

# **Sustainable Development Strategy**

**2016 - 2020**

March 2016

# Contents

|   |           |
|---|-----------|
| <b>Foreword .....</b>   | <b>3</b>  |
| <b>Introduction .....</b>                                       | <b>4</b>  |
| About us .....  | 4         |
| What we do .....  | 4         |
| Our approach to sustainable development .....                   | 4         |
| <b>Defining Sustainable Development .....</b>                   | <b>5</b>  |
| Stakeholder Engagement .....                                    | 5         |
| The Business Case for Sustainable Development .....             | 5         |
| London Fire Brigade's Sustainable Development Framework .....   | 6         |
| Emerging Issues .....   | 7         |
| <b>Governance of Sustainable Development .....</b>              | <b>9</b>  |
| Our Corporate Aims .....  | 9         |
| Roles and Responsibilities .....                                | 9         |
| Policies .....  | 9         |
| Sustainable Development Impact Assessment ....                  | 10        |
| Corporate Decision Making .....                                 | 10        |
| <b>Monitoring performance .....</b>                             | <b>10</b> |
| Performance Indicators .....                                    | 10        |
| Reporting Progress .....  | 10        |
| <b>Our Vision for Sustainable Development 2016 - 2020 .....</b> | <b>11</b> |
| Vision .....  | 11        |
| 2016 – 20 Objectives .....                                      | 11        |
| <b>Prevention, Protection, Response .....</b>                   | <b>12</b> |
| Background .....  | 12        |
| Recent Highlights .....   | 12        |
| Business as usual .....   | 12        |
| Objective .....   | 12        |
| Performance data .....  | 12        |
| <b>Health, Safety and Wellbeing .....</b>                       | <b>14</b> |

|   |           |
|---|-----------|
| Background .....  | 14        |
| Recent Highlights .....   | 14        |
| Business as usual .....   | 14        |
| Objective .....   | 14        |
| Performance data .....  | 14        |
| <b>Equality and Social Inclusion .....</b>                                | <b>16</b> |
| Background .....  | 16        |
| Recent Highlights .....   | 16        |
| Business as usual .....   | 16        |
| Objective .....   | 16        |
| Performance data .....  | 16        |
| <b>Environment &amp; Climate Change .....</b>                             | <b>18</b> |
| Background .....  | 18        |
| Recent Highlights .....   | 18        |
| Business as usual .....   | 19        |
| Objectives .....  | 19        |
| Performance data .....  | 19        |
| <b>Economic Value .....</b>   | <b>20</b> |
| Background .....  | 20        |
| Recent Highlights .....   | 20        |
| Business as usual .....   | 20        |
| Objectives .....  | 20        |
| Performance data .....  | 21        |
| <b>Ensuring that sustainability runs through all our activities .....</b> | <b>22</b> |
| Background .....  | 22        |
| Recent Highlights .....   | 22        |
| Business as usual .....   | 22        |
| Objective .....   | 22        |
| Performance data .....  | 22        |
| <b>Appendix 1 - Sustainable Development Action Plan 2016 - 20 .....</b>   | <b>23</b> |
| <b>References .....</b>   | <b>28</b> |

# Foreword

**By Gareth Bacon**  
Chairman of LFEPA

I am pleased to introduce the Brigade's third Sustainable Development Strategy.

My priority is to ensure the Brigade provides a first class prevention, protection and emergency response service for London. This focus will deliver substantial sustainability benefits for London by reducing the economic, social and environmental impacts of fire and other emergencies.

In preparing this strategy we have taken a fresh look at how we define our approach to sustainability. I consider the health and safety of staff to be paramount, which has been reinforced through the revised sustainable development framework as set out in this strategy. The framework provides clarity on the areas that are important and relevant for the Brigade to focus its approach.

With the continuing financial pressure on the public sector it is important that we provide a sound business case for our actions. This strategy sets out that business case for the actions contained within, which are complimentary to the Mayor of London's priorities related to sustainable development. As Chairman of the Authority I will be ensuring quality outcomes are achieved by scrutinising the delivery of this strategy.

**By Ron Dobson**

Commissioner for Fire and Emergency Planning

We have delivered substantial achievements since we published our first Sustainable Development Strategy in 2009. Our carbon emission have been reduced by 39%; we have installed electric vehicle chargepoints at 75% of our sites; awarded a contract to replace our fleet cars with electric; our spend with Small to Medium Enterprises has increased to 39%; 41 people have gained an apprenticeship through our workforce or supply chain to date and 1.5 million school children have attended a fire safety workshop since 2001.

As the largest Brigade in the UK I consider it our responsibility to lead the way on sustainability within the UK Fire and Rescue Service. Our success was recognised during the last strategy through the 2014 Public Sector Sustainability Awards and it is my aim that through this third strategy we will continue leading by delivering on the 10 objectives and 45 actions set out in this strategy.

There are a number of significant issues affecting London and our organisation that we need to consider. Poor air quality continues and increasing water shortages are expected. Supporting actions have been identified including moving ever closer to a fleet of low emission vehicles, which I have personally championed.

In support of my ongoing commitment to leading a world class sustainable fire service I will be overseeing the delivery of this strategy through our Corporate Management Board's monitoring processes.

*We are interested in your views and welcome feedback.*  
*If you have any comments, or would like further information,*  
*please visit our website or contact [environment@london-fire.gov.uk](mailto:environment@london-fire.gov.uk)*

# 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. We provide services across the whole of the Greater London area, serving London's 8.5<sup>1</sup> million residents as well as those who work in or visit the city.

The London Fire Brigade is run by the London Fire and Emergency Planning Authority (LFEPA). We are one of the organisations that comes under the Mayor of London and the Greater London Authority (GLA).

## What we do

We respond to fires and other emergencies attending over 96,000 incidents in London in 2014/15 of which just over 20% were fires and just under half were false alarms<sup>2</sup>. Increasingly we are spending our time on reducing the risk of fire through providing advice to the public and businesses about fire safety, enforcing fire safety laws, through involvement in major infrastructure projects, working in partnership with London boroughs and local agencies, and carrying out various emergency-planning activities.

Other emergencies include extrication from road traffic collisions, rescues from water and management of spills from hazardous materials. As a result of our work, London is a safer place to live, work and visit. In 2014, the total number of fires dropped below 20,000 for the first time since records for Greater London began in 1965<sup>3</sup>,

## Our approach to sustainable development

The Brigade's approach to sustainable development has evolved over the past decade from the introduction of an Environment Policy in 2004, and annual environmental performance reporting through to the establishment of a sustainable development team in 2008. The principles of sustainable development were set out for the Brigade later that year. This first Sustainable Development Strategy (2009 – 2012) followed, defining 55 actions across 15 objectives. The second Sustainable Development Strategy (2013-16), set out 48 actions across 16 objectives.

