

Estate Capital Investment Programme (ECIP) 2026-29

Report to:

Investment & Finance Board
Commissioner's Board
Deputy Mayor's Fire Board
London Fire Commissioner

Date:

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Report by:

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For decision

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Values met:

Service
Teamwork
Learning

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

This report seeks approval for the Estate Capital Investment Programme (ECIP) for financial years 2026/27 to 2028/29 for the key asset replacement and enhancement works required across the London Fire Brigade (LFB) estate. The completion of the recommended programme of capital works will support LFB to provide the best place to work and seek to embed the principles of quality, sustainability, and service delivery. The 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 underway which include Carbon Net Zero and strategic estate projects.

Recommended Decision

For the London Fire Commissioner

That the London Fire Commissioner agrees that £24,983,113 be allocated from the LFB capital programme budget for the purpose of the Estate Capital Investment Plan.

1 Introduction and background

- 1.1 The ECIP addresses key asset replacement and enhancement works required across the LFB estate for 2026/27 to 2028/29. It follows from the previous programme (LFC-0747y LFB Estate Capital Investment Programme) for the financial years 2024-26 and is part of a wider scheme of investment in the LFB estate. In scope for the ECIP are 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 which 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 and the programme has been developed using this as a basis alongside asset performance data from the Brigade's Computer Aided Facilities Management (CAFM) system known as 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 the Brigade's carbon net zero strategy. Relevant assets that require investment and meet the condition and priority ratings have been included in the programme and will be replaced with electric equivalents to continue to reduce the Brigade's carbon footprint. An estimated total of 654 tonnes of carbon annually will be saved 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 windows and roof replacements.
- 1.5 The ECIP includes flexibility for funding for operational led requests that need capital funding, which are required to ensure the portfolio meets the functional requirements of LFB. These are considered using the approved Prioritisation Scale in Appendix 2 that was co-created in consultation with other LFB departments. Current initiatives this funding is expected to support include making stations more accessible and addressing contaminants in stations.
- 1.6 The funding for ECIP 2026 utilizes 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.
- 1.7 All asset replacement work will be delivered in accordance with the Brigade's Station Design Brief (SDB). Specifications will be developed to ensure the key performance attributes of longevity and robustness are achieved to withstand the environment of an operational fire station.
- 1.8 The ECIP is attached at Appendix 3 and provides further context and details for the proposed programme.
- 1.9 As part of continuous improvement, the Property team has also reviewed its ways of working and introduced a projects management system known as the Projects Portal. The system is web-based and creates an online repository for all project information and establishes a consistent approach to project delivery. The system enables improved planning for works across the estate to ensure appropriate scheduling and will improve information sharing with building users and across the organisation. Gateway reviews aligned to industry standards have been included for assurance and reflection at key project lifecycle stages. Reports and dashboards from the system can be used to understand performance and risks and improve outcomes. Further details are provided in Appendix 3.

- 1.10 Alongside the system, the principles of the Building Services Research Information Association (BSRIA) Soft Landings process are being introduced. This process emphasizes collaboration, communication and a holistic approach to building projects to improve project delivery. A training programme for the team is being rolled out in Autumn 2024 and the project management processes will then be amended to reflect the principles of the process.

2 Objectives and expected outcomes

- 2.1 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 and contributes towards the vision of 'An Estate to be Proud Of'.
- 2.2 The ECIP includes funding set aside for operational led requests that need capital funding, which 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 Values Comments

- 3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.
- 3.2 This proposal for capital investment in the estate supports the values as detailed below.
- **Service: we put the public first;** by improving the estate and ensuring it is fit for purpose and supports the delivery of our functions.
 - **Teamwork: we work together and include everyone;** working collaboratively with procurement to identify suitable frameworks and procurement routes to deliver the programme.
 - **Learning: we listen so that we can improve;** reviewing and improving design specifications and the approach to delivery to ensure an improved outcome from the capital investment plan. The introduction of a project management system and the principles of BSRIA Soft Landings process principles provide improvements for ways of working and enable learning from future project outcomes.

4 Equality Comments

- 4.1 An Equalities Impact Assessment (EIA) has been completed and a positive impact has been assessed from the proposed investment programme.
- 4.2 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.

- 4.3 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
- 4.4 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 4.5 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.
- 4.6 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.
- 4.7 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4.8 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.
- 4.9 An Equalities Impact Assessment (EIA) has been completed and a positive impact has been assessed from the proposed investment programme. This is attached at appendix 4.

5 Other considerations

Workforce comments

- 5.1 The ECIP delivery program provides a detailed program 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 programmed and consulted with during delivery of the works.

Sustainability comments

- 5.2 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 (SDIA) has been updated for this latest ECIP and is attached at appendix 5.

Procurement comments

- 5.3 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 the period of this programme.

Communications comments

- 5.4 Once approved the proposed capital investment programme will be communicated with all relevant stakeholders through established methods. Change management principles will be embedded into the delivery of the projects and staff will be consulted during project planning stages to minimise disruption and agree the delivery approach.

6 Financial comments

- 6.1 This report requests approval to commit capital expenditure of up to £24,983,113 for the years 2026/27 to 28/29, 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, electrical and mechanical systems.
- 6.2 It is expected that annual inflationary increases will be based around the Retail Price Index (RPI). 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.
- 6.3. If inflation rates are above current assumptions a resulting budget increase will need to be submitted as part of 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.

- 6.4. If agreed, the current capital programme will need to be reprofiled to reflect the changes outlined in this report.

7 Legal Comments

- 7.1 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (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.
- 7.2 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, Planning, Regeneration and the Fire Service (the "Deputy Mayor").
- 7.3 Paragraph (b) of Part 2 of the direction requires the Commissioner 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...".
- 7.4 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 financial years 26/27 to 28/29 as set out in full in Part 2 of this report.
- 7.5 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.
- 7.6 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
- 7.7 The proposed work undertaken and described in this report is consistent with the LFC's duties and powers as set out above.
- 7.8 General Counsel also notes that 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.

List of appendices

Appendix	Title	Open or confidential*
1	E state Condition Ratings	Open
2	Operational Projects Prioritisation S cale	Open
3	E state Capital Investment Programme 2026-28	Confidential
4	E IA	Open
5	S DIA	Open

Part two confidentiality

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

Is there a Part Two form: YES

Appendix 1

Estate Condition Ratings

Condition Grade

Grade A	GOOD: Performing as intended and operating efficiently. Not normally reported
Grade B	SATISFACTORY: Performing as intended but exhibiting minor deterioration
Grade C	POOR: Exhibiting major defects and / or not operating as intended
Grade D	BAD: Life expired and / or imminent risk of failure

Priority for When a Repair or Replacement will be Required

Priority 1	Immediate remedial action or replacement required (default priority for condition grade D). Urgent works that will prevent immediate closure of premises and /or address an immediate high risk to the health and safety of occupants and /or remedy a serious breach of legislation
Priority 2	Remedial action required within one to two years that will prevent serious deterioration of the fabric or services and /or address a medium risk to health and safety of occupants and /or remedy a medium breach of legislation
Priority 3	Remedial action required within three to five years that will prevent deterioration of the fabric or services and /or address a low risk to health and safety of occupants and /or remedy a low breach of legislation.
Priority 4	More than five years before remedial action required (default priority for condition grade A)

Appendix 2

Operational Projects Prioritisation Scale

Priority	Title	Type Of Works
1	Immediate severe Health and Safety hazards	Works required to address risks to 'life and limb", needing urgent action to mitigate and/or resolve.
2	Statutory compliance	Works required to ensure statutory and external regulatory requirements are met.
3	Operational emergency response	Works required to address risks and impacts to operational response from the buildings e.g. impact to turnout times.
4	Health and Safety, security and other compliance	Works required to address Health and Safety issues that have no acceptable operational solution, urgent security risks and that ensure compliance to policies and commercial obligations, e.g. published organisation policies and compliance with commercial obligations such as leases.
5	Repair Works to buildings	Works required to protect the asset to retain a weatherproof property (will include works to foundations, external walls, windows and roofs).
6	Pre-emption works to buildings	Works required to address assets rated as Category 1 or 2 classification within the condition surveys (so reaching life expiry) or to prevent this where a condition survey predicts this to be within a 3-year time frame.
7	Maintain/enhance the reputation of LFB	Works required to ensure the portfolio meets the functional requirements of LFB. This would include organisational priorities for the estate that are outside separately funded projects.
8	Improvements	Works required that would make assets or properties better able to meet their designated use and condition or deliver improvements. This could include works to increase the commercial value of properties or generate income or

		could include schemes to reduce expenditure in the future.
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Estate Capital Investment Programme

