainable development within the fire service. As a result we have identified a series of objectives that will help deliver the direction of travel for the Brigades three year sustainable development strategy as illustrated in the chart below. Raising awareness and mainstreaming activity will be ongoing through this strategy and beyond.



Sustainable development is a process of continual improvement. Good practice and innovation will raise the bar as will changes in technology. Raising awareness will be an important first stage for our staff in understanding what sustainability means to the Brigade and their role in delivering improvement. Following on from understanding, our staff will need assistance to embed this knowledge into their work practices, so that it becomes mainstreamed in day to day working. To further enhance our practices we will need to review and evaluate our progress. This will lead to identifying new tasks to move us forward beyond this strategy and will lead to a new phase of awareness raising and mainstreaming sustainability in the Brigade.

Objective	Focus	Aspiration	Lead
<i>Raising Awareness</i>			
To demonstrate the sustainability benefits of our community safety strategy	External	<i>To ensure our community understands the links between sustainability and fire safety</i>	Head of Community Safety
To deliver training to support our staff to understand how they can enhance the sustainability of the Brigade in their role	Internal	<i>To ensure our staff understand sustainability and how it relates to their work practices</i>	Head of Training and Development
To deliver communications to support our staff to understand how they can enhance the sustainability of the Brigade	Internal	<i>To ensure our staff understand sustainability and how it relates to the Brigade</i>	Head of Communications

Objective	Focus	Aspiration	Lead
<i>Mainstreaming Sustainability</i>			
To provide staff with the tools and assistance to assess the sustainability impacts and opportunities of their activities	Internal	<i>To ensure our staff have the ability to consider sustainability implications in their activities</i>	Head of Sustainable Development

Objective	Focus	Aspiration	Lead
<i>Enhancing Practice</i>			
To assist our partners (FRS, GLA group & London Boroughs) to become more sustainable by sharing good practice	External	<i>To assist our partners to deliver their services sustainably</i>	Head of Sustainable Development
To report our performance in delivering the strategy	Internal	<i>To continually improve the way we deliver sustainability through all of our activities</i>	Head of Sustainable Development



# Sustainability in our Operations

## Governance

Sustainable Development in LFB is governed through the Corporate Management Board (CMB) and the Sustainable Development Working Group (SDWG). The Corporate Management Board manages performance and ensures that the strategy drives sustainability improvements across the organisation in line with organisation objectives.

Actions detailed in this strategy will be included in the relevant departments' annual plans and monitored via quarterly performance review meetings of our Corporate Management Board.

Representatives of departments that have a significant influence on the organisation's ability to deliver sustainability in line with our sustainable development framework attend Working Group meetings with other departments drawn in as needed. The working group's role is to:

- Act as a vehicle for the coordination of sustainable development work, encouraging cross organisational synergies on policy, procedure, projects and procurement.
- Support the implementation of the sustainable development strategy
- Support the development of a Climate Change Adaptation Strategy
- Develop joint and consistent communications on sustainability across the organisation
- Review the implications to the organisation of sustainability related regulatory changes

## Decision Making

All Committee and Authority reports are required to detail the environmental implications of the issues addressed in the report. With the approval of this strategy, this will be extended to cover sustainable development implications in line with the sustainable development framework. The implications can then be considered in line with the report recommendations.

The Brigade introduced Sustainable Development Impact Assessments (SDIA) in 2007/08 across all departments following a successful pilot. The initial impact assessment predominantly focussed on environmental aspects and has subsequently been revised in line with the new sustainable development framework to encompass the broader sustainability agenda and to complement the format of our Equalities Impact Assessments. Completion of the impact assessments is required as part of the development of any new policy or procedure or review of the same.

- SDIA's have been recently included in the Brigade's project management toolkit. Owing to the limited number of projects developed each year, its introduction is yet to be rigorously tested and further development of how the impact assessment process should be included in project development and management of new and existing projects will be explored as part of this strategy.

## Appendix A: Sustainable Development Action Plan

Objective Number	Objective Description	Owner	Timeframe	Actions to achieve objective
<b>EQUALITY AND SOCIAL INCLUSION</b>				
<b>9</b>	To engage with the community we serve to better understand and look after their issues in relation to emergency response.	Head of Equalities	1	Review the Equalities action plan.
<b>CLIMATE CHANGE</b>				
<b>O1</b>	In support of the Mayoral Target for CO <sub>2</sub> reduction, reduce CO <sub>2</sub> emissions by 20% from 1990 levels by 2012	Director of Resources	1	Review the sources of carbon emission across our estate and fleet
			1 - 3	Review climate change action plan in line with the upcoming mayoral strategy on climate change, including air quality and water use
			1 - 3	Improve our use of electronic systems of working to deliver energy savings
<b>O2</b>	To identify how our risk management plan should be adapted to meet the effects of a changing climate	Head of Strategy & Performance	1	Identify actions to be taken to ensure our response capacity adapts to meet the needs of a changing climate
			2, 3	Implement actions identified as high risk priorities to adapt to a changing climate

