



LONDON FIRE BRIGADE

LFC 26-031

Equipment Asset Replacement Programme 2026-31

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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Report classification:

For decision

For publication

No

Values met

Service

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

The purpose of this report is to seek approval for the renewal and upgrade of LFC's existing operational equipment assets that have reached the end of their recommended useful life. This would create a replacement program for the next five financial years (2026/27 – 2030/31) all of which are fully funded within the existing FLEET capital budget.

Approval is sought for 21 support vehicles to be replaced, fully funded from the available budget.

For the London Fire Commissioner

The LFC agrees that a contract for asset life replacements be entered into in accordance with the arrangements set out in Part Two of this report.

1 Introduction and background

- 1.1 LFC holds a contract with Babcock Critical Services (Vehicle and Equipment Contract 2014) to conduct asset life replacements at the contracted end of assets life. LFC maintains a 20-year forecast for asset life replacements, which is shared monthly with Finance to support budget planning.
- 1.2 The purpose of this report is to seek approval for the renewal and upgrade of LFC's support operational equipment assets for the next five financial years (2026/27 – 2030/31). These are already identified within the Vehicles and Equipment 2014 contract with Babcock Critical Services. Approval is also sought for the life replacement of 21 support vehicles.
- 1.3 The assets covered in this report include operational equipment and 21 support vehicles (support vans), along with estimated modifications costs. The report provides details of the equipment assets included in the five-year plan, the forecasted spend dates, and estimated costs. These cost estimates will be refined through the procurement process conducted by Babcock Critical Service on behalf of LFC.
- 1.4 For the 2026/27 support vans, while the broader shift to electric vehicles may necessitate additional infrastructure, such as charging facilities, these elements fall outside the scope of this paper and are covered in LFC-25-070.

2026/27 Support Vehicle Replacements

- 1.5 The 2026/27 support vehicle replacements will transition to electric models from diesel,

resulting in a cost increase that exceeds the standard 3% annual RPI adjustment. For context, a diesel van purchased by LFC for £25,500 in 2018/19 now costs £33,935—a 33.08% rise driven by inflation and market changes.

- 1.6 During the most recent batch of support vehicle replacements in 2025/26, the procurement process identified an electric-vehicle training cost, specific to the vehicle supplier, for Babcock Technicians responsible for routine servicing. If another supplier is chosen for the 2026/27 programme, an additional training cost may be incurred due to differing maintenance requirements between manufacturers. LFC have factored these potential training costs into the 2026/27 financial planning.
- 1.7 The FLEET Strategy 2024-35 aligns with the Brigades CRMP (Community Risk Management Plan) carbon reduction commitments and the mayors preferred Accelerated Green decarbonisation pathway which in the context of vehicles requires aged polluting petrol and diesel assets be substituted with zero tailpipe emission equivalents when due for replacement.
- 1.8 Electric vans will predominantly be charged using existing vehicle charging facilities available throughout the LFC estate.
- 1.9 A summary of the forecasted workstreams, cost and delivery dates has been included in the tables within this report and the Part Two report.

2 Objectives and expected outcomes

- 2.1 The purpose of this report is to seek approval for the renewal and upgrade of LFC's existing operational equipment assets that have reached the end of their recommended life. This would create a replacement program for the next five financial years (2026/27 – 2030/31). Procurement is covered under the Vehicles and Equipment 2014 contract with Babcock Critical Services. LFC are also seeking approval for the light vehicle replacements in 2026/27 only.
- 2.2 As part of our commitment to achieve value for money (VFM), LFC have reviewed each asset by department to determine whether it could be removed if operationally feasible or have its life extended if it does not pose a risk to reliability or compliance. The anticipated approval value is outlined in part two, with separate tables providing a detailed breakdown of expenditures for each asset. The specified delivery years establish a measurable timeframe, which will be further refined as the projects progress.
- 2.3 Light vehicle replacements will transition from diesel Internal combustion engines (ICE) to zero-emission alternatives such as Electric Vehicles (EV's), aligning with the London Mayor's focus on tackling air pollution and utilising net-zero energy as outlined in the LFB Fleet Strategy 2024 - 2035 (attached in appendix). LFC-25-070 which lead to DMFD277 for EV Charging Infrastructure has been published and is accessible on www.london-fire.gov.uk/about-us/our-decisions/.
- 2.4 At the end of their serviceable life, the vehicles and equipment will be resold by Babcock Critical Services Limited in accordance with the provisions of the 2014 Vehicle and Equipment Contract. Proceeds from the disposal of the assets are returned to a central revenue account and may be used to offset capital borrowing costs. The disposal process also ensures compliance with the London Fire Brigade's obligations under the Environmental Duty of Care

Regulations.

- 2.5 The LFC is able to generate capital receipts through the sale of surplus assets. This is a limited resource as the majority of the LFC's assets are currently in operational use as part of front-line service delivery and response. The timing and value of the capital receipts may also be further delayed or reduced due to planning requirements and changes in market conditions.