September 2024

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1 Executive Summary

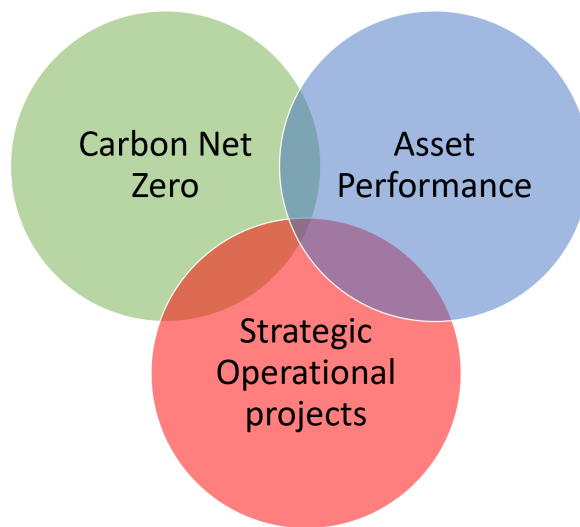
This Estate Capital Investment Programme (ECIP) will enable the London Fire Brigade to embed the principles of quality, sustainability, and operational prioritisation across capital estate projects. This plan is structured to provide an overview of the current state of the LFB premises and the context for the benefits that the programme should deliver. It provides a financial plan to the end of 2028 and includes meaningful reductions in revenue and capital spending in the capital project delivery model.

In developing this programme, three main factors have been considered:

- condition of the estate and the need for investment in the fabric and assets across London
- the operational objectives of the Brigade and the need for flexibility to respond to these
- the carbon zero and strategic priorities for the estate

Asset replacements across the estate will need to be undertaken in the context of delivery alongside London Fire Brigades' Strategic Operational Projects and the Carbon Net Zero 2030 targets. All works will be in accordance with the Brigade's Station Design Brief (SDB), to ensure they have key performance attributes of longevity and robustness to withstand the environment of an operational fire station.

This document sets out the framework of decision-making criteria for investment which reflects the need for responsive investment and transparent asset management. It follows from the previous Estate Capital Investment Programme (ECIP) in 2022 which covered the period up to financial year 25/26. The funding for the Estate Capital Investment Programme is within the London Fire Brigade's Capital Programme.



The ECIP has been submitted for governance approval. Costs have been programmed and funded under the capital programme of works as detailed in the budget reports.

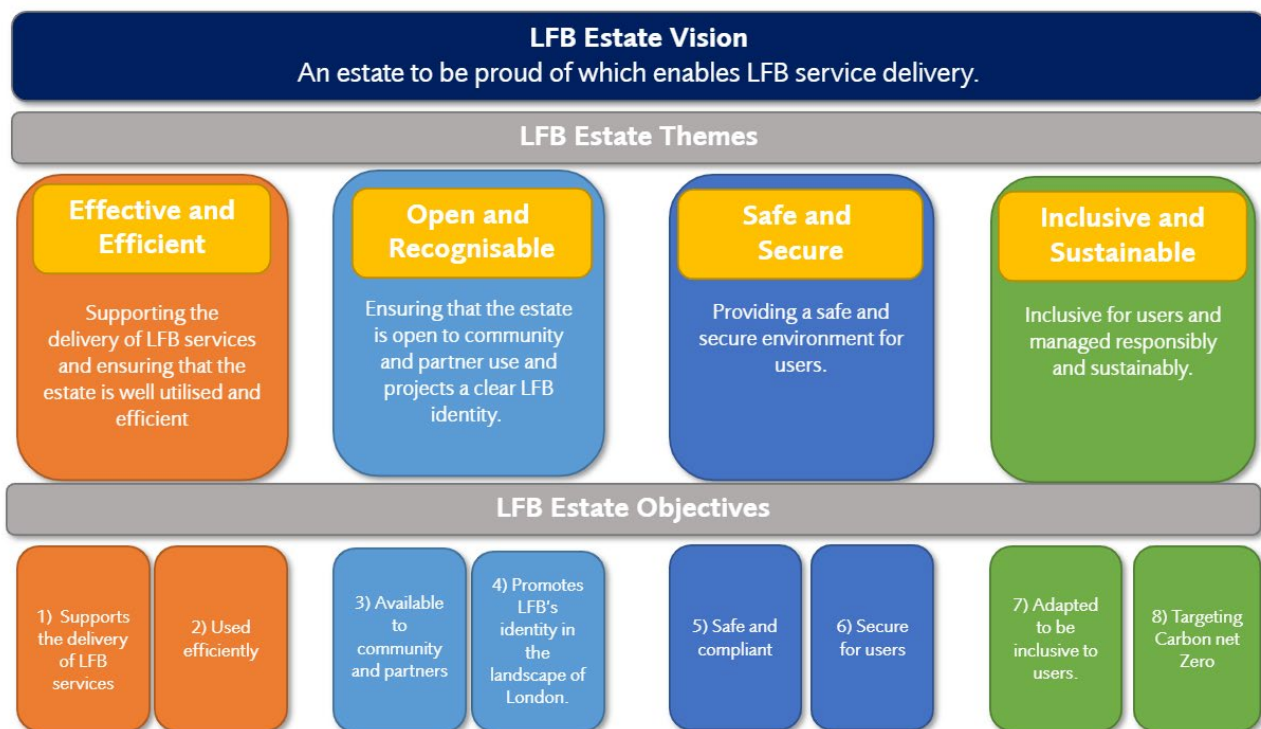
Alongside the development of the investment programme, significant work has been completed to improve ways of working. A new project management system, the Projects Portal, has been introduced and provides a framework for project delivery and assurance aligned to industry standards. Further details on this system are provided later in this report.

2 Introduction

LFB is London's fire and rescue service and one of the largest firefighting and rescue organisations in the world. The LFB estate is currently valued at £414.5m based upon depreciated replacement cost (DRC). It occupies some 74.70 acres (30.23 hectares) providing building space of circa 1.75m sq ft (162.580 m2).

The LFB's Community Risk Management Plan called 'Your London Fire Brigade' was published in 2023 and sets out the strategic priorities for the organisation. These priorities have been considered in the development of this Estate Capital Investment Programme to ensure it supports the pillars and commitments set out within the plan.

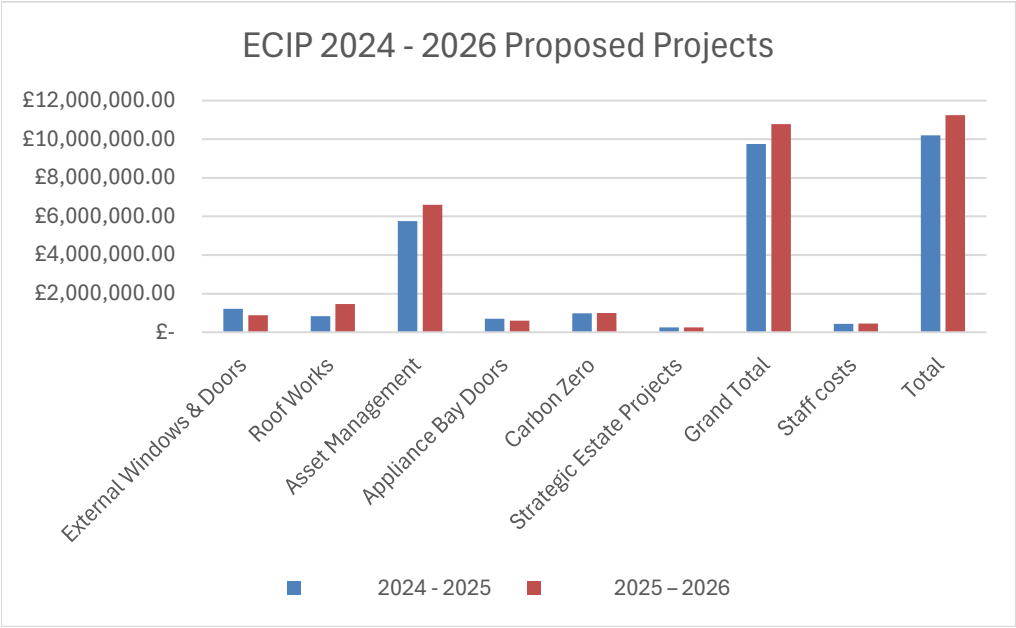
Since the development of the last estate capital investment programme, the organisation has also published its Estates Strategy establishing its vision for 'An Estate to be Proud Of'. The Estates Strategy identifies four themes and eight objectives for the estate as shown below which will be supported by this investment programme.



