

## REQUEST FOR DEPUTY MAYOR FOR FIRE DECISION – DMFD253

### Estate Capital Investment Programme (ECIP) 2026-29

#### Executive summary:

This report requests the approval of the Deputy Mayor for Planning, Regeneration and the Fire Service to authorise the London Fire Commissioner (LFC) to commit capital expenditure of £24,983,113. This is for the purposes of undertaking key asset replacement and enhancement works across the London Fire Brigade (LFB) estate. The recommended programme of capital works will support LFB to provide the best place to work; and seek to embed the principals of quality, sustainability and service delivery. The Estate Capital Investment Programme (ECIP) aligns to the Estate Strategy; and contributes towards the vision of 'An Estate to be Proud of'. The ECIP will be delivered in conjunction with other investment programmes already under way, including carbon net zero and strategic estate projects.

The London Fire Commissioner Governance Direction 2018 sets out a requirement for the LFC to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above as identified in accordance with normal accounting practices".

#### Decision:

That the Deputy Mayor for Planning, Regeneration and the Fire Service authorises the London Fire Commissioner to commit capital expenditure, of up to £24,983,113, for the Estate Capital Investment Programme for financial years 2026-27 to 2028-29.

#### Deputy Mayor for Planning, Regeneration and the Fire Service

I confirm that I do not have any disclosable pecuniary interests in the proposed decision.

The above request has my approval.

#### Signature:



#### Date:

17/02/2025

## **PART I – NON-CONFIDENTIAL FACTS AND ADVICE TO THE DEPUTY MAYOR**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1. As explained in Report LFC-24-094y to the London Fire Commissioner (LFC), the Estate Capital Investment Programme (ECIP) addresses key asset replacement and enhancement works required across the London Fire Brigade (LFB) estate for 2026-27 to 2028-29. It follows the previous programme (LFC-0747y: LFB Estate Capital Investment Programme) for 2024-26, and is part of a wider scheme of investment in the LFB estate. The ECIP's scope includes asset replacement, sustainability works and operational improvements.
- 1.2. The last five years have seen significant investment in the estate, reflecting the amended prioritisation and delivery approach. The programme for 2023-24 delivered £17.5m of investment across key assets. Savings of over £1.5m against original project estimates were achieved in 2023-24 from the use of procurement frameworks and competitive processes. This was invested back into the estate to support key strategic projects.
- 1.3. The programme has been developed based on the condition of the estate's mechanical, electrical, internal and external fabric assets. Data from estate-wide condition surveys has been reviewed to identify the assets most in need of investment. The programme has been developed using this as a basis, alongside asset-performance data from LFB's computer-aided facilities management system, the Property Portal. The condition ratings used are included at Appendix 1. Assets in conditions C and D, and priorities 1 and 2, have been included in the plan. Also included are aged assets and replacements to progress towards the carbon net-zero strategy targets.
- 1.4. Alongside asset-replacement works, the programme includes sustainability works to support LFB's carbon net-zero strategy. Relevant assets that require investment, and meet the condition and priority ratings, have been included in the programme. These will be replaced with electric equivalents, to continue reducing LFB's carbon footprint. An estimated total of 654 tonnes of carbon will be saved annually as a result of this investment programme, once delivered. Further savings will also be enabled by improving the efficiency of the buildings through works such as window and roof replacements.
- 1.5. The ECIP includes flexibility for funding for operational-led requests that need capital funding, and that are required to ensure the portfolio meets the functional requirements of LFB.

#### **2. Objectives and expected outcomes**

- 2.1. The funding for ECIP 2026 uses the LFB Capital Programme funds designated for capital replacement and repair to the LFB estate. The programme will be delivered across three financial years. It is recommended that the capital funds are allocated to specific project lines within the capital programme to facilitate the management of this programme. This was undertaken for ECIP 1, and will require a reprofiling of the current funds to reflect the specific areas for investment.
- 2.2. All asset-replacement work will be delivered in accordance with LFB's Station Design Brief. Specifications will be developed to ensure that the key performance attributes of longevity and robustness are achieved to withstand the environment of an operational fire station.
- 2.3. Alongside the system, the principles of the Building Services Research Information Association Soft Landings process are being introduced. This process emphasises collaboration, communication and a holistic approach to building projects to improve project delivery. A training programme for the team was rolled out in autumn 2024. Following this, the project management processes will be amended to reflect the principles of the process.

- 2.4. The objective of the ECIP is to ensure fire stations and other buildings are fit for purpose; are in satisfactory condition; and have improved energy efficiency. The ECIP aligns to the Estate Strategy 2024-2029 (LFC-24-020) and contributes towards the vision of 'An Estate to be Proud of'. The ECIP is attached at Appendix 3 of report LFC-24-094x.
- 2.5. The ECIP includes funding set aside for operational-led requests that need capital funding, and are required to ensure the portfolio meets the functional requirements of LFB. This flexibility ensures the Property team can respond to emerging requirements across the estate for capital investment.