This third Sustainable Development Strategy 2016-20 reflects on progress to date, and the emerging issues that provide both challenges and opportunities for how we deliver a more sustainable fire service. It sets out 45 actions across 10 objective areas to progress our sustainable development approach.

The aim of this strategy document is to:

- Define what sustainable development means for London Fire Brigade;
- Identify the emerging issues that are affecting how we deliver our service;
- Highlight the progress already made;
- Outline the proposed approach to sustainable development for the next three years; and
- identify how performance will be monitored and reported.

# Defining Sustainable Development

## Stakeholder Engagement

We engaged with our stakeholders to reassess what sustainability means for the Brigade, to identify emerging issues that will affect how we provide our service in the short and longer term, and to develop proposals for further work. The Sustainable Development Framework, which sets out how the Brigade defines sustainability was revised as a result and is shown on page eight.

We consider our key external stakeholders to be the Home Office, the Mayor of London, the functional bodies of the Greater London Authority, the London Boroughs, other Fire and Rescue Services in England and associated organisations such as the Chief Fire Officers Association. Internal stakeholders are the members of the London Fire and Emergency Planning Authority and our staff.

Our approach to stakeholder engagement was broken down into three areas:

- i) A review of the relevant policy direction being provided by the Home Office<sup>4</sup>
- ii) A series of interviews with key internal and external stakeholders
- iii) Workshops with staff at 19 Fire Stations

## The Business Case for Sustainable Development

There are many drivers for sustainable development for London Fire Brigade: legislation, Government and Mayoral policies and strategies, financial benefits, risk management and the moral imperative. This strategy brings together in one place a summary of the sustainability related impacts of the services we provide, the risks and issues in London and our commitments. These commitments support the Brigade to remain a resilient, efficient organisation that anticipates and responds to change, supports the diverse communities we serve, and has minimal impact on the environment.

### Legal compliance

There are numerous sustainability related regulations that we must adhere to covering all aspects of our service, from our management of incidents, management of our sites, to how and what we procure and from whom. Our ISO 14,001 certified Environmental Management System supports us to oversee our legal compliance.

### Government strategies and guidance

In February 2011 the Coalition Government published its 'Vision for Sustainable Development' for 2010-2015. This included identifying sustainability actions in Departments' business plans, reports and accounts; embedding sustainable development into policy; the Greening Government Commitments (GGC); Sustainable Procurement Buying Standards; and sustainability indicators. Whilst we have set our own commitments and targets, by comparison we have met all of the GGC's except for the 20% reduction in flights.

No further Government guidance or policy direction has been published.

### Mayor of London

The Mayor of London's priorities related to sustainable development as defined by the Brigade's framework, are set out in a range of strategies that we operate in accordance with:

- Environment Strategies – There are published strategies on air quality, water, waste, climate change adaptation, climate change mitigation and energy, biodiversity and noise.
- Transport – Improve access to transport, reduce pollution, crowding, crime, and tackle deprivation and support growth.
- Communities - Tackling inequality, improving life chances, and removing barriers that prevent people from reaching their full potential<sup>5</sup>.

- Business and Economy –London Living Wage, Skills and Employment (Apprenticeships), Small to Medium Enterprises (SME's)

Other relevant Mayoral priorities include affordable housing, health, and emergency preparedness.

The London Sustainable Development Commission (LSDC) provides advice to the Mayor on sustainable development. Priorities for the LSDC cover the London Infrastructure Plan 2050; the circular economy, energy, and the green economy.

### **Financial**

There are both financial savings and avoidance of costs to be gained through our sustainability commitments. On the environment front our energy saving activity has saved us around £5.86m since 2004/05, our high levels of recycling save us over £86.5k in landfill tax per year, and sound environmental management avoids the range of fines for polluting the environment. Actively managing the health, safety and wellbeing of our staff reduces lost working hours to sickness and improves productivity.

There are a range of other direct indirect financial benefits to both our organisation and the wider community of our commitments towards equality and economic value. Understanding the communities we serve better enables us to provide a more focussed and efficient service. Supporting skills and employment helps us to reduce the impact of skills shortages and the costs that they incur.

### **Risk management**

As an emergency response organisation, we deal with risk every day. We have built risk assessment into our management processes across the organisation, helping us to prioritise, plan and deliver our services more efficiently and effectively. Risk management provides a sound basis for assessing sustainability risk, which has been built into our corporate risks and has helped us to identify appropriate measures. Good environmental management starts with identifying risks and reducing them. The same applies to social and economic risks to an organisation. For example by not assessing all aspects of cost associated with products and services across their whole life, there is the risk of incurring hidden costs and receiving poor value for money.

### **The moral imperative**

In London there are ongoing issues of poverty, population growth and a housing shortage that is intensifying the demand for public services whilst the public purse is increasingly constrained. It is also widely recognised that our way of life is quickly outstripping the availability of resources placing an increasing stress on our environment. The long term economic prosperity of our community is reliant on better management of the natural resources that underpin it, whilst recognising and supporting social needs. It is therefore in our interest both as individuals and organisations to work towards a more sustainable model of development.

## **London Fire Brigade's Sustainable Development Framework**

The most widely used definition of sustainable development remains that of the United Nations – 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'<sup>6</sup>.

More broadly balancing the three pillars of sustainability: the environment, society and the economy, is referenced as a definition of sustainable development. In consideration of these definitions and our stakeholder consultation we have revised our Sustainable Development Framework, as shown in Figure 1.

Prevention, Protection and Response is at the centre of the framework in recognition that this is the primary remit of the Brigade and is a statutory requirement, it is also the area of greatest impact that the Brigade can have on improving the sustainability of life for those who live in, work in, or visit London. Our prevention activities reduce fires and our incident response approach is to deal with them quickly and effectively, thus avoiding and reducing the environmental, social and economic impacts of fire, such as carbon emissions and

other pollutants, clean up costs, and the trauma of an emergency situation and the possible losses resulting from it.