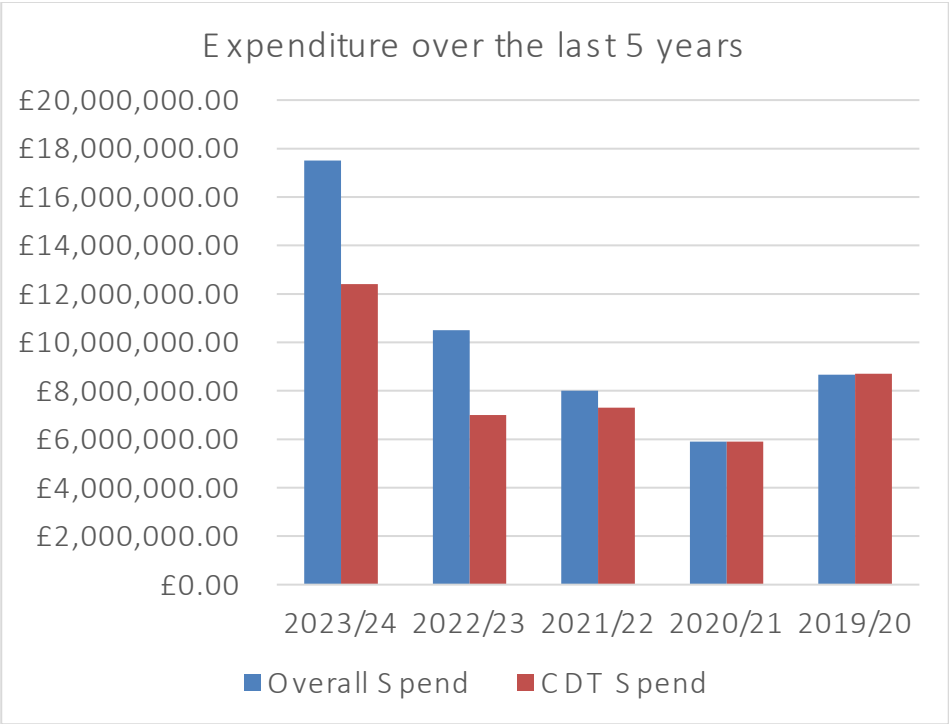
There are 102 operational fire stations, one river station, general offices, training venues and various specialist building assets which support bespoke operational requirements. The LFB estate is operated 24 hours a day, 365 days a year. The estate includes nine PFI funded sites, nine leased premises and the remainder are freehold.

The fire stations are ageing with 74 stations more than 50 years old (pre-1970) representing some 73% of the fire station estate. The age of the fire stations is one of the most significant factors in their condition. Twenty-nine fire stations (some 29%) are listed or locally listed and/or in Conservation Areas, twelve of which are Grade II listed. Asset replacements and project works will need to respect the listing status to make improvements to suit modern operational needs.

The last ECIP in 2022 covered the period up to financial year 25/26. These projects are being delivered and the summary can be shown below. The programme focused on fabric assets and carbon net zero projects. Appendix 1 contains further detail on this.



The last five years have seen significant investment in the estate, reflecting the amended prioritisation and delivery approach. The programme for 23/24 was delivered in full and reflected £17.5m of investment across key assets. Savings of over £1.5m against original project estimates were also achieved in 23/24 from the use of procurement frameworks and competitive processes which was invested back into the estate to support key strategic projects.



3 ECIP Capital Investment Approach

This ECIP builds on the condition-based investment approach and aligns with other programmes of estate improvements. It provides the framework for establishing new priorities for capital investment for property improvements in a time when there are changing service demands and growing financial pressures. ECIP is part of a wider programme of investment in the LFB estate. In scope for the ECIP are Asset Performance, Carbon Net Zero works and Operational Improvements. Additional Carbon Net Zero investment and Strategic Estate projects like Privacy for all and the Plumstead redevelopment are detailed in separate reports.

The proposed investment totals against each project category is shown below split across the two years.

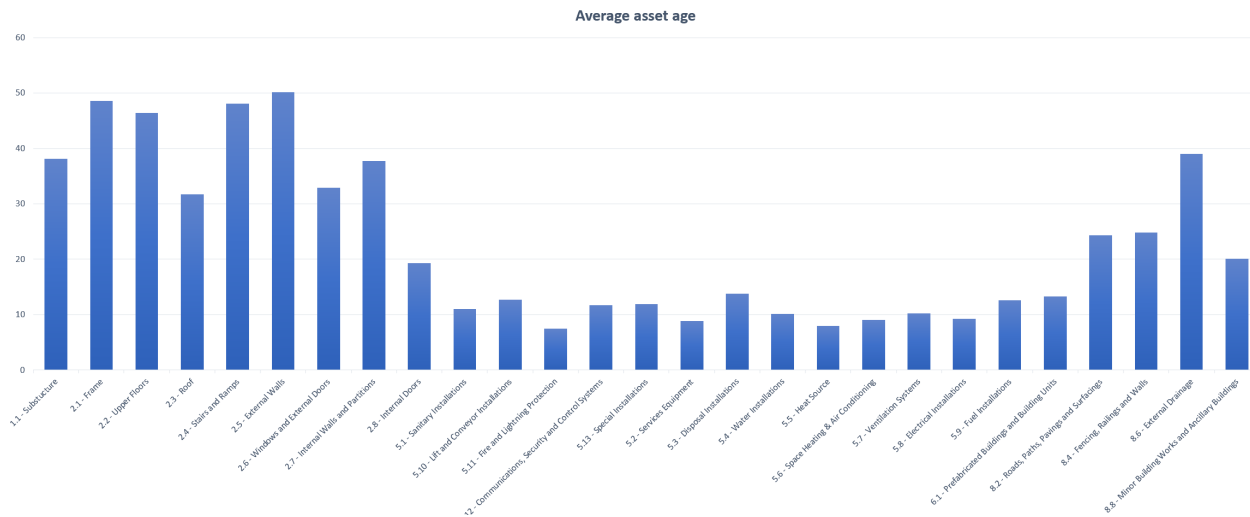
Works	2026 - 2027	2027-2028
Roofs	£1,700,000	£1,497,408
CNZ Over £20k	£550,000	£638,121
Windows	£1,800,000	£2,549,802
Bay Doors	£1,547,000	£1,920,672
Asset Replacement	£5,300,000	£5,500,110
Strategic Estate Projects	£300,000	£300,000
Staff Costs	£440,000	£460,000
Totals	£11,637,000	£12,866,113

The ECIP covers a two-year period as a new suite of condition surveys are being delivered from 2024 to update on the estate condition and identify new priorities. It is also anticipated that other priorities will emerge from the programmes supporting the CRMP 'Your London Fire Brigade' and the implementation of the estates strategy. Predicting construction costs will continue to be a challenge as materials costs are increasing at above the currently rising inflation rate and construction materials are subject to ever longer lead times. As a consequence, it is not possible to predict how severe the impact will be on the outcome of the projects over the delivery period in this paper.

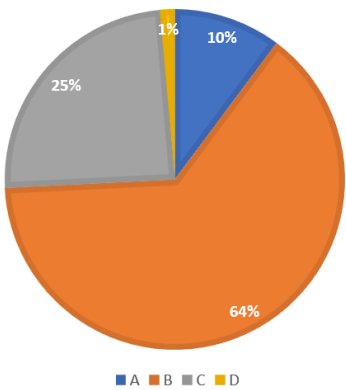
4 Asset Performance

The Government Functional Standard Gov s004¹ requires accurate and regular information to be maintained about the condition of property assets. The condition of the estate’s mechanical, electrical, internal and external fabric assets has been assessed through an accelerated programme of detailed condition surveys from 2021 onwards. To create a Forward Works Register (FWR) a condition scale of A, B, C, D and a priority scale of P1, P2, P3, P4 were applied to circa 20,500 assets across the estate. Assets were grouped following the principles from the Government Facilities Management Standard². These were grouped by element to sub-component. Life cycle analysis has been applied using variation factors contained in Chartered Institute of Building Services Engineers guidelines (CIBSE Guide ‘M’)³.

