

Report title

Environmental Management System (EMS) Update

Report to

Corporate Services DB
Operational Delivery DB
Commissioner's Board
London Fire Commissioner

Date

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10 February 2021

Report by

Assistant Director, Technical and Commercial

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If redacting, give reason:

I agree the recommended decision below.



Andy Roe
London Fire Commissioner

This decision was
remotely signed on
Date **29 March 2021**

Executive Summary

This report forms the annual management review of the London Fire Commissioner's (LFC) Environmental Management System (EMS), as required by the International Standards Organisation (ISO) 14001 certification. It provides an update on the progress of the Brigade wide EMS and recent recertification audits by the British Standards Institute (BSI), at which the Brigade's recertification to ISO 14001:2015 Standard was confirmed following the external audits by the BSI.

The EMS has been working effectively over the 3 year certification cycle, and the management of environmental risk by LFC is of a good standard. The knowledge of environmental issues and engagement by staff has improved, and this was noted by the BSI auditor.

In particular this report sets out:

- a. the changes made to meet COVID requirements and restrictions;

- b. the key findings from our external recertification document audit in July 2020: three minor faults were raised, this is an improvement of 6 identified at the last recertification audit in 2017;
- c. no findings were raised from our external station audits in November 2020, and it was noted the management of environmental risk at these Stations was very high;
- d. no findings were raised for the MOPAC data and system audit conducted in December 2020, and a substantial assurance rating was awarded. This is a significant improvement to previous years;
- e. the key findings and trends from the internal Station environment audit programme: no Major faults were identified, 26 Minor faults were raised from 8 Station audits carried out so far in 20/21; and
- f. a review of performance of other key elements of the EMS.

Recommended decision

For the London Fire Commissioner

That the London Fire Commissioner notes the content of this report.

Introduction and Background

1. LFC has operated a Brigade wide certified EMS to the ISO 14001 Standard (an internationally recognised standard for the management of environmental impacts) since September 2014. The Brigade was successfully re-certified to the new ISO 14001:2015 Standard in 2017 and as a result of the audits conducted in July and November 2020 a recommendation is made for recertification for the next 3 years.
2. The ISO 14001 Standard requires top management to review the EMS at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The Management Review function for the EMS is to be completed annually by the Commissioners Board (CB).
3. This update report is structured to address the following requirements of the ISO 14001 Standard:
 - Any requests for further resources if required.
 - An update on internal and external audit findings.
 - An overview of trends and root causes.
 - Status of actions from previous reports.
 - Status of environmental objectives.
 - Compliance obligation changes and actions to address them.
 - Changes in environmental aspects, risks and opportunities.
 - Any changes that have affected the performance and effectiveness of the EMS.
4. LFC's EMS covers all sites and functions, however, only the management functions of the Brigade (represented by Departments) and those locations that have been identified as posing the highest risk of adverse environmental impact are within the scope of the certified element of the EMS. The reduced scope is considered to provide better value and a more manageable approach to ISO 14001:2015 certification. This includes:

- All departments
- Operational Support Centre (OSC)
- 10 of the 14 'high risk' fire stations identified, which are:

Certified high risk Fire Stations	Feltham Kingston Kentish Town Poplar Finchley	Barking Northolt Harrow Croydon Sutton
Uncertified high risk Fire Stations*	Old Kent Road Wandsworth	Ealing Forest Hill

* The option to increase the scope of the certification to include all 14 high risk stations is under review as noted in paragraph 16

5. Having an EMS in place provides assurance that the Brigade is compliant with environmental legislation and other compliance requirements. It also helps to reduce our impact on the environment by supporting increased efficiency of resource use and minimising consumption. Furthermore, our EMS assists the Brigade's implementation of the Mayor's London Environment Strategy.

External Recertification Audit 2020

6. Due to COVID restrictions, the external audits were split into remote audits over 2 days in July 2020: reviewing system documentation; policies; internal audit reports and evidence of environmental legal compliance, using MS teams and file sharing. In addition, a remote operational control and 3 stations site audit over 1 day in November 2020, conducted using video calling. Both were carried out by BSI and facilitated by the Sustainable Development team.
7. The audits covered various elements of the system, and sample sites listed on the certificate as set out in the 3 year plan at Appendix 1. The 2020 site audits covered: Northolt, Harrow and Finchley.
8. The external auditor noted that: "The objectives of the assessment have been fully met remotely. As a result of the objective evidence seen from both parts of the recertification assessment, a recommendation is made for recertification to ISO14001:2015." In particular:
 - The management system has been working effectively over the certification cycle - clear linkages have been demonstrated from the sustainability strategy through to the environmental policy.
 - The aspects register has identified significant aspects, which have been used to set environmental objectives.
 - Continual improvement of the management system has been affected through local inspections, internal audits and third-party audits.
 - The management review process has been used to review performance against the intended outcomes of the management system and to endorse new objectives.
 - Internal and external performance measurement and reporting is effective.
 - The management system was demonstrated to be effective through both internal and external changes to reflect changing needs of interested parties.