In recognition of the importance of the Health, Safety and Wellbeing of staff, and its relevance given the primary role of the organisation, it is highlighted as central to the framework. The key issues for the Brigade where we can, do and will take action to improve the sustainability of the services we provide are then defined under the three pillars of:

- Environment and climate change
- Economic value
- Equality and inclusion

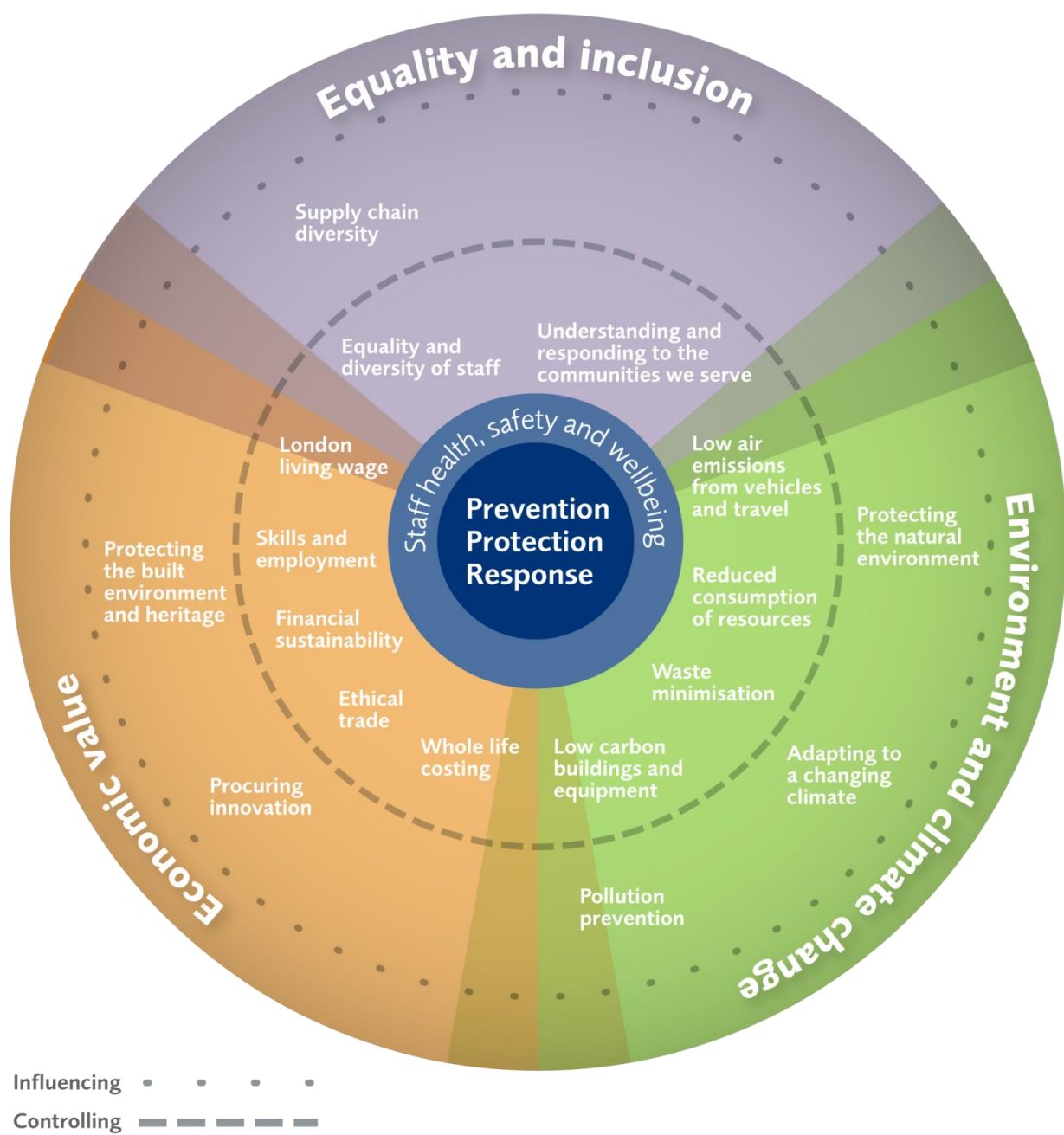
Issues are positioned more centrally on the figure according to the degree of control we have over the outcomes, and overlaps in the areas they address are shown by their positioning, reflecting the interconnected nature of sustainable development. For example whole life costing aims to support better financial decisions on purchases, often whilst reducing energy or water consumption, similarly the London Living Wage provides fairer wages for low skilled workers, who are often from diverse communities.

## Emerging Issues

A number of emerging issues have been identified that impact how the Brigade delivers its service that touch upon our Sustainable Development Framework. Some of these issues are not new, however recent research has helped to demonstrate how significant they are. This has raised their profile in terms of how we consider them against how we deliver our service. Actions have been identified to address our response or contribution to these issues wherever possible. These issues are described in more detail along with any actions in the relevant section of this strategy and Appendix 1. The emerging issues can be summarised as:

- i) London's Air quality
  - 9.5k deaths annually attributed to poor air quality in London<sup>7</sup>
  - Diesel vehicles are considered to be the main contributor to poor air quality<sup>8</sup>
- ii) Traffic congestion - 60% increase in central London by 2031<sup>9</sup>
- iii) Water shortages – 133 million litre shortfall per day by 2020<sup>10</sup>
- iv) Housing<sup>11</sup>
  - Shortage - an estimated minimum 42,000 homes are now required per annum.
  - Affordability - average house prices in London are now 78 per cent higher than the UK average, the widest gap since at least the late 1960s
- v) Waste – a circular economy approach that keeps products, components and materials at their highest use and value at all times could bring benefits of at least £7bn per annum<sup>12</sup> to London and create over 40k jobs<sup>13</sup>

Figure 1: London Fire Brigade Sustainable Development Framework



# Governance of Sustainable Development

## Our Corporate Aims

Our vision is to be a world class fire and rescue service. Our priorities and overall strategic direction to achieve this in accordance with our six strategic aims are set out in the London Safety Plan<sup>14</sup>, which is our combined Corporate Plan and Integrated Risk Management Plan.