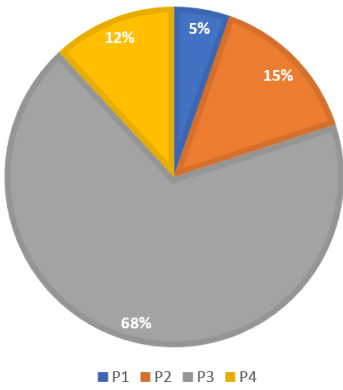
Forward Works Register Estate condition



CONDITION OF ASSETS



PRIORITY FOR ASSET REPLACEMENT



¹ <https://www.gov.uk/government/publications/government-standard-for-property-govs-004>

² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1061340/fms-002.pdf#:~:text=The%20Government%20FM%20asset%20data%20standard%20applies%20to,useful%20to%20assess%20themselves%20against%20the%20same%20framework.

³ <https://www.cibse.org/knowledge-research/knowledge-portal/guide-m-maintenance-engineering-and-management-2014-pdf>

The two year ECIP includes asset replacement for assets in categories C & D along side aged assets and replacements to drive forwards the carbon net zero strategy. The performance of those assets to date. The nine stations constructed under the PFI elements, are not included within this ECIP as lifecycle works are included within the PFI contractual arrangements. The ECIP is highly fabric focused reflecting the significant investment in mechanical and electrical systems since 2017. The Carbon Net Ze Programme is expected to result in further investment to the heating and cooling of the estate

The estate condition data from the last estate capital investment programme remains valid and this programme is based on that data with minor updates to reflect any known changes. A refreshed suite of condition surveys has been commissioned to commence from 2024 and will be used to inform future investment programmes.

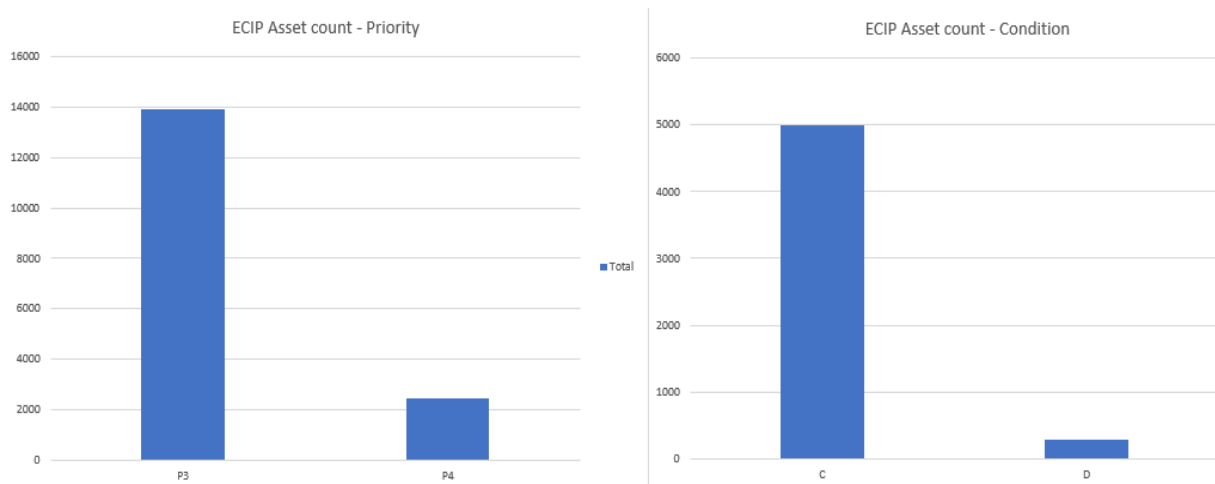
Condition Grade

Grade A	GOOD: Performing as intended and operating efficiently. Not normally reported
Grade B	SATISFACTORY: Performing as intended but exhibiting minor deterioration
Grade C	POOR: Exhibiting major defects and/or not operating as intended
Grade D	BAD: Life expired and/or imminent risk of failure

Priority regarding when a repair or replacement will be required

Priority 1	Immediate remedial action or replacement required. (Default priority for condition Grade D) Urgent works that will prevent Immediate closure of premises and/or address an immediate high risk to the health and safety of occupants and or remedy a serious breach of legislation	
Priority 2	Remedial action required within one to two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to Health and Safety of occupants and or remedy a medium breach of legislation.	
Priority 3	Remedial action required within three to five years that will prevent deterioration of the fabric or services and/or address a low risk to Health and Safety of occupants and/or remedy a low breach of legislation.	
Priority 4	More than five years before remedial action required	(Default priority for condition Grade A)

ECIP Estate condition



5 Operational improvements

LFB stations are located across London to ensure the LFB effectively meets its response times. Stations also provide an important workplace where crews and operational staff can undergo training, provide community services and use station-based resources. The LFB estate is intensively used throughout the year and receives ongoing maintenance investment through the facilities management function. Since 2017 the delivery of facilities management has been changed and as part of this transformation stations have been empowered to request new works for operational improvements.

The ECIP includes flexibility for funding for operational led requests that need capital funding, in addition to Strategic Operational Projects, which are required to ensure the portfolio meets the functional requirements of LFB. These are considered using the approved Prioritisation Scale (below) that was created with Stations and other LFB departments. Operational improvement works can support LFB to provide the best place to Work and projects in the LFB Delivery Plan. Current initiatives that this funding is anticipated to support include making stations more accessible and addressing contaminants in stations.

Operational Projects Prioritisation Scale

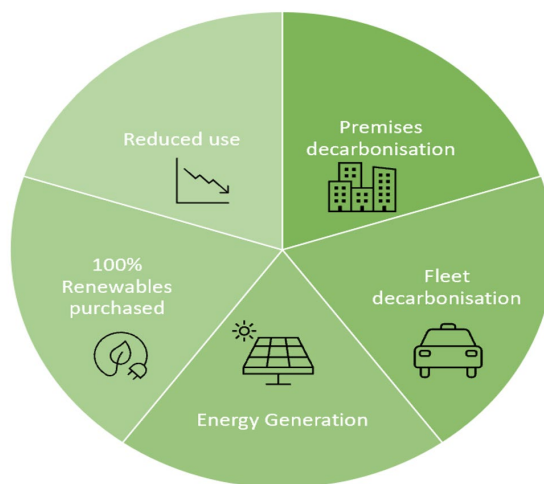
Priority	Title	Type Of Works
1	Immediate severe Health and Safety hazards	Works required to address risks to 'life and limb' requiring urgent action to mitigate and/or resolve.
2	Statutory compliance	Works required to ensure statutory and external regulatory requirements are met.
3	Operational emergency response	Works required to address risks and impact to operational response from the building e.g. impact to turnout times.
4	Health and Safety, security and other compliance	Works required to address Health and Safety issues that have no acceptable operational solution, urgent security risks and to ensure compliance to policies and commercial obligations, e.g. published organisation policies and compliance with commercial obligations such as leases.
5	Repair Works to building	Works required to protect the asset to retain a weatherproof property (will include to foundations, external walls, windows and roofs).
6	Pre-emption works to buildings	Works required to address assets rated as Category 1 or 2 classification within the condition surveys (so reaching life expiry) or to prevent this where a condition survey predicts this to be within a year time frame.
7	Maintain/enhance the reputation of LFB	Works required to ensure the portfolio meets the functional requirements of LFB. This would include organisational priorities for the estate that are outside separately funded projects.
8	Improvements	Works required that would make assets or properties better able to meet their designated use and condition or deliver improvements. This could include works to increase the commercial value of properties or generate income or could include schemes to reduce expenditure in the future.

6 Sustainability Projects

The LFB's Carbon Reduction Strategy (L6256) was approved in February 2020 and sets out plans to achieve the 2025 target of 60% CO2 reduction and a 5-year programme of works from 2020/21 to 2022/23. The latest CO2 performance by the LFB stands at 60% reduction from 1990 baseline levels as at the end of 2020/21.

LFB has a Carbon Net Zero Strategy setting out its approach to decarbonisation. To decarbonise the estate to meet the Greater London Authority Targets⁴ there will be a need to switch to an electric heating solution as over time. The proposed model is the implementation of a hybrid system of a conventional water heater with air-source heat pumps (ASHP). The hybrid system of heating the station areas and hot water, would mean that the existing infrastructure could be utilised to provide heating and hot water to the station occupants. This would minimise disruption as the plant replacement works would be centred largely around the plant room and outside areas. The hot water storage vessels, pipework and radiators would not require replacement or increasing in size to work efficiently, which would be required if the heating was replaced with heat pump technologies alone.