9. Both external and internal audits categorise findings as per the definitions set out in Table 1.

Table 1: Findings Characterisation

Major Fault	Where there has been a pollution incident; a breach of regulations; or a Minor Fault that was escalated as it remained open for an extended period of time.
Minor Fault	A 'Minor Fault' occurs where there is the potential for a pollution incident or a near miss, breach of regulations or non-compliance with Brigade policy.
Opportunity for Improvement	An 'Opportunity for Improvement' is an opportunity to improve the system, repeated occurrence may lead the system to fail if preventive action is not taken, or a noted potential area to make a system improvement

10. No major faults and three minor faults were raised through the 2020 external audit, due to the two part audit process this time, the three findings had been addressed and two were closed off in November 2020:

Table 2: Findings Characterisation

Finding- Minor	Corrective Action
The interested parties register does not define communication and the Communications Log details only awareness programmes.	To include a column detailing the specific communication to interested parties and hyperlink to records of these. Update the communications log with past communications Finding closed November 2020
The environmental policy, available on the internet, is from December 2017 and is signed by the previous commissioner.	To remove signatures from the Environment Policy and publish on the LFC website and send to staff Finding closed November 2020
Periodic testing of spill drills is not carried out - fuel spills have been identified as a significant aspect.	Include a physical spill test at each internal Station Audit. This will require staff to physically show what equipment they would use from the station Spill kit, how they would contain the spill and how they would dispose of the spill equipment. In policy number 0747 - polluting material storage and spillage procedure- include a paragraph detailing the testing of spills at Stations Finding partially closed November 2020, will be signed off once evidence of drills taking place at stations have been logged.

11. Two 'Opportunities for Improvement' were observed regarding version control and additions to the interested parties list; these actions have been partially completed.
12. Table 3 below, details the External audit findings since 2014, which demonstrates that most audit findings occur as part of the recertification process, in particular with regards to addressing the requirements of a new standard as was the case in 2017 and the recertification this year. Performance identified at the interim validation audits continues to remain at a high standard.

Table 3: External Audit Findings

External Audits	2015	2016	2017 (recertification)	2018	2019	2020 (recertification)
Major	0	0	0	0	0	0
Minor	1	1	6	0	1	3
Opportunity for Improvement	1	0	7	2	1	2
Total	2	1	13	2	2	5

Internal Audit Programme

13. Internal audits cover environmental legal compliance, contract tendering, contract management, environmental data verification, and the EMS compliance with the Standard. High risk stations and departments, as determined by the environmental aspects review, are audited annually. The outcome of these audits is captured in the sections below.
14. Environmental aspects are any element of the organisation's activities, products or services that interact or can interact with the environment e.g. storage of diesel fuel. Environmental aspects and impacts are scored for risk of potential pollution and are reviewed 6 monthly to account for any changes to activities. There were no significant changes to the environmental aspects in 2020. The risk score along with the 'Degree of Control' determined by the previous internal EMS audit forms the basis for setting subsequent audit programmes.
15. To ensure continual improvement of the EMS, an annual review is undertaken of station risks. The most recent reviews identified the management of petrol storage at Operational Support Unit locations, and changes to foam training Station locations; increasing the overall risk scores for Ealing, Wandsworth and Old Kent Road Fire Stations, moving them into the 'high risk' category. Erith, which has been a high risk station since the start, has consistently had an excellent level of control over environmental risk, and has now been dropped from the high risk stations, due to the risk threshold increasing.
16. This takes the total of Stations rated as high risk to 14, with only 10 stations certified with the EMS. The option to increase the scope of the certification to include all 14 high risk stations is under review. If this can be contained within existing budget, this will be taken forward as part of the next External audit in July 2021.