Whilst Aim 6 sets out our commitment to sustainable development, all our aims form part of delivering a more sustainable fire service and influencing sustainable development in London. The six strategic aims are:

|                           |   |
|---------------------------|---|
| <i>Aim 1 – Prevention</i> | Engaging with London's communities to inform and educate people in how to reduce the risk of fires and other emergencies.                   |
| <i>Aim 2 – Protection</i> | Influencing and regulating the built environment to protect people and property and the environment from harm.                              |
| <i>Aim 3 – Response</i>   | Planning and preparing for emergencies that may happen, and making a high quality, effective and resilient response to them.                |
| <i>Aim 4 – Resources</i>  | Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money.             |
| <i>Aim 5 – People</i>     | Working together to deliver high quality services and create a safe and positive environment for everyone in the organisation.              |
| <i>Aim 6 – Principles</i> | Operating in accordance with our values, and ensuring the Safety, Sustainability, Partnership and Diversity run through all our activities. |

## Roles and Responsibilities

Our Corporate Management Board (CMB) is responsible for reviewing policy, strategy and performance on sustainable development. The Director of Finance and Contractual Services leads on sustainability issues and the Authority's Resources committee provides scrutiny of the strategy and performance at a high level.

Whilst day to day management sits with the dedicated Sustainable Development team, all departments and individuals are expected to support delivery of the Strategy. Internal working groups are in place to support and encourage coordination and delivery of sustainability within policy, procedure, projects and procurement.

## Policies

A number of the Brigade's existing policies relate to sustainable development, key policies are outlined below, with further policies covering environmental management aspects such as waste and recycling, hazardous materials and spillages on sites.

|  |   |
|--|---|
| <b>Sustainable Development</b>                               | Policy in draft, expected publication in 2016.  |
| <b>Environment</b>   | Sets out our approach to reducing our environmental impact on London.   |
| <b>Energy Conservation (and Sustainability) in Buildings</b> | Aims to reduce energy consumption (by design); supply and use energy efficiently; and use renewable energy. It also supports sustainable design and construction, water efficiency, sustainable timber and recycling. |

|                                |  |
|--------------------------------|--|
| <b>Responsible Procurement</b> | A GLA Group Policy covering procurement specific social, economic and environmental issues. Supporting policies: GLA Group Sustainable Food Commitments, LFB Whole Life Costing Policy, and LFB Ethical Trade Procedure. |
| <b>Equality and Inclusion</b>  | The Authority has a Diversity Policy and Code of Practice, reflecting legislation and highlighting our commitment to provide a service that is accessible to both the communities of London and to staff.                |

## Sustainable Development Impact Assessment

All new policies and projects, or any updated policies and projects with a material change, are subject to the Sustainable Development Impact Assessment process. The purpose of this is to consider the likely sustainability impact of what we do and makes sure that, as far as possible, we comply with regulations, minimise negative impacts, and maximise opportunities associated with our actions. These form part of the Brigade's project management toolkit, and work is ongoing to ensure these are used as 'live' documents that inform the evolution of any project.

## Corporate Decision Making

All Committee and Authority reports are required to detail the sustainable development implications of the issues addressed in the report, in order that they can be considered alongside legal and financial implications.

## Monitoring performance

### Performance Indicators

Monitoring performance help us plan our resources and determine whether any further actions are required. Our corporate performance indicators and associated targets are defined in the London Safety Plan. We reference a number of those indicators to track performance against our sustainable development framework along with additional responsible procurement and environmental indicators. Those we reference against sustainable development are outlined in this strategy against the relevant theme.

Indicators referenced in this strategy where the target for performance is not defined beyond 2015/16 are corporate indicators that will be reviewed as part of the development of the sixth London Safety Plan.

### Reporting Progress

Corporate Performance indicators are reported quarterly to senior management and twice a year to a Committee of the Authority for scrutiny, with the latter being published on our website. Performance by Department against our Global Deliverables which includes, sickness, SME payment, SDIA performance and equality and diversity training is published internally monthly.

Progress against our Sustainable Development Strategy, policies, and indicators related to sustainability are reported annually to Committee in our Sustainable Development Annual Report.

# Our Vision for Sustainable Development 2016 - 2020

## Vision

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

## 2016 – 20 Objectives

Our ten objectives provide focus for achieving our vision, actions to deliver these is set out in more detail in this document.

- 1 Improve the safety & security of Londoners through our prevention and protection activities
- 2 Protect and promote the health, safety and well being of our staff
- 3 Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain, serving diverse communities
- 4 Reduce our CO<sub>2</sub> emissions by 45% from 1990 levels by 2020
- 5 Ensure that we have the capacity to respond to the challenges posed by climate change
- 6 Protect the environment from harm through emergency response and how we deliver our service
- 7 Support skills and employment for Londoners through the provision of apprenticeship opportunities
- 8 Support businesses in understanding the economic impact and risks of fire and encourage businesses to undertake contingency planning
- 9 Continually improve the social value obtained from the public money we spend
- 10 Support our staff to ensure that Sustainability runs through all our activities

# Prevention, Protection, Response

## Background

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.

Our prevention work is based on actions that we know reduce the risk and impact of fire. Fire Fighters will undertake some 73,000 Home Fire Safety Visits per annum, targeting 80% of these at those most vulnerable to fire. They also undertake visual audits, looking for fire risks such as dumped rubbish, abandoned gas cylinders, buildings being used inappropriately as sleeping accommodation etc, reporting these to the local authority. We will undertake some 5,000 inspections of high risk businesses to advise and regulate fire safety.

Our education programme will deliver workshops to children at some 860 primary and secondary schools per annum; whilst our youth schemes aim to provide practical development skills, reduce anti-social and fire setting behaviours and bring about increased awareness of the consequences of their actions.

## Recent Highlights

- Exceeding 80,000 Home Fire safety Visits annually, lowering the risk of fire and resulting injury.
- We have delivered fire safety workshops to 1.5m school children since 2001; and over 700 LIFE courses since 2012 reaching over 6,000 young people.
- Introduced a Fire Cadets programme for young people aged 14-18 in ten London Boroughs supported by over 120 volunteers.
- We are hosting a national co-responder trial (Lambeth, Merton, Newham and Wandsworth) to mobilise with the London Ambulance Services (LAS) to 999 calls to patients in cardiac or respiratory arrest.

## Business as usual

We have 'mainstreamed' a number of initiatives including:

- Working in partnership with a range of agencies and organisations to promote fire safety within the local community and across the business sector.
- Delivering youth engagement programmes: schools education, Juvenile Firesetters Intervention Scheme (JFIS), the cadet's programme and the Local Intervention Fire Education (LIFE) scheme.

## Objective

We commit to the following objective in relation to prevention, protection and response over the next four years. Actions related to the objective are defined in the London Safety Plan.