LFB 5 principals of carbon net zero



LFB has made positive progress to secure funding to decarbonise the estate and deliver the first carbon zero fire station. This includes two successful Salix funding bids, budget approved to upgrade the electrical supply for 55 fire stations, introduction of electric cookers to replace gas models and the implementation of HVO following a successful trial. A 15% reduction has been achieved to date against the baseline for scope 1 and 2 emissions.

The ECIP includes asset replacements that will reduce the carbon emissions from the estate, however additional funding will be needed to deliver Carbon Net Zero by 2030. Within the ECIP any gas assets that are reaching end of life have been included for replacement with electric assets to continue to reduce the carbon emissions of the estate. An estimated total of 654 tonnes of carbon annually will be saved 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 windows and roof replacements.

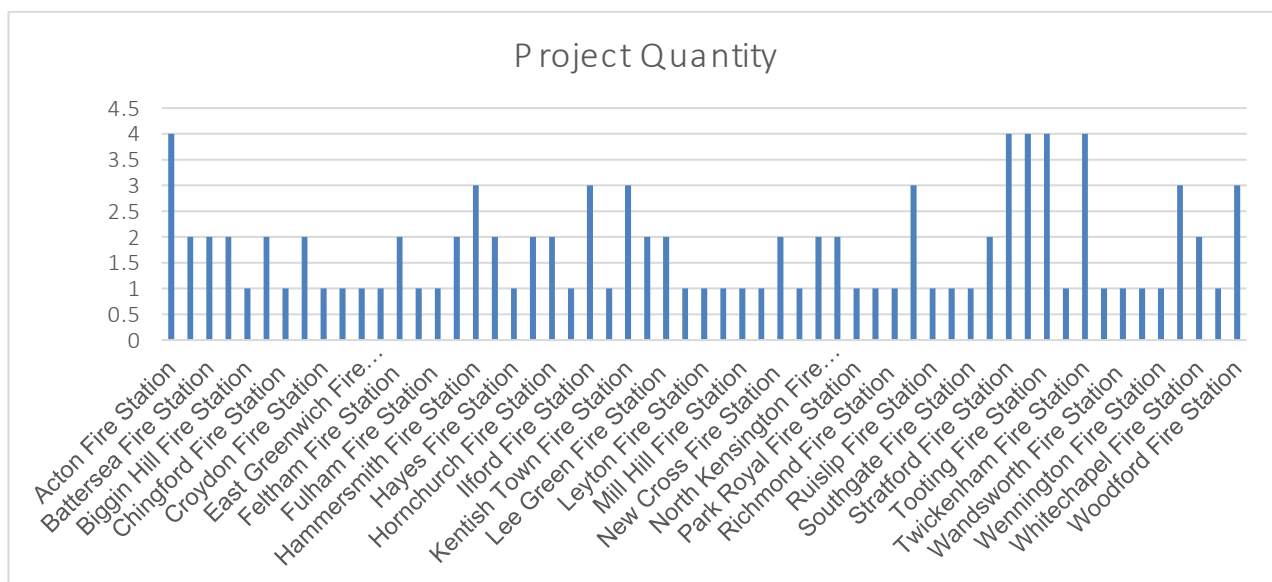
⁴ <https://www.london.gov.uk/what-we-do/environment/climate-change/zero-carbon-london/pathways-net-zero-carbon-2030>

7 Delivery Model

The condition asset data available allows a flexible approach to implementing works. Where major capital investment is required on multiple or single sites for an individual asset (e.g. fire door replacement) a single supplier may be considered to deliver these works using a collaborative framework agreement.

For properties with a significant programme of smaller works (mechanical, electrical and fabric/building projects) maybe delivered alongside one another as a programme of works to ensure best value and minimise operational disruption. Where capital investment is required to replace a single high value asset i.e. roof or window replacement LFB may implement a consultant led approach

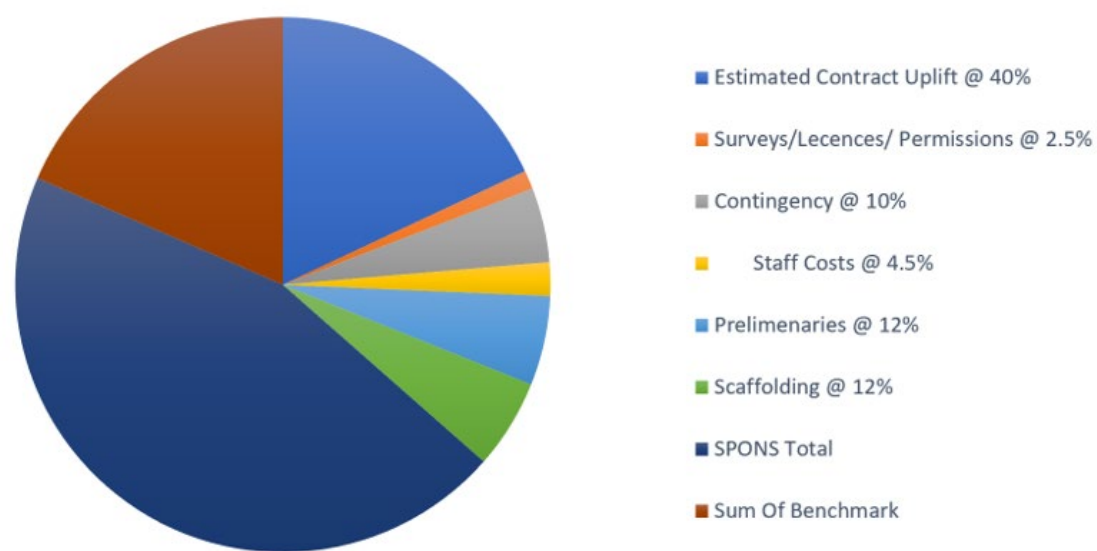
The current condition surveys are intended to negate the requirement for detailed feasibility studies to be carried out for every project. The use of this data has enabled capital borrowing to be targeted to best effect. The condition survey costs have enabled the cost of asset replacement to be benchmarked against industry standard. Progress reporting of projects follows the RIBA (Royal Institute of British Architects) stages for project management and reporting purposes of key milestones.



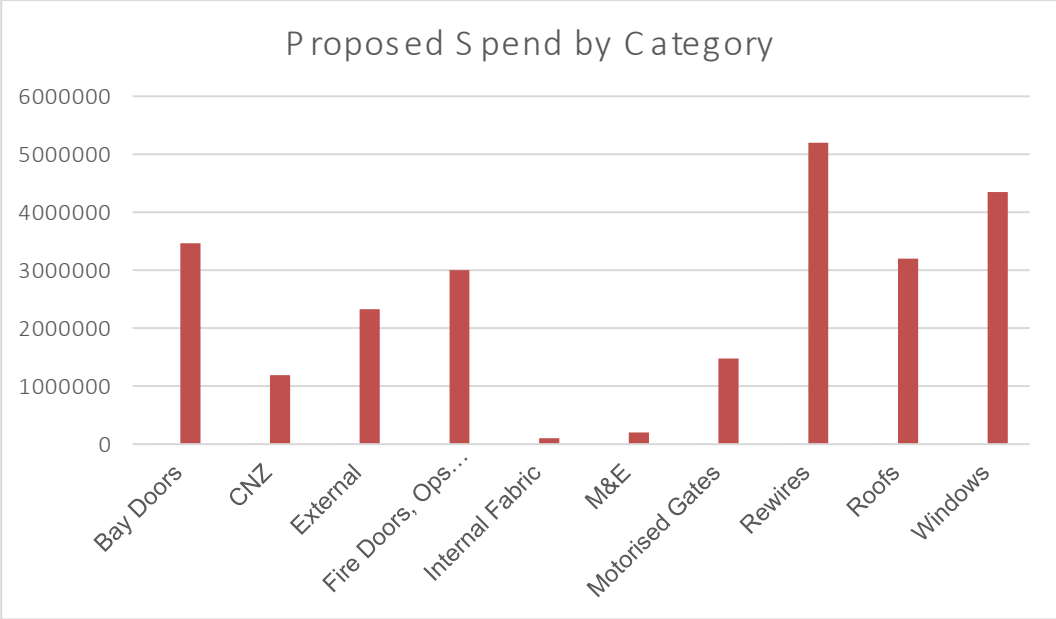
The ECIP works will be delivered via collaborative procurement using existing public sector frameworks in accordance with the Greater London Authority (GLA) collaborative procurement approach. LFB is currently actively using existing framework agreements including the Metropolitan Police construction framework, NHS SBS framework, London Construction Partnership, Crown Commercial Services, and other public sector frameworks for delivering major and minor building projects. If there is no suitable framework that will be tendered using the e-tendportal which gives LFB access to registered suppliers alongside the other national police and fire and rescue services.