### **3. Equality comments**

- 3.1. The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service (the Deputy Mayor) are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 3.3. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4. The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
  - eliminate discrimination, harassment and victimisation and other prohibited conduct
  - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it
  - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 3.5. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
  - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic
  - 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
  - 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.
- 3.6. The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 3.7. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- tackle prejudice
  - promote understanding.
- 3.8. An Equalities Impact Assessment has been completed and a positive impact has been assessed from the proposed investment programme. This is appended to the LFC report.

#### **4. Other considerations**

##### *Workforce comments*

- 4.1. The ECIP delivery programme provides a detailed programme of work for the LFB project team. The LFB property function was restructured in 2021 to ensure delivery of core services including the capital investment works required in the capital plan that are outside of projects. Workforce impact may arise if staff vacancy rates were to become unsustainable. The trade unions will be provided with the proposed programme, and consulted with during delivery of the works.

##### *Sustainability comments*

- 4.2. The ECIP includes asset replacements that will improve the sustainability of the estate. A high number of interventions to reduce carbon have been included in the proposal to progress the implementation of the LFB Carbon Net Zero Strategy. The Sustainable Development Impact Assessment has been updated for this latest ECIP, and is appended to the LFC report.

##### *Procurement comments*

- 4.3. The Assets and Estates Category team within Procurement will work with the Estates team to ensure compliance with the relevant legal framework, and procurement standing orders under the Scheme of Governance. A review of the procurement resources required to deliver these projects will be undertaken and kept under review throughout this programme.

##### *Conflicts of interest*

- 4.4. There are no conflicts of interest to declare from those involved in the drafting or clearance of this decision.

#### **5. Financial comments**

- 5.1. This report requests approval to commit capital expenditure of up to £24,983,113 for 2026-27 to 2028-29, plus annual inflation increases, for the purposes of supporting and maintaining the LFB Property capital programme. This will be funded through the capital programme already approved which consists of funding allocated to the replacement of roofs, windows, appliance bay floors, and electrical and mechanical systems.
- 5.2. It is expected that annual inflationary increases will be based around the Retail Price Index. All LFC contractual inflationary increases are reviewed on an annual basis. The LFC budgets for inflation on an item-by-item basis, and the LFC will review those assumptions as part of its budget process for 2025-26.
- 5.3. If inflation rates are above current assumptions, a resulting budget increase will need to be submitted as part of the LFC's annual submission to the Mayor's GLA Group Budget process; and/or the contracts will need to be reviewed to assess whether it is possible to reduce the annual cost via a reduction in service.
- 5.4. If agreed, the current capital programme will need to be reprofiled to reflect the changes outlined in this report.

## **6. Legal comments**

- 6.1. Under section 9 of the Policing and Crime Act 2017, the LFC 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.
- 6.2. By direction dated 1 April 2018, the Mayor set out those matters, for which the LFC would require the prior approval of either the Mayor or the Deputy Mayor.
- 6.3. Paragraph (b) of Part 2 of the direction requires the LFC to seek the prior approval of the Deputy Mayor before “[a] commitment to expenditure (capital or revenue) of £150,000 or above as identified in accordance with normal accounting practices”.
- 6.4. The Deputy Mayor’s approval is accordingly required to commit capital expenditure of up to £24,983,113 for the estate capital investment plan for 2026-27 to 2028-29, as set out in full in Part 2 of this report.
- 6.5. Additionally, section 1 of the Fire and Rescue Services Act 2004 (FRSA 2004) states that the LFC is the fire and rescue authority for Greater London.
- 6.6. In accordance with section 7 of the FRSA 2004, the LFC, “must make provision for the purpose of – (a) extinguishing fires in its area, and (b) protecting life and property in the event of fires in its area.” In making such provision, the LFC “must in particular:
  - secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements;
  - secure the provision of training for personnel”.
- 6.7. The proposed work undertaken and described in this report is consistent with the LFC’s duties and powers as set out above.
- 6.8. Any proposed procurement will be undertaken in compliance with the statutory rule on public procurement applicable at the time and the LFC’s Scheme of Governance.
- 6.9. These comments have been adopted from those provided by the LFC’s General Counsel Department in report LFC-24-094 to the LFC.

## **Appendices and supporting papers:**

Appendix 1 – London Fire Commissioner report LFC-24-094y – Estate Capital Investment Programme

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will be published either within one working day after approval or on the defer date.

**Part 1 Deferral:**

**Is the publication of Part 1 of this approval to be deferred? NO**

**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form? YES**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to confirm the following ✓

**Drafting officer**

Soeli Dayus has drafted this report with input from the LFC and in accordance with GLA procedures and confirms the following:

✓

**Assistant Director/Head of Service**

Rachael Hickman has reviewed the documentation and is satisfied for it to be referred to the Deputy Mayor for Planning, Regeneration and the Fire Service for approval.

✓

**Advice**

The Finance and Legal teams have commented on this proposal.

✓

**Mayoral Delivery Board**

A summary of this decision was reviewed by the Mayoral Delivery Board on 17 February 2025.

✓

**CHIEF FINANCE OFFICER:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature:**



**Date:**

19/02/2025