***Improve the safety & security of Londoners through our prevention and protection activities***

## Performance data

The indicators below provide a snapshot of our performance data relating to protection, prevention and response that will be included in our Sustainable Development Annual Report<sup>15</sup>, for the full suite of indicators, please refer to the monitoring of the London Safety Plan<sup>16</sup> available on our website.

| <b>Performance indicator</b>                            | <b>Metric</b> | <b>Baseline performance (2008/9)</b> | <b>Performance as at 2014/15</b> | <b>Target performance (2015-16)</b> |
|---|---------------|--------------------------------------|----------------------------------|-------------------------------------|
| Community safety work as percentage of firefighter time | %             | 10.22                                | 14.0                             | 13%                                 |
| Home fire safety visits                                 | Total         | 48,765                               | 86,961                           | 73,500                              |
| Dwelling Fires  | Total         | 6,659                                | 5,989                            | 6,390                               |
| Dwelling fires - fatalities                             | Total         | 30                                   | 26                               | N/A                                 |
| Dwelling fires – injuries                               | Total         | 685                                  | 494                              | N/A                                 |

# Health, Safety and Wellbeing

## Background

Health and Safety is an important issue for the UK. In 2014-15, 1.2 million working people were suffering from a work-related illness and 27.3 million working days were lost due to work-related illness and workplace injury, costing society an estimated £14.3 billion in 2013/14<sup>17</sup>. Our figures show that we lose some 55k working days per annum due to staff sickness.

As an organisation whose service is reliant on human resources, the majority of which are placed in stressful situations that pose risks to their physical and mental health on a daily basis, we place a strong emphasis on health, safety and wellbeing. The most common issues encountered are likely to be the result of musculoskeletal disorders, stress, violence, and slips and trips.

We know that the majority (60%)<sup>18</sup> of stress, anxiety and depression related illness in our organisation is not work related. Whilst the provision of support may be of assistance the focus needs to be around helping staff to build personal resilience through our counselling and wellbeing and occupational health services.

## Recent Highlights

- Reduced RIDDOR reported occurrences by 15% and vehicle accidents by 28% over the last 5 years.
- Coinciding with becoming a member of 'Health and Wellbeing Week', we launched the new 'Health Matters' portal for staff providing a wider range of health and wellbeing information and a personal risk appraisal tool.

## Business as usual

We have 'mainstreamed' a number of initiatives including:

- Running a three year rolling programme of Health, Safety and Environment audits at all sites.
- Offering Counselling and Wellbeing; and Occupational Health services, to help staff stay healthy and in work, and to return to work as soon as appropriate following an illness.
- Hold regular health and safety awareness campaigns such slips and trips injuries, and wellbeing events
- All staff can apply for flexible working hours and/or working from home as appropriate to their role.
- Continue to publicise the Mayor of London's intermediate affordable housing programme 'First Steps'.

## Objective

We commit to the following objective in relation to health, safety and wellbeing over the next three years, actions related to the objective are detailed in Appendix 1.

***Protect and promote the health safety and well being of our staff.***

## Performance data

The indicators below provide a snapshot of our performance data relating to health, safety and wellbeing that will be included in our Sustainable Development Annual Report. Further indicators are reported to the Resources Committee covering Health and Safety each July and Attendance 6-monthly, available on our website.

| <b>Performance indicator</b>                       | <b>Metric</b> | <b>Baseline performance (2008/9)</b> | <b>Performance as at 2014/15</b> | <b>Target performance (2015-16)</b> |
|--|---------------|--------------------------------------|----------------------------------|-------------------------------------|
| Staff sickness - shift/days lost (operational)     | %             | 3.81                                 | 5.1                              | 3.65%                               |
| Staff sickness - shift/days lost (non-operational) | %             | 3.21                                 | 3.19                             | 2.48%                               |
| Staff sickness - shift/days lost (control)         | %             | 5.4                                  | 8.09                             | 4.70%                               |
| RIDDOR events                                      | Total         | 180                                  | 133                              | 129                                 |
| RTAs involving fire appliance                      | Total         | 833                                  | 482                              | N/A                                 |

# Equality and Social Inclusion

## Background

London is the most ethnically diverse area in England and Wales, (just over 40% of London's population is BME)<sup>19</sup> and the population is growing and with it the diversity of the communities we serve. The population is expected to grow to over ten million by the 2030's with ethnic minorities accounting for over three-quarters of this increase, additionally the current population is aging, whilst a new baby boom is also occurring<sup>20</sup>.

As a public body we have a legal duty to advance equality of opportunity and eliminate discrimination to our staff and service users. However, 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. Increasing the diversity of our staff is essential if we are to achieve this. Removing barriers to equality also brings about further opportunities by enabling our existing and future staff to reach their full potential.

Our responsibility to provide equality in the way that we provide our service extends to our supply chain. Small and Medium Enterprises (SMEs) account for 99.9% of all businesses in the UK and they can offer innovative, flexible and efficient solutions, yet they are not proportionately represented within public sector supply chains. Work in this area is referenced under economic themes by some organisations, demonstrating the crossover between sustainability themes that often occurs in taking forward particular issues as the benefits and impacts rarely address one theme alone.

## Recent Highlights

- In 2015 successful BME applicants increased from 12.5% in 2011 to 24.4% in the 2015 recruitment round.
- The new Assessment of Risk identifying six 'concerns' for local communities (deprivation, aged over 65, high-rise, population density, heritage, local risk), assessing how those concerns turn into 'risks' (incidents, casualties) that we respond to, and identifying the 'control' measures (prevention, protection and response) that we have in place. Further concerns can be added over time following external stakeholder engagement (e.g. with local councils).
- Our SME spend has reached 39% exceeding previous highs, and our 10 day payment performance consistently achieves 98% or more.

## Business as usual

We have 'mainstreamed' a number of initiatives including:

- Monitoring and reporting on the race, gender, disability and sexual orientation of our workforce.
- Providing targeted pre-selection skills workshops at recruitment open days to help applicants from under represented groups prepare e.g. physical tests for women; applications and interviews for BME applicants.
- Targeting Home Fire Safety Visits to the most vulnerable in the community, e.g. older and disabled people, and people with alcohol and/or drug dependency.
- Requiring key suppliers to support SMEs to join their supply chain and report performance quarterly.

## Objective

We commit to the following objective in relation to equality and social inclusion over the next three years, actions related to the objective are detailed in Appendix 1.