8 Funding

Building Cost Information Service (BCIS) for asset life cycle costs and Spon's estimating price guide for the construction industry have been applied to give a base cost for each asset. In addition, an estimated 40% allowance has been added to cover: Design and Build (where applicable) Feasibility Studies, Access and Egress (scaffolding where required), Contingency, Project Preliminaries, Planning Permissions, Specialist Surveys (asbestos/Structural) and Staff costs (Project Management).



The total cost to implement the ECIP will be funded from the capital expenditure budget replacement that has previously been approved in the LFB 20 capital programme. It is expected that annual inflationary increases will be based around the Retail Price Index (RPI). This will be reviewed within the standard budget setting process for the Brigade. Appendix 2 provides details of proposed spend per site for this proposed programme.

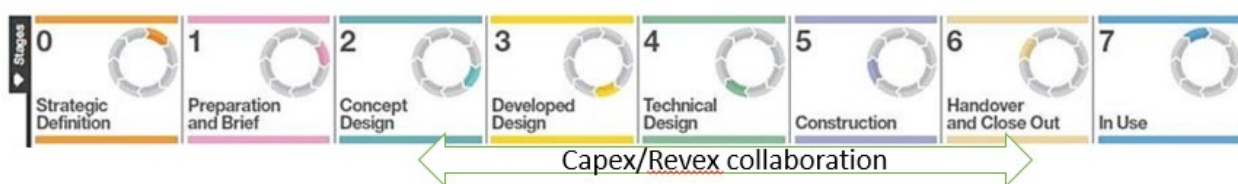


9 Station Design Brief (SDB)

The SDB forms the foundation for outlining the design of both new and refurbished LFB fire stations. It contains the design principles and rationale as well as detailed room data sheets for each element of an LFB Fire Station. As part of the development of the previous ECIP the SDB has given a comprehensive update. The SDB outlines the operational needs of new or refurbished facilities and informs estate users and external contractors on the required specification for LFB Stations. It commits all projects to undertaking sustainability and equality impact assessments.

To make the SDB more dynamic and to reduce the need for ongoing minor maintenance, the SDB leads those using it to the required legislation, best building practice and approved codes of practice in the construction industry. The SDB is also intended to be a useful document for LFB stakeholders and staff in understanding how their buildings work and operate. It includes the principles of BSRIA⁵ soft landing⁶ which refers to a strategy adopted to ensure the transition from construction to occupation is delivered smoothly and that operational performance is optimised.

The whole life view of assets from installation to maintenance is required to ensure the ECIP delivers value for LFB. This covers the asset throughout its whole life cycle, including costs associated with acquisition, ownership, use, operation, maintenance and disposal. Project managers will be encouraged to design the end product in mind at the beginning of the project, in particular during the Royal Institute of British Architects design phase at Stage zero to four. LFB has a corporate membership with BSRIA and additional training on Soft Landings will be available to the team.



Whole life asset view in construction⁷

⁵ <https://www.bsria.com/uk/consultancy/project-improvement/soft-landings/>

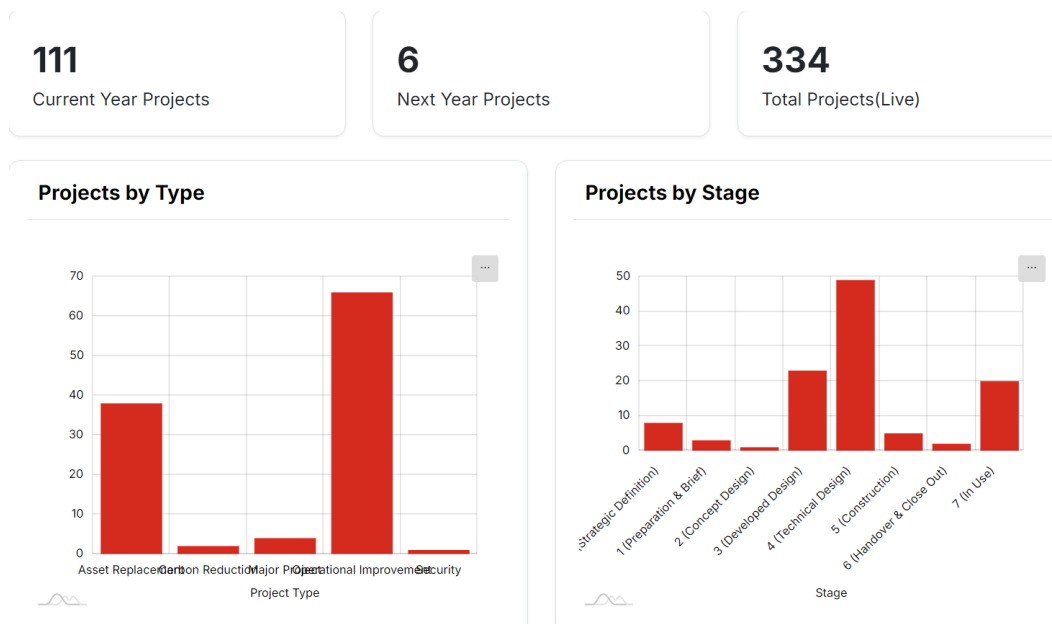
⁶ <https://www.twinfm.com/building-handovers-or-soft-landings>

⁷ <https://www.architecture.com/>

10. Projects Portal

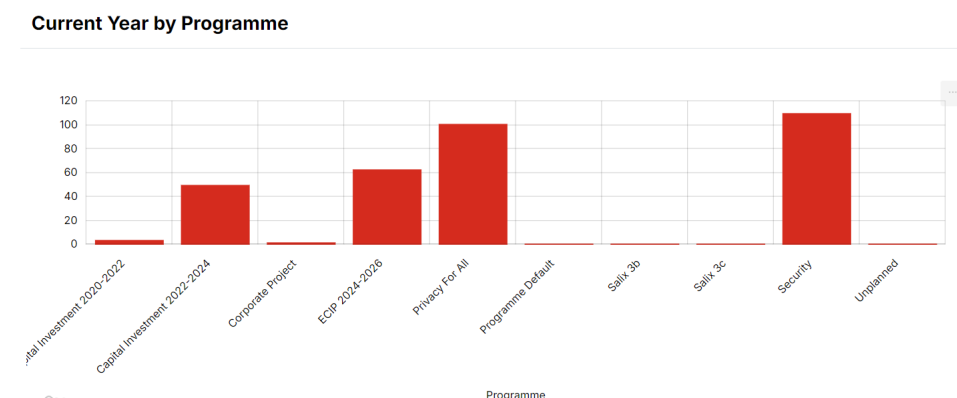
Since the delivery of the last ECIP the LFB Property team has also reviewed its ways of working and introduced a projects management system known as the Projects Portal. The system is web-based and creates an online repository for all project information and establishes a consistent approach to project delivery. The system enables improved planning for works across the estate to ensure appropriate scheduling and will improve information sharing with building users and across the organisation.

As part of the system, project gateways based on the RIBA Project Lifecycle stages have been introduced to ensure appropriate reviews and approvals are in place to support the best outcomes. This aligns to industry standards and the gateways have been tailored to reflect LFB's own governance and internal processes and ensure a focus on sustainability and health and safety throughout the project's lifecycle.



The system also enables accurate reporting and dashboards on progress so LFB will be able to understand performance across the ECIP programme and demonstrate how the capital investment has been deployed. The reporting will be used to drive performance and measure project outcomes more accurately.