Station Audits and Trends

17. At the start of the 2020 audit schedule in April, due to COVID restrictions, on site audits could not take place. Self certification audits were developed to be completed by the Station Commanders (SCs), all were completed to a high standard by the SCs for quarter one and quarter two. Seven Minor Findings and one Opportunity for improvement were reported and these were then followed up with site visits from September.
18. No Major Faults were identified in any 2020 audits, 26 Minor Faults and 21 Opportunities for Improvements were raised from the eight Station audits conducted to date.
19. The auditor awards a 'Degree of Control' score over environmental risks, where five indicates the highest degree of control and one indicates the lowest as shown below.
20. It had been identified that as a result of improved management, fewer Minor Faults are incurred at stations. To ensure continual improvement within the EMS, a review of the degree of control scoring took place before the audit schedule in April 2020. This amended the scores so if a minor was found at a station that site could no longer achieve an excellent score.

Table 4: Degree of Control over Environmental Risk

Degree of Control Score	Major	Minor	Other factors that may influence score
5 Excellent	0	0	Excellent management of risks
4 Good	0	1-3	Good management of risks
3 Minimum Acceptable	0	4-6	N/A
2 Poor	1-3	7-8	N/A
1 Unacceptable	4+	9+	N/A

21. A summary of findings and audit trends from station audits for 2020/21 (where completed), is given in Table 3 below, which indicated a reduction in stations scoring excellent, due to the degree of control score review. The general management of environmental risk identified by Stations is of a good standard.

Table 5: Station Audit Summary.

Station	Category of Finding									
	Major Faults		Minor Faults		Opportunity for Improvement		Noteworthy Efforts		Degree of Control	
	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
Barking	0	-	5	-	4	-	2	-	3	-
Croydon	0	-	2	-	2	-	1	-	4	-
Feltham	0	-	4	-	2	-	1	-	3	-
Finchley	0	0	4	3	4	2	2	1	4	4
Forest Hill	0	-	2	-	3	-	5	-	4	-
Harrow	0	0	1	2	1	1	2	1	5	4
Kentish Town	0	0	1	3	1	3	0	1	5	4
Kingston	0	-	2	-	2	-	1	-	4	-
Northolt	0	0	3	2	1	2	1	2	4	4
Poplar	0	0	2	5	5	5	2	1	4	3
Sutton	0	-	3	-	4	-	1	-	4	-
Wandsworth	-	0	-	4	-	3	-	2	-	3
Ealing	-	0	-	3	-	2	-	2	-	4
Old Kent Road	-	0	-	4	-	3	-	2	-	3
Total	0	0	30	26	35	21	19	12		

*6 audits for 2020/21 are due in quarter 4.

**Wandsworth, Ealing and Old Kent road did not have audits conducted in 19/20

22. In 2020 the Minor faults identified were for:

- Stations not having chemical spill bins (4 instances at 3 stations)
- Incorrect separation and management of waste and recycling (5 instances at 4 Stations)
- Spill management of DERV tanks (5 instances at 4 Stations)

23. Audit findings for 2020 indicate a continued trend of improved control over storage of chemicals (2 instances) and storage of rock salt (0 instances).

24. The level of engagement at internal station audits in 2020 has improved, after previous reports noting challenges in this area, this is due to the increased deputising to Sub Officers or Station Officers by Station Commanders. To support improved engagement, the audit procedure now includes:

- Opening and closing meetings with attendees to explain the purpose of the audit and to agree all findings prior to the audit report write up. This is documented in the audit report, detailing who was present, and who is responsible for addressing the findings, if not the Station Commander.
- Sub Officers or Station Officers are now included in the organising and arrangement of audits if the Station Commander is unavailable. It is proposed that this also includes the watch on duty for information.

Department Audits

25. Due to COVID restrictions, there has been a delay in conducting the department audits for the 20/21 audit schedule. The outstanding audits, including: Property; Technical and Commercial; Fire Stations; Operational Policy; Communications and Strategy and Risk will be conducted in Quarter 4.

Internal Compliance Audit

26. A Compliance audit took place in July 2020 and the audit was finalised in September 2020 involving the Property Department. This audit concluded that there was a minimum acceptable level of control over environmental risks. Due to COVID restrictions the evidence required for this audit was delayed.

27. Four Minor faults were identified, as detailed in appendix 2. All faults have subsequently been addressed and closed, with evidence provided. The next internal Legal Compliance audit is due to be completed in March 2021.

Contract Audits

28. Two contract audits are due in 2020/21. Due to increased pressures to the rest of Technical Services and Support, it had been agreed to delay these audits. This has been noted in the EMS programme and discussed with the external auditor. These will be completed in Quarter 4.

MOPAC Audits

29. MOPAC completed internal data and system audits in December 2020, providing a degree of independence for the activities managed by the Sustainable Development team, who also manage the EMS. This review focused solely on clause 4 (Context of the Organisation) against the ISO 14001 standard (2015 version) as well as assessing the data quality in relation to energy data.