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

## Performance data

We consider and measure diversity and equality with regards to our entire workforce. In order to provide a snapshot of our performance data relating to equality and social inclusion, the workforce indicators referenced

below are those related to the largest sector of our workforce. This will be included in our Sustainable Development Annual Report . The full suite of indicators are reported on our website under [Our Performance](#).

| Performance indicator                   | Metric | Baseline performance (2008/9) | Performance as at 2014/15 | Target performance (2015-16) |
|---|--------|-------------------------------|---------------------------|------------------------------|
| Operational Workforce Composition       |        |                               |                           |                              |
| BME                                     | %      | 10.91                         | 12.2                      | N/A                          |
| Women                                   | %      | 3.82                          | 6.5                       | N/A                          |
| Disabled                                | %      | 1.80                          | 3.0                       | N/A                          |
| LGB                                     | %      | 3.09                          | 3.6                       | N/A                          |
| HFSVs to priority groups                | %      | 34.25                         | 94.0                      | 80.0%                        |
| Undisputed SME invoices paid in 10 days | %      | 76.20*                        | 98.9                      | 95%                          |
| Spend with SMEs                         | %      | 26.50                         | 39.0                      | 33% by 2020                  |

\*2009/10

# Environment & Climate Change

## Background

The International Panel on Climate Change has recommended that temperature increases are stabilised to below 2°C to limit the serious and irreversible impacts of climate change, including an increase in extreme weather events<sup>21</sup>. In recognition of this, the 2015 Paris Climate Conference or COP21 agreement adopted by 196 countries, recognised 'that climate change represents an urgent and potentially irreversible threat to human societies and the planet and thus requires the widest possible cooperation<sup>22</sup>. MET Office records indicate that we are already at the halfway point towards the 2°C threshold<sup>23</sup>. In order to do this, it is estimated that carbon neutrality needs to be reached by the end of the century, as such **this strategy sets out an aspiration to achieve carbon neutrality by 2100.**

The impacts of climate change, in particular increases in extreme weather events will directly impact the Brigade, through our emergency response service. Winter rainfall in London is expected to increase by 20%, increasing the risk of flooding, and hotter drier summers are expected<sup>24</sup>. Whilst our operating capacity spikes during extreme climatic events, civil disturbances have resulted in a heavier use of resources. Most frequently it is large fires that place a heavy demand on our resources. Grass fire incidents remain low at about 4% of all incidents in 2014/15 and in 2003, one of the hottest, driest summers on record, they accounted for 8%. Overall utilisation of resources remains within acceptable levels.

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<sup>25</sup>. Our approach to managing incidents, by responding to them quickly and effectively, indirectly benefits the environment in London, by reducing the potential pollution caused. Having due regard to the natural environment at incidents directly reduces the potential impact and by continually examining the way we use resources to deliver our service, we have the opportunity to reduce resource consumption and deliver financial benefit. The aims of all our environmental plans covering travel, waste, and biodiversity are all based on reducing environmental damage and resource consumption. Opportunities presented through the latest thinking and technology advancements on these subject will be considered when the plans are revised.

In particular, we now know that some 9,500 people die early each year in London due to long-term exposure to air pollution.<sup>26</sup> Additionally diesel vehicles are the main cause, being responsible for around 40 per cent of nitrogen oxides (NOx) emissions.<sup>27</sup> The Brigades fleet of over 500 vehicles has to date been predominantly diesel and there is a clear need for us to continue exploring options to introduce low emission vehicles throughout our fleet. The introduction of the Ultra Low Emission Zone in 2020 will place requirements on our entire fleet, although approximately 20% of our fleet will have met the requirement through normal replacement cycles, the remainder will require some form of abatement technology.

Water is a critical resource for the Brigade as our primary fire fighting method and demand is predicted to outstrip supply by 133 million litres per day by 2020 in a dry year<sup>8</sup>. Whilst we have priority in obtaining water when we need it, we need to be mindful of the pressures on availability and consider whether we can use water more efficiently at critical times without compromising public safety.

## Recent Highlights

- Reduced our carbon emissions further achieving 39% reduction from 1990 through building energy efficiency upgrades and renewable energy.
- Demonstrated through the FIRED-uP project the benefits on introducing telematics on to new frontline vehicles to deliver fuel and maintenance efficiencies.
- Paved the way for a low emission fleet by installing Electric Vehicle Chargepoints on 75% of our estate and confirmed the suitability of low emission cars for our fleet.
- Started testing Selective Catalytic Reduction technology on our vehicles for ULEZ compliance in 2020.

## Business as usual

We have 'mainstreamed' a number of initiatives including:

- Maintaining an ISO 14001 certified Environmental Management System.
- Offsetting carbon emissions from unavoidable air travel via the Government Carbon Offset Facility.
- Setting vehicle emission limits for Brigade car scheme, whereby the lowest emission vehicles attract the greatest subsidy.
- Aiming for all new stations to be built to BREEAM Excellent, and requiring renewable energy as part of any major Capital works project.

## Objectives

Over the next three years we commit to the following objectives in relation to the environment and climate change, actions related to the objectives are detailed in Appendix 1.

***Reduce our CO<sub>2</sub> emissions by 45% from 1990 levels by 2020.***

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

***Protect the environment from harm through emergency response and delivery of our service.***

## Performance data

The indicators below provide a snapshot of our performance data relating to environment and climate change that will be included in our Sustainable Development Annual Report.

| Performance indicator   | Metric | 2008/9 baseline | Performance as at 2014/15 | Target performance (2020/21) |
|---|--------|-----------------|---------------------------|------------------------------|
| Total CO <sub>2</sub> emissions                               | Tonnes | 21,452          | 14,352                    | N/A                          |
| Reduction in CO <sub>2</sub> emissions (1990 baseline)        | %      | N/A             | 39.39                     | 45%                          |
| Energy generated through renewable resources                  | %      | 3.07            | 5.65                      | 12%                          |
| Total waste produced  | Tonnes | 1,618           | 1,082                     | N/A                          |
| Recycling rate  | %      | 44.21           | 98.16                     | 98.0                         |
| Water consumption change from previous year (non-operational) | %      | 15.6            | -11.29                    | N/A                          |
| Spending on sustainable products                              | %      | N/A             | 5.3                       | 7.5                          |

# Economic Value

## Background

Although the total cost of fire has not been calculated for some time, estimates for England in 2008 at £8.3bn demonstrate the financial impact is considerable. In London, this equated to £162,056 per 1,000 members of the population, higher than the regional average for England of £160,887<sup>28</sup>. That would put costs for London at over £1bn. It is clear that our prevention and response work can make a major contribution to wider economic savings, and our fire safety protection work plays an instrumental role in protecting London's economic activity.