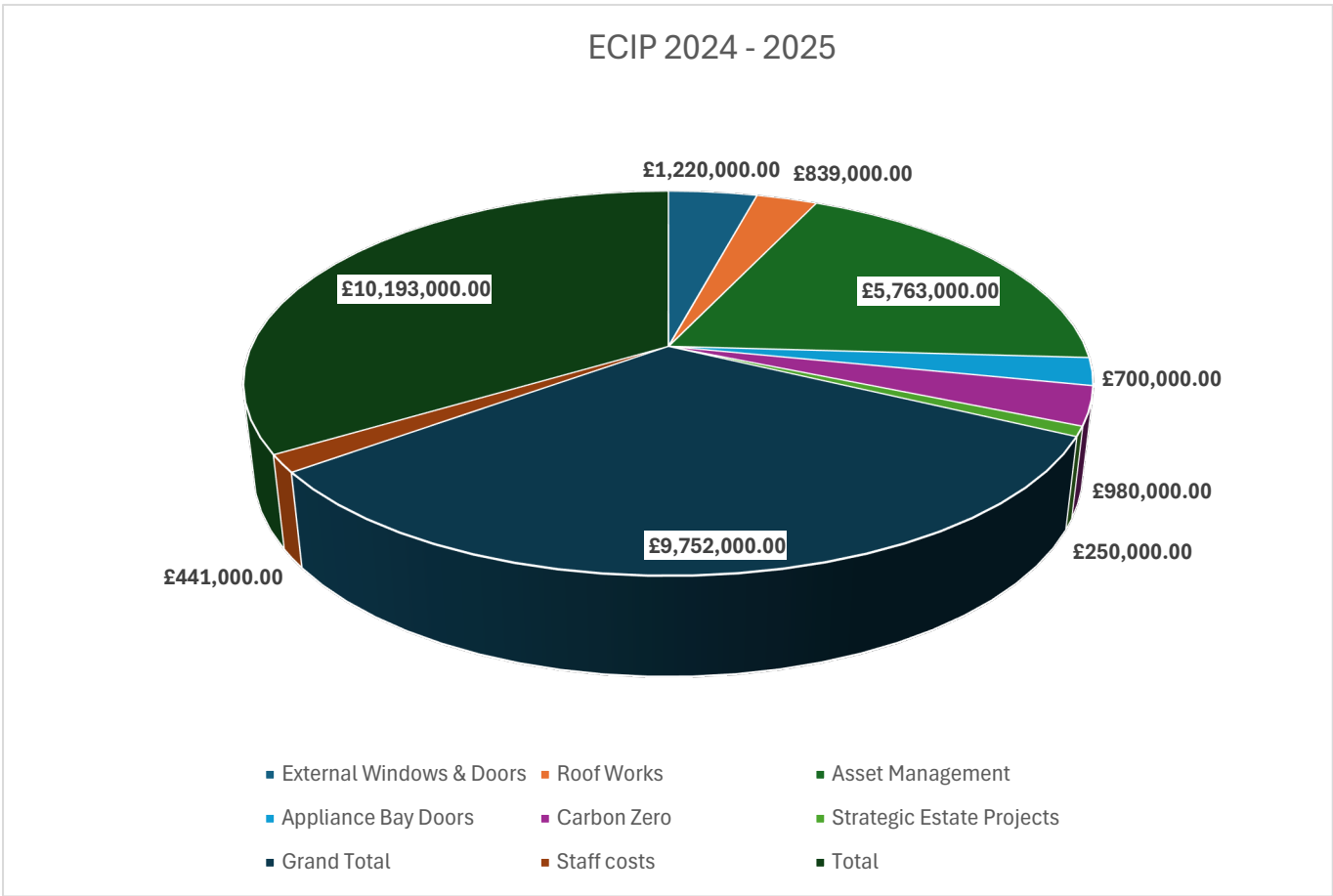
The application of BSRIA's soft landings process alongside this system is being progressed to ensure all decisions made during the project are based on improving operational performance of the building and meeting our client's expectations. A training programme on the process is being delivered in Autumn 2024 and implementation plans will be developed to tailor LFB's project management approach to meet the principles of the process.



APPENDIX: Details of Asset Replacement Works 2024/25-2025/26

These works are in delivery phase, so the detail shows the proposed projects included on the programme. This is subject to procurement processes and amendments due to changes in priority and need.

Works	2024 - 2025	2025 – 2026
External Windows & Doors	£ 1,220,000	£ 880,000
Roof Works	£ 839,000	£ 1,461,000
Asset Management	£ 5,763,000	£ 6,597,980
Appliance Bay Doors	£ 700,000	£ 600,000
Carbon Zero	£ 980,000	£ 1,000,020
Strategic Estate Projects	£ 250,000	£ 250,000
Grand Total	£ 9,752,000	£ 10,789,000
Staff costs	£ 441,000	£ 450,000
Total	£ 10,193,000	£ 11,239,000



APPENDIX 2: 2022/23 – 2027/28 Indicative Cost Per Site

Station	Indicative Cost
Acton Fire Station	£603,128
Addington Fire Station	£294,800
Battersea Fire Station	£350,502
Beckenham Fire Station	£42,137
Biggin Hill Fire Station	£400,000
Chelsea Fire Station	£803,075
Chingford Fire Station	£113,981
Chiswick Fire Station	£425,000
Croydon Fire Station	£677,780
Ealing Fire Station	£39,064
East Greenwich Fire Station	£143,250
Enfield Fire Station	£220,510
Feltham Fire Station	£708,196
Forest Hill Fire Station	£389,352
Fulham Fire Station	£442,225
Greenwich Fire Station	£500,000
Hammersmith Fire Station	£69,488
Harrow Fire Station	£111,892
Hayes Fire Station	£125,000
Heston Fire Station	£58,189
Hornchurch Fire Station	£368,427
Hornsey Fire Station	£125,000
Ilford Fire Station	£629,095
Islington Fire Station	£145,107
Kentish Town Fire Station	£725,000
Kingston Fire Station	£625,409
Lee Green Fire Station	£379,095
Lewisham Fire Station	£419,997
Leyton Fire Station	£400,000
Merton LOC	£200,000
Mill Hill Fire Station	£125,000
Multi Site	£3,000,000
New Cross Fire Station	£252,520
New Malden Fire Station	£400,000
North Kensington Fire Station	£445,000
Paddington Fire Station	£1,187,796
Park Royal Fire Station	£200,000
Peckham Fire Station	£200,000
Richmond Fire Station	£364,740

Romford Fire Station	£686,078
Ruislip Fire Station	£125,000
Soho Fire Station	£400,000
Southgate Fire Station	£125,000
Stanmore Fire Station	£162,926
Stratford Fire Station	£758,257
Surbiton Fire Station	£647,623
Tooting Fire Station	£134,910
Tottenham Fire Station	£97,363
Twickenham Fire Station	£939,051
Wallington Fire Station	£222,168
Wandsworth Fire Station	£507,742
Wembley Fire Station	£400,000
Wennington Fire Station	£65,000
West Hampstead Fire Station	£558,606
Whitechapel Fire Station	£1,300,000
Willesden Fire Station	£317,654
Woodford Fire Station	£345,979
Grand Total	£24,503,113

Standard Equality Impact Assessment Form

Question 1: Which Group, Department, or Project Board is responsible for carrying out the Standard Equality Impact Assessment?

Name	Property Department
------	---------------------

Question 2: Lead assessor's contact details

Name	William Connelly	Tel No	07385 943936
Job title	Technical Assurance Manager	Extension	
Department	Property – Technical Assurance	E mail	william.connelly@london-fire.gov.uk

Question 3: Title of document / policy (please include the policy number) / proposed change (project or initiative)

E states Capital Investment Programme (ECIP)

Question 4: Define the work, is it?

New		Complete redesign	The work is to deliver major projects to the estate replacing external and internal assets.
Small change		Other (please describe)	The work is to deliver major projects to the estate replacing external and internal assets. This is part of the estate asset management approach and follows on from the previous capital investment programme.

Question 5: Briefly outline the aim and the purpose of the work that is being screened for Adverse Equality Impact.

Aim	The Capital investment Programme's purpose is to deliver an Asset Management Plan (AMP) to conduct mechanical & electrical, fabric, and external works projects across the estate in 2026/27 – 2027/28
Purpose	To maintain and enhance the condition of the estate to support delivery of services and staff welfare.

Question 6: Has an EIA been conducted previously? (please tick)			
Yes X		No	
If yes, please attach a copy. If no state the reasons why not.	The ECIP is a rolling programme year on year. This ECIP will cover years 2026 -2028. The EIA will mirror the previous one covering years 2024 -2026.		

Question 7: Who is it intended to benefit?					
Staff	X	Public / service users	X		
Other (please state)	LFB staff, managers and support staff visiting or permanently engaged throughout the estate. Service providers, contractors and visitors who use the estate.				

Equality Impact Assessment Matrix

The table below identifies if you are required to complete a full Equality Impact Assessment.