30. The draft report was issued in December 2020 and has received a substantial assurance rating, noting that the control framework is sound and operating effectively to mitigate key system risks.
31. A follow up review is conducted within 12 months after the issue of the final report to give an updated assurance on the control framework. In addition, the findings are monitored by MOPAC quarterly.
32. The internal data verification and system audits did not identify any findings in 2020, a historical summary of scores and number of findings are detailed below

Table 6: MOPAC Data and System Audits

MOPAC Audits	2014	2015	2016	2017	2018	2019	2020
Assurance Rating	Adequate	Substantial	Substantial	Adequate	Adequate	Adequate	Substantial
High Priority Findings	0	0	0	0	0	0	0
Medium Priority Findings	6	1	1	2	3	3	0
Low Priority Findings	1	2	0	0	0	0	0
Total	7	3	1	2	3	3	0

Training and Awareness

33. The Middle Manager Environment Protection training provides premises managers information on the environmental risks and responsibilities at Stations. Due to COVID restrictions, only two courses took place in 2020, training 24 Station Managers, providing them with the knowledge required to effectively manage environmental risks at Stations. Seven further courses are due in 2021.
34. Guidance has been developed for both stations and departments on EMS audits and support is provided prior to external audit for those involved.
35. The bespoke LFC Environmental guidance tool, 'Environment Matters' has had 912 people completing it to date. The module covers awareness of good practice in:
- managing and recycling waste
 - chemical use and storage
 - water use and conservation
 - hazardous waste management and disposal
 - energy efficiency
 - biodiversity
 - foam and fuel use
 - low emission vehicles
 - environmental protection at stations

36. The Sustainable Development team engaged with the training and Personal Development Department and 'Environment Matters' has been added to Big Learning and included in the Firefighter development pre-course learning.

Objectives and Targets

37. Objectives and targets for the EMS are drawn from the Sustainable Development Strategy 2016-2021 (FEP 2580) and the Single Environment Plan as approved on 31st July 2019, which details 5 aims and 13 actions relating to: air quality; green infrastructure; climate change mitigation and energy; waste; and adapting to climate change. Progress against these aims is underway, with no actions overdue. Performance against the targets and highlights of progress on actions is included in the Sustainable Development Annual Report.

Resources

38. An annual review of resource requirements has been undertaken as part of the EMS scheduled programme, including human resources; specialised skills; organisational infrastructure; technology and financial resources. No additional resources requirements have been identified for the implementation and maintenance of the EMS at this time. It is expected that the addition of 4 stations to the certification can be contained within existing resources.

Communications

39. A variety of different communications and events are coordinated by the Sustainable Development team and the Communications Department in order to ensure that LFC's interested parties can engage with the outcomes of the EMS. A dedicated environment mailbox continues to be used as the main point of contact. All planned events, internal and external communications, including those from interested parties, are recorded. No significant communications including complaints were received from interested parties/external stakeholders.

Continual Improvement

40. The environmental objectives of the EMS are the main approach to achieving continual improvement through the EMS. Progress on these is identified in paragraph 37. Objectives aligned to the LFC 's corporate aims are set for the longer term and actions are reviewed regularly to promote continual improvement. The EMS audits are used to identify opportunities for improvement to the management system as discussed in paragraphs 13-32.

Alternative Options Considered and Consultation

41. This report is an update report for information only and therefore alternative options and consultation is not relevant.

Objectives and Expected Outcomes

42. The ISO 14001 Standard requires top management to review the EMS at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The Management Review function for the EMS is to be completed annually by the Commissioners Board (CB).

Equality Impact

43. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.
44. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
45. The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.
46. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
47. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
48. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

49. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—

(a) tackle prejudice, and

(b) promote understanding.

50. An Equality Impact Assessment (EIA) was undertaken on 15/12/2020. The impact assessment identified the EMS would indirectly have a positive impact for equalities, ensuring sound management practices of environmental risks will benefit all members of staff and the broader community equally. The ISO 14001 Standard is applied equally to all sites and departments according to the relevant environmental risks.

Procurement and Sustainability

51. The intended outcomes of the EMS are to enhance LFC's environmental performance, protect the environment, meet its compliance obligations and other requirements, and fulfil its environmental objectives. The EMS provides assurance that environmental compliance requirements are met, and continual improvement options are identified and taken forward as appropriate.

Strategic Drivers

52. This work supports the strategic pillar 'the best people and the best place to work' of the LFCs Transformation plan, the EMS ensures the Brigades continued improvement on the management of environmental risks.