As a public sector organisation we have been required under the Public Service (Social Value) Act 2012 to consider how we can deliver greater value for money through our purchases in regard to economic, social and environmental well-being. The Modern Slavery Act 2015 sets out further requirements to review our suppliers practices. We have however, been addressing these areas for some time through the implementation of the Responsible Procurement Policy, of which several themes deliver direct economic benefit to London.

The London Living Wage (LLW) was instigated in 2006 and along with many other organisations we have been working to introduce it into relevant contracts since then. The poverty rate among working families has risen to 21%, higher than the rest of England and London a decade ago (both 15%)<sup>29</sup>. This demonstrates the ongoing importance of applying the LLW, which has lifted over 6,500 families out of poverty, reduces staff turnover and produces a more motivated and productive workforce.<sup>30</sup>

Apprenticeships provide a cost-effective way of nurturing young talent, helping to address skills shortages and providing quality assurances around maintaining skills capacity to deliver services. A new UK-wide levy on apprenticeships, will encourage businesses to invest in their apprentices and take on more<sup>31</sup>. The levy will also apply to the Brigade and we will look at further opportunities to support apprentices in our organisation.

Support for SMEs is referenced under Equality and Social Inclusion.

We also have a responsibility to deliver an effective and efficient service, responding to ongoing Government reductions in funding, which are expected to be in the order of £27.8m over the next 3 years.

## Recent Highlights

- Introduced whole life costing assessment policy and ethical trade procedure for procuring goods and services.
- Demonstrating that Responsible Procurement actions in 2 contracts delivered £1.97 (Cleaning) and £1.31 (West Norwood build) in value to the community for every £1 spent.

## Business as usual

We have 'mainstreamed' a number of initiatives including:

- Including apprenticeship requirements, London Living Wage and ethical trading standards into key contracts.
- Providing 3 Business Administration apprenticeships per annum at our Head Quarters.
- Continue to work in partnership with English Heritage to protect London's important heritage sites.
- Providing guidance and support to businesses in undertaking contingency planning for the event of a fire and providing an 'After the Fire' advice booklet to businesses when a fire occurs.

## Objectives

We commit to the following objectives in relation to the economic value over the next three years, actions related to these objectives are detailed in Appendix 1.

***Support skills and employment for Londoners through apprenticeship opportunities.***

***Support businesses in understanding the economic impact and risks of fire and encourage businesses to undertake contingency planning.***

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

## Performance data

The indicators below provide a snapshot of our performance data relating to economic value that will be included in our Sustainable Development Annual Report.

| Performance indicator                                   | Metric | Baseline performance | Performance as at 2014/15 | Target performance (2016-17) |
|---|--------|----------------------|---------------------------|------------------------------|
| Contractor's staff paid London Living Wage              | Total  | 181*                 | 182                       | N/A                          |
| Annual apprenticeship starts in LFB or on our contracts | Total  | N/A                  | 9                         | N/A                          |
| Mayors Financial Savings target                         | £ or % | N/A                  | £35.6m or 9%              | £6.4m                        |
| Proportion of Waste Sites with low fire risk            | %      | 52"                  | 52                        | N/A                          |

\* 2009/10

" October 2015

# Ensuring that sustainability runs through all our activities

## Background

One of our six strategic aims is to ensure that sustainability runs through all our activities. Our intention is that it should become part of our standard way of working, across all that we do, which is evidenced by the 'business as usual' activity listed throughout this report. However sustainable development is a process of continual improvement, picking up on changes in legislation, technology and risk. As such we need to continually evaluate our performance, review and update our practices, raise awareness amongst our staff and support them to take action in their roles in order to maintain our leadership position.

## Recent Highlights

- Introduced Green impact, with 16 active teams in year one and 31 teams registered in year two across our stations and offices.
- Sustainable Development Impact Assessments are consistently completed on over 95% of some 500 policies.
- Runner up of the Most Sustainable Public Sector Organisation in the Emergency Services of the Public Sector Sustainability awards 2014.

## Business as usual

We have 'mainstreamed' a number of initiatives including:

- Annually publishing our performance on sustainable development as reported to our Authority and in line with international reporting guidelines.
- Sharing and promoting best practice with partner organisations, including other GLA organisations, fire services and London Boroughs through network meetings.
- Undertake Sustainable Development Impact Assessments for all policies and corporate projects.

## Objective

We commit to the following objective in relation to ensuring that sustainability runs through all our activities over the next three years, actions related to these objectives are detailed in Appendix 1.

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

## Performance data

The indicators below provide a snapshot of our performance data relating to ensuring that that sustainability runs through all our activities will be included in our Sustainable Development Annual Report.

| Performance indicator     | Metric | Baseline performance (2008/9) | Performance as at 2014/15 | Target performance (2016-17) |
|---------------------------|--------|-------------------------------|---------------------------|------------------------------|
| Project A SDIAs completed | %      | N/A                           | 66.6                      | 100%                         |
| Policy SDIAs completed    | %      | N/A                           | 96.8                      | 100%                         |
| Number of Green Champions | Total  | 176                           | 171                       | N/A                          |

## Appendix 1 - Sustainable Development Action Plan 2016 - 20

| Objective  | Actions   | Action lead (PMF)          | Target year for completion |
|--|---|----------------------------|----------------------------|
| Prevention, Protection, Response   |   |                            |                            |
| Improve the safety & security of Londoners through our prevention and protection activities                                  | Actions to address this objective are identified and defined in our corporate plan – The London Safety Plan.                          |                            |                            |
| Health, safety and wellbeing   |   |                            |                            |
| Protect and promote the health, safety and well being of our staff   | Make improvements to our systems and training for accident investigation  | Health & Safety Services   | 1                          |
|  | Review and improve our approach to hygiene during and post incidents*   | Health & Safety Services   | 1                          |
|  | 'Obtain the 'achievement' level of the London Healthy Workplace Charter status  | Development & Training     | 1                          |
| Equalities & social inclusion  |   |                            |                            |
| Developing a diverse and inclusive workforce, supported by a diverse and inclusive supply chain, serving diverse communities | To develop a 10 year equality and diversity strategy.   | Strategy & Inclusion       | 1                          |
|  | Improve the diversity of fire fighter applicants through our 2016 recruitment round by continuing to require London based applicants. | Human Resources Management | 1                          |