Protected characteristic	Positive Impact	No Impact	Adverse Impact
	No full EIA required	No full EIA required	Full EIA required – Action plan required

Question 8: Identifying the impacts	
Consider any potential impacts on the Protected Characteristic Groups, etc, and the relevance of policy / change to each group as described as:	
PI = Positive Impact, NI = No Impact or AI = Adverse Impact	
Protected Characteristic	Level of Impact (PI = Positive Impact, NI = No Impact or AI = Adverse Impact)

Age (younger, older or particular age group)	PI
Disability (physical, sensory, mental health, long term illness, hidden)	PI
Gender reassignment (someone in transition from one gender to another)	NI
Marriage / Civil Partnership (married as well as same-sex couples)	NI
Pregnancy and Maternity	PI
Race	NI
Religion or Belief	NI
Sex	NI
Sexual Orientation	NI
Are there any other groups this work may affect? i.e. People living in areas of disadvantage, homeless people, people on low income / poverty?	No
Question 9: Has your assessment been able to demonstrate the following?	
Positive impact	
Positive impact	As part of the AMP , projects will be delivered to replace assets and improve the estate. Depending on the scope of the projects works will include egress and access improvements to stations where identified, improved lighting and control/alarm systems and electrical services will be installed to comply with latest guidance and building regs. These improvements will positively impact some staff groups.
Adverse impact	There is no adverse impact from the proposed estate investment.

What we must do	Provide a description or summary of how this will be achieved
E liminate discrimination	

Advance equality of opportunity	.
Foster good relations	
Question 10: Meeting the Public Duty for Equality Impact Assessment if applicable	
<p>Please provide a rationale to support the results of the Standard Impact Assessment, in that due consideration has been given to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful discrimination, harassment and victimisation 2. Advance equality of opportunity between different groups, and 3. Foster good relations between different groups <p>Senior Management, Governance and the Property Department have been engaged in producing this proposal/paper.</p>	

What data has been used to inform the Impact Assessment? (E.g. GLA Datastore, Census Data, Staff Monitoring Data, Staff Survey Data, Local Borough Population Demographics).	
Data Source	How it has been used
Staff Monitoring Data	To understand workforce dynamics to inform impact assessment. Accessed from LFB data – 8% of Ops and 12% of FRS and 18% of Control have declared a disability and could be positively impacted by improvements in the estate.

Question 11: Have you consulted with staff, LFB support groups, trade unions, public /service users, and /or others to help assess for Impacts? (please tick)			
Yes	X	No	
If yes, who was involved and how were they involved? If not , why not?			
Who?	Due to the nature of the works, it is felt this project will have little impact on equality considerations and none of these groups have been consulted: Equality Support Groups, Equality SMEs, Trade Unions.		
How?			

Full Equality Impact Assessment Form

The full Equality Impact Assessment picks up from the Standard Equality Impact Assessment process.

You have by this stage identified Adverse Impact for a protected characteristic group/s.

You now need to move onto a full Equality Impact Assessment.

A full assessment is a more detailed examination of what you have found and the mitigation plan to address the Adverse Impact.

The overview for this work will look like this:

Adverse Impact Detail	Outline of Mitigation Plan
<p>Describe what you have found in detail in relation to:</p> <ul style="list-style-type: none">• Community Groups• Workforce	<ul style="list-style-type: none">• What are you going to do about it?• Who are you going to involve to help advise and involve in decision making about the adverse impact?• How are you going to involve and engage with people, staff, etc on decision?• What are your timescales to do this?• What stages (if more than one) are involved?• How will you feedback to those you have consulted with?



For guidance and support, please contact Cultural Change, Strategy and Risk, or the Equality Support Groups (ESG).

Staff / Workforce Impact

Protected Characteristic Groups	Level of Impact (Positive, No, Adverse)	Please justify your response and action /s to be undertaken (provide detail)
Age (younger, older or particular age group)		
Disability (physical, sensory, mental health, long term illness, hidden)		
Gender reassignment (someone in transition from one gender to another)		
Marriage / Civil Partnership (married as well as same-sex couples)		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Other possible groups: Carers, homeless, language, low income / poverty / rural areas		

Community Impact

Protected Characteristic Groups	Level of Impact (Positive, No, Adverse)	Please justify your response and action /s to be undertaken (provide detail)
Age (younger, older or particular age group)		
Disability (physical, sensory, mental health, long term illness, hidden)		
Gender reassignment (someone in transition from one gender to another)		
Marriage / Civil Partnership (married as well as same-sex couples)		
Pregnancy and Maternity		
Race		
Religion or Belief		
Sex		
Sexual Orientation		
Other possible groups: Carers, homeless, language, low income / poverty / rural areas		

Action Plan Template

Title for Action Plan	
Lead for Action Plan	Contact Details
Who will be involved?	

[illegible]

Date	Description of issue or concern raised	Actions required (including community involvement)	S tart date	E nd date	Resource implications	Last update

Notes:

Document Control

Signed (lead for EIA / action plan)	
Sign off by Cultural Change	
Date of sign off	
Filed by	
Links	

Sustainable Development Impact Assessment Checklist

Project Name/Policy Name & No: London Fire Brigade Estate Capital Investment Plan.

Contact Person: William Connelly_____

Date completed: 06/09/2024_____

Please send through the completed checklist with a copy of the project PID or the draft policy to environment@london-fire.gov.uk. For existing policies undergoing minor amendments, please send through a marked up copy of the policy, with the original SDIA.

Other impact assessments completed				Yes	No
1. Has an Equalities Impact Assessment been completed?				<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Has a Health, Safety and Wellbeing assessment been completed?				<input type="checkbox"/>	<input checked="" type="checkbox"/>
Environmental Impacts					
3. Will this consume any of the following (please tick those that apply and state how and if this would increase or decrease our consumption):					
Gas	<input checked="" type="checkbox"/>	Electricity	<input checked="" type="checkbox"/>	Water	<input checked="" type="checkbox"/>
Petrol or diesel	<input checked="" type="checkbox"/>	Hazardous chemicals	<input checked="" type="checkbox"/>	Other natural resources e.g. timber	<input checked="" type="checkbox"/>
Comments: Estate capital investment programme includes projects for asset replacement including mechanical, electrical and fabric refurbishment projects					
4. Will this produce or reduce our production of (please tick those that apply and describe what and how):					
Non-hazardous waste	<input checked="" type="checkbox"/>	Hazardous waste (see PN 862)	<input checked="" type="checkbox"/>	pollutants to air, land or water?	<input type="checkbox"/>
Comments: Projects may generate building waste including hazardous waste. Where relevant to the scope of the project asbestos will be removed to reduce future management requirements. All works will be managed in accordance with defined processes and relevant legislation and requirements.					
5. Will this impact (positively or negatively):				Yes	No
.a Operational/business travel by staff				<input checked="" type="checkbox"/>	<input type="checkbox"/>
.b Travel/deliveries by our suppliers				<input checked="" type="checkbox"/>	<input type="checkbox"/>
.c Environmental protection at incidents				<input type="checkbox"/>	<input checked="" type="checkbox"/>
.d a Site of Special Scientific Interest				<input type="checkbox"/>	<input checked="" type="checkbox"/>

.e Gardens or other wildlife at stations/brigade sites (e.g. nesting birds or bats)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments: Projects may generate building waste including hazardous waste. Where relevant to the scope of the project asbestos will be removed to reduce future management requirements. All works will be managed in accordance with defined processes and relevant legislation and requirements.		
Procurement	Yes	No
6. Will this result in the purchase of goods, services or works or influence how they are procured?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.f Is this for a purchase of greater than £1m?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.g Will this use/result in a tender for manufactured goods such as electronics, textiles, and building materials?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.h Will this service require low skilled/low paid employees?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.i Will the goods consume utilities or consumables?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.j Does this involve major works taking place?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
.k If so are BREEAM and Ecological surveys required?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
.l Will this support future cost avoidance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.m Could all or part of the purchase be provided by small or local businesses?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
.n Could this be delivered by a voluntary/community sector organisation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
.o Has a Request For Tender been submitted to Procurement through hotwire?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comments: Projects will be procured in accordance with procurement regs and processes and will include RP requirements where appropriate. Cost avoidance will be achieved by renewing assets and reducing maintenance and revenue pressures for the future. Request for Tenders will be completed in the future once the programme has been approved.		

For the SD Team to complete:

Policy sustainability risk rating: H / L

Inputs/outputs/ impacts to address in Full SDIA: _____

Date completed: _____