## Appendix A: Sustainable Development Action Plan

ENVIRONMENT AND ITS RESOURCES				
O3	To protect to the environment from harm through the methods we use to respond to incidents.	Head of Operational Policy	1	Identify methods to measure our use of water in fire fighting and training
			1	Through our management of water review, identify methods to improve the efficiency of water use on the incident ground
			2, 3	Investigate alternative extinguishing methods that reduce the impact of water or fuel use and toxicity whilst maintaining or improving operational performance
			1, 2, 3	Develop and implement a Biodiversity action plan related to operational activities
			1	<i>Review the environmental protection role of HMEPOs as part of our review of tactical advisors and the Hazmat concept of operations</i>
			Ongoing	<i>Seek and act on guidance from the Environment Agency and other environmental organisations regarding the environmental impact of our practices</i>
O4	Use resources efficiently and effectively in delivering our support services	Director of Resources	-	<i>Water use- addressed under Objective 1</i>
			1	<i>Procurement: increasing our proportion of spend on green items and RP impact assessments on contracts are both addressed by our Procurement Strategy</i>
			1	Review our procurement processes and templates for tendering to improve links to our environmental legal register
			2	Review our Waste Management Plan
			2 - 3	Implement our revised Waste Management Plan

Note: Actions in italics refer to existing work plans

## Appendix A: Sustainable Development Action Plan

COMMUNITY SAFETY AND SECURITY				
	Addressed via existing programmes of work			
HEALTH, SFAETY AND WELLBEING				
5	Ensure our operational policy on noise and access restrictions minimises impact on the community	Head of Operational Policy	1	Engage with the National Acetylene and Fires Group and adopt updates on guidance
			ongoing	Adopt latest noise standards as part of vehicle upgrade
ECONOMIC SUSTAINABILITY				
6	In support of the Mayoral skills and employment strategy, offer 10 apprenticeships over 3 years	Head of Human Resources	1 - 3	Implementation of modern apprenticeship schemes is included in the HR Strategy
			1	Implementation of a young offenders scheme is included in the HR Strategy
			1 - 3	Build apprenticeship and training requirements into contracts with new and existing suppliers where skill shortages exist
7	Support businesses in understanding the economic impact and risks of fire and encourage businesses to undertake contingency planning	Head of Fire Safety Regulation	1	Develop/Update guidance to support businesses in undertaking contingency planning in the event of a fire
			2, 3	Promote guidance to support businesses in undertaking contingency planning in the event of a fire
			1	7 (2) (d) Fire & Rescue Services Act – update our fire risk assessment process for environmental risks
8	Implement whole life costing procedures in our procurement systems	Head of Procurement	1	Review existing WLC models against our requirements to develop a standard model for use
			2	Incorporate the whole life costing model as a standard in project development and management
			3	Incorporate whole life costing into capital and revenue budget reviews
			2, 3	Provide training and awareness raising on the adopted WLC model

## Appendix A: Sustainable Development Action Plan

AWARENESS RAISING				
10	To demonstrate the sustainability benefits of our community safety strategy	Head of Community Safety	1, 2, 3	Include community safety benefits in LFB sustainable development reporting
			1	Make our schools package on environmental impacts of fire more widely available
			2	Assess our Communications Strategy for Community Safety for opportunities to enhance visibility of the sustainability benefits our work delivers
			1 - 3	Highlight links of our Community Safety strategy to Local Area Agreements through Borough Manager Communication days
11	To deliver training to support our staff to understand how they can enhance the sustainability of the Brigade in their role	Head of Training & Development	1	Identify the knowledge & understanding requirements relating to sustainability for all staff groups/roles and integrate 'quick wins' into existing development programmes and training courses.
			1	Review current delivery and undertake 'Gap Analysis' of the existing training portfolio of courses and development opportunities.
			2 - 3	Develop new training solutions in line with the 'Gap Analysis' and raise awareness of T&D trainers to the Sustainability agenda
			1, 3	Provide environmental legal compliance training
			1	Review and update of Hazmat training for middle managers to incorporate environmental protection
12	To deliver communications to support our staff to understand how they can enhance the sustainability of the Brigade	Head of Communications	1, 2, 3	Develop an annual communications calendar for environmental initiatives to promote
			1, 2, 3	Develop a communications plan to improve staff awareness on sustainability
			1, 2, 3	Develop an annual support programme for our Green Champions

## Appendix A: Sustainable Development Action Plan

EMBED IN DECISION MAKING				
13	To provide staff with the tools and assistance to assess the sustainability impacts and opportunities of their activities	Head of Sustainable Development	1	Require SDIA and EIA's as a compulsory part of project approval
			1	Provide joint training on completing SDIA's and EIA's for policy writers
			1	Update guidance and templates for committee reports to improve the quality of sustainability considerations
			2	Review our risk management guidance for considering sustainability
			1, 2	Use our internal engagement processes to review methods for staff assessment of sustainability and equalities in decision making
			1	Include guidance on considering sustainability as part of a new LFB standard for strategy and policy development
ENHANCE PRACTICE				
14	To assist our partners (FRS, GLA group & London Boroughs) to become more sustainable by sharing good practice	Head of Sustainable Development	1, 2, 3	Support the development of an informal network in the FRS to share good practice
			2, 3	Share good practice via seminars, conferences, case studies and award applications
			1, 2, 3	Contribute to GLA Group cross-functional working groups
15	To report our performance in delivering the strategy	Head of Sustainable Development	2	Review annual reporting to consider adopting Global Reporting Initiative standards
			1, 3	Review corporate Targets & KPIs to measure progress on the strategy
			1, 2, 3	Report progress to Authority annually and publish a comprehensive SD report on our website
			1, 2, 3	Report quarterly to CMB performance against delivery of the strategy through Department Plan reporting
			1	Provide input into the review of FRS measures being developed by CFOA

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