| Environment & climate change  |  |                        |         |
|---|--|------------------------|---------|
| Protect the environment from harm through emergency response and how we deliver our service | Update our ISO 14,001 certified EMS to the 2015 standard.  | Procurement            | 2       |
|   | Develop a single environment action plan in support of the Mayor of London's upcoming single Environment Strategy addressing our risks and impacts related to climate change mitigation and adaption, travel, air quality, waste minimisation (including the circular economy), biodiversity, and water. | Procurement            | 2       |
|   | Increase our use of electronic means of communicating and recording information by:  |                        |         |
|   | <ul style="list-style-type: none"> <li>Assessing the requirement for paper copies of newsletters following the outcome of the internal communications survey*</li> </ul>   | Communications         | 1       |
|   | <ul style="list-style-type: none"> <li>Recording station log book information electronically*</li> </ul>   | Central Operations     | 1       |
|   | <ul style="list-style-type: none"> <li>Recording fleet vehicle and equipment checks electronically</li> </ul>  | TSS                    | 1       |
|   | <ul style="list-style-type: none"> <li>Focussing on using digital tools for public consultations and engagement</li> </ul>   | Communications         | Ongoing |
|   | Investigate options to reduce distances staff travel through standbys*   | Central Operations     | 4       |
| Reduce our CO <sub>2</sub> emissions by 45% from 1990 levels by 2020                        | Investigate the potential to reduce water consumption through fire fighting without compromising response efficiency or safety, through a range of activities including firefighting tactics, equipment and further developing our approach to the use of controlled burn.                               | Operational Policy     | 4       |
|   | To investigate the potential use of cold cutting technology to use less water to extinguish and control fires.   | Operational Resilience | 2       |
|   | Develop a programme to encourage our staff to be more water efficient at work and at home  | Procurement            | 2       |
|   | Replace all fleet cars with electric/hybrid  | TSS                    | 1       |
|   | Pilot provision of improved user control of heating, allowing on/off control   | TSS/Procurement        | 1       |

|   |  |                            |   |
|---|--|----------------------------|---|
|   | within temperature limits set in Policy 746 to reduce emissions.*  |                            |   |
|   | Replace all petrol generator powered equipment with rechargeable battery operated equipment on frontline vehicles*   | TSS                        | 2 |
|   | Achieve 43% electricity, 16% gas and 19% water reductions at 21 stations through (REFIT) upgrades: <ul style="list-style-type: none"> <li>8 renewable energy installations</li> <li>39 water &amp; energy efficiency upgrades</li> </ul> | TSS                        | 2 |
|   | Identify incentives to encourage staff to adopt low emission vehicles*   | Procurement                | 2 |
|   | Investigate options for a low emission frontline vehicle*  | TSS                        | 4 |
|   | Consider the potential to further reduce the emissions of all our car schemes by moving to a pool car scheme of low emission vehicles*   | Human Resources Management | 4 |
|   | Explore options to trial Biodiesel B20 mix produced from waste fats and oils in frontline vehicles where manufacturers warranties are supportive   | Procurement                | 4 |
| Ensure that we have the capacity to respond to the challenges posed by climate change.                | Review the effects of a changing climate, and associated risks, in developing the London Safety Plan 6 to ensure appropriate capacity levels continue to be maintained.  | Strategy & Inclusion       | 1 |
|   | Provide flood safety advice via our website  | Communications             | 1 |
| <b>Economic value</b>   |  |                            |   |
| Support skills and employment for Londoners through the provision of apprenticeship opportunities     | Investigate the potential to introduce an apprenticeship scheme as part of fire fighter recruitment  | Human Resources Management | 1 |
| Support businesses in understanding the economic impact and risks of fire and encourage businesses to | Provide Inspecting Officers with a refresher on the importance of environmental protection for businesses adjacent to SSSIs in undertaking contingency planning for fire   | Procurement/Fire Safety    | 1 |

|   |   |                        |         |
|---|---|------------------------|---------|
| undertake contingency planning  | Establish a forum on waste fires with the Local Government Association to discuss how local authorities can support prevention work through closer partnership with the Fire and Rescue Service and EA at local level | Communications         | 1       |
|   | Continue to deliver the Waste and Recycling Fire Prevention Strategy in London  | Fire Safety            | 2       |
| Continually improve the social value obtained from the public money we spend.   | Review our approach to delivering Social Value through procurement and measuring our progress   | Procurement            | 1       |
|   | Work with the GLA to refresh the GLA Group Responsible Procurement Policy in line with the Social Value Act   | Procurement            | 1       |
|   | To review the Whole Life Costing outcome of key building elements to inform our aims around BREEAM.   | TSS                    | 2       |
|   | Improve the transparency of capital spending to support implementation of our Whole Life Costing Policy   | Finance                | 2       |
|   | Incorporate Responsible Procurement into our Contracts Management Database  | Procurement            | 2       |
|   | Undertake a Gap Analysis of our processes against the future ISO 20400 Standard on Sustainable Procurement to improve our delivery of social value  | Procurement            | 3       |
|   | Monitor how the London Pensions Fund Authority in addressing sustainability issues in its investment strategy.  | Finance                | Ongoing |
|   | Further incorporate procurement and broader sustainability issues such as ethical supply into our certified EMS.  | Procurement            | 3       |
| <b>Ensure that sustainability runs through all our activities</b>               |   |                        |         |
| Support our staff to ensure that Sustainability runs through all our activities | Provide sustainability and environmental training to all staff through*:  |                        |         |
|   | • Environment Protection training to station managers   | Procurement            | Ongoing |
|   | • Environment induction to new recruits and non-operational staff   | Development & Training | Ongoing |
|   | • Green Champion led 'climate change presentation' to all stations  | Fire Stations          | 1       |

|   |                           |        |
|---|---------------------------|--------|
| Annually review our Green Impact competition with participants to ensure it provides support, motivation and remains relevant         | Procurement               | Annual |
| Improve environmental awareness through our youth engagement programmes   | Fire Safety               | 1      |
| Highlight the Brigades historical links to and ongoing support of the Environment through our 150 year celebrations by:               |                           |        |
| <ul style="list-style-type: none"> <li>Planting the London Fire Brigade Forest with 150 trees</li> </ul>                              | Communications            | 1      |
| <ul style="list-style-type: none"> <li>Establishing a bee hive at fire station through the British Bee Keeping Association</li> </ul> | Procurement               | 1      |
| Identify opportunities to use our influence for positive benefit to the community where they support fire safety                      | Fire Stations/Fire Safety | 2      |
| Deliver green champions induction sessions to support further staff to become Green Champions   | Procurement               | 4      |

\* Actions that have been suggested by or support suggestions made through our staff engagement on the strategy

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