Workforce Impact

53. This report outlines progress in delivering on an EMS according to the ISO standard. There are no significant changes proposed to the implementation of the Environmental Management System, and there are no direct implications associated with this report requiring staff side consultation

Finance comments

54. This report presents the annual Review of the LFC's Environmental Management System. As set out in paragraph 38 above, an annual review of resource requirements has been undertaken and no additional pressures have been identified.

Legal comments

55. Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the Greater London Authority Act 1999 (GLA Act 1999), as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner

specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

56. Under section 351A of the GLA Act 1999 the Mayor is required to prepare and publish a London Environment Strategy. Under s373 of the GLA Act 1999 the Commissioner must have regard to the London Environment Strategy while exercising any function.
57. One of the core principles of the London Environment Strategy is that the Mayor and the GLA Group, including LFC, should lead by example in tackling environmental challenges.
58. Additionally, the Commissioner has adopted the CIPFA/SOLACE Framework Delivering Good Governance in Local Government which sets out the core principles on which effective governance should be built, including defining outcomes in terms of sustainable economic, social, and environmental benefits. The subject of this report evidences how the Commissioner reviews the effectiveness of the organisation in following the core good governance principles in this regard.
59. International Standards Organisation (ISO) 14001 certification is an internationally agreed standard that sets out the requirements for an environmental management system. Its design assists the Commissioner improve its environmental performance through more efficient use of resources and reduction of waste.
60. Having had regard to the London Environment Strategy and the Commissioner's own scheme of governance the use of ISO 14001 along with the audits referenced in this report are consistent with the duties set out therein.
61. Furthermore, the actions referenced above fall within Section 5A Fire and Rescue Services Act 2004 (FRSA 2004), under which the London Fire Commissioner may do 'anything it considers appropriate for the purposes of the carrying- out of any of its functions...'.

List of Appendices

Appendix	Title	Protective Marking
1.	External Certification Assessment Plan	NOT PROTECTIVELY MARKED
2.	Audit Findings	NOT PROTECTIVELY MARKED

Appendix 1: External Certification Assessment Plan		Audit 1	Audit 2	Audit 3	Audit 4
Business Area/Location	Date (mm/yy)	7/21	7/22	7/23	7/24
	Duration (days)	3	3	3	3
Opening Meeting - review of previous report, changes, incidents, complaints and regulatory communications		X	X	X	X
Context of the Organisation - context, interested parties, scope and general EMS requirements		X		X	X
Leadership and Commitment - Policy, Commitment, Roles and Responsibilities		X		X	X
Top Management Interview				X	X
Planning for Risks and Opportunities		X		X	X
Aspects and Impacts			X		X
Compliance Obligations and Evaluation of Compliance - legal requirements, needs and expectations of interested parties		X	X	X	X
Objectives and Targets		X	X	X	X
Management Review		X	X	X	X
Support Functions		X	X	X	X
Communication - internal and external		X		X	X
Training and Competence				X	X
Control of Documented Information			X	X	X
Resources			X		X
Operational Control and Change Management				X	
Monitoring and Measuring, Performance Evaluation		X	X	X	
Internal audits, nonconformity, corrective and preventive actions		X	X	X	X
General Improvement				X	X
Technical Specialist			X		
Strategic Review				X	
Site tour of Stations/Sites: training, operational controls, communication, emergency response					
Union Street		X	X		
Operational Support Centre (OSC)		X			
Barking			X		
Croydon		X			
Feltham				X	
Finchley					X
Harrow					X
Kentish Town			X		
Kingston		X			
Northolt					X
Poplar			X		
Sutton		X			
Old Kent Road					X
Wandsworth				X	
Ealing				X	
Departmental Review (1 High Risk detailed below and 1-2 Low Risk)					
Operational Policy		X			
Procurement					X
TSS			X		
Fire Stations				X	

Appendix 2: Audit Findings

Internal Compliance Audit Findings

Finding- Minor	Corrective Action
Keir delayed providing records- raised as a service failure by Property:	<p>This compliance audit has been delayed significantly due to records and evidence not being supplied.</p> <p>This has been raised and followed up by Property page during the audit period and has been noted and closed off</p>
<p>Fuel Tanks- Lewisham:</p> <p>6 monthly maintenance required. Kier has not provided evidence of completion despite chasing, so this could not be verified.</p>	<p>Evidence and records of the fuel tank maintenance at Lewisham is required in order to confirm compliance</p> <p>Please provide this to the SD team</p>
<p>MSDS and COSHH risk assessments have been requested from Kier but not received, so this could not be verified.</p>	<p>The COSHH and MSDS records are required from Kier in order to confirm compliance</p> <p>Please provide this to the SD team</p>