3 Year One – 2026/27 Finance Year

- 3.1 In the first year of the five-year replacement plan, the following assets are scheduled for end-of-life replacement under the Vehicles and Equipment 2014 contract with Babcock Critical Services. The financial value of these replacements will be disclosed in Part Two of this report.
- 3.2 The life of each asset was determined during the 2014 V&E contract implementation. The reasoning behind this was to provide a contractual obligation and costs associated over a 21-year contract. It also serves to provide:
- Timelines to plan asset replacement, supporting capital budgeting and avoiding large unfunded expenses
 - Ensures that equipment stays current, efficient, safe, and compliant with regulations.
 - Knowing the expected lifespan helps schedule preventive maintenance.
 - It reduces the risk of unexpected breakdowns and extends the asset's life.
 - Helps in cost forecasting for repairs vs. replacement.
 - At the end of its useful life, an asset may still have residual value (e.g. resale or scrap).
- 3.3 **Battery Powered Tools** - When battery-powered tools were first added to the inventory, Babcock and FLEET agreed to set the asset life at 5 years—shorter than the 10–12 years typically assigned to fuel-powered tools. This decision was made to closely monitor the performance and longevity of battery tools, with the aim of potentially extending their lifespan based on actual usage and battery health. LFC and Babcock Critical Services have carried out a full review of all battery-powered operational equipment and determined where a complete tool replacement is not required, and that replacing the battery alone is sufficient. This is shown in the 'Has life been extended?' column in the tables below. This approach promotes more responsible asset management by focusing on the actual condition of equipment rather than automatically replacing it at the end of its contracted life.

3.4 Table one:

Light Vehicle Replacements - 2026/27

Workstream	No.	Asset on the run	Replacement date	Has life been extended?
Community Fire Safety Vans	3	Sep-19	Sep-26	No
Brigade Control Centre Minibus	2	Sep-19	Sep-26	No
Regional Area Support Vans	3	Sep-19	Sep-26	No
Water Office - Hydrant Inspection Vans	4	Sep-19	Sep-26	No
Babcock Training Vans	2	Sep-19	Sep-26	No
Brigade Control Centre Van	1	Jun-19	Sep-26	No
Operational Resilience Conference Van	1	May-19	May-26	No
Operational Support Centre REPLO	2	Dec-19	Dec-26	No
Operational Support Centre Delivery	2	Dec-19	Dec-26	No
IT Equipment Carrier Van	1	Dec-19	Dec-26	No

Operational Equipment Replacements 2026/27

Workstream	No.	Asset on the run	Replacement date	Has life been extended?
Portable Battery Lighting	361	2021/22	2026/27	No
Portable Battery Lighting Chargers	460	2021/22	2026/27	No
Rescue Platform (Lucas)	17	N/A	2026/27	No
Fire Rescue Unit Hydramites	18	N/A	2026/27	No
Fire Rescue Unit Portable CCTV *	19	2019/20	2026/27	No

4 Year Two – 2027/28 Finance Year

4.1 Table two:

Operational Equipment Replacements 2027/28

Workstream	No.	Asset on the run	Replacement date	Has life been extended?
Reciprocating Saw (Pump Ladder)	44	2017/18	2027/28	No
Disc Cutter (Pump Ladder)	44	2017/18	2027/28	No
Lightweight Portable Pump (LPP)	43	N/A	2020/21	6 yrs

5 Year Three – 2028/29 Finance Year

5.1 Table three:

Operational Equipment Replacements 2028/29

Workstream	No.	Asset on the run	Replacement date	Has life been extended?
Ground Attack Monitors	130	N/A	2022/23	5 yrs
Major Lighting Unit	10	N/A	2024/25	4 yrs
Fire Rescue Unit Battery Pump SPU 16	37	N/A	2021/22	No
Fire Rescue Unit CU3040 NCT Cutter	63	N/A	2021/22	7 yrs
Fire Rescue Unit Hydraulic Spreader 3240+	63	N/A	2021/22	7 yrs
High Pressure Branch	352	2018/19	2028/19	No
Combi Tool & Chargers	161	2018/19	2028/29	No
Cutter Tool & Chargers	161	2018/19	2028/29	No

6 Year Four – 2029/30 Finance Year

6.1

Operational Equipment Replacements 2029/30

Workstream	No.	Asset on the run	Replacement date	Has life been extended?
5.5M Cadets Ladder	14	N/A	Rolling	No
Forced Entry Equipment (Hydraulic)	120	2019/20	2029/30	No
Controlled Dividing Breaching	150	2017/18	2029/30	No
Low Pressure Airbag Controller Unit	32	2017/18	2029/30	No
Rapid Stabilisation Strut	19	2017/18	2029/30	No

7 Year Five – 2030/31 Finance Year

- 7.1 In the fifth year of the Asset Replacement Programme, a performance review will be conducted for the electric vehicles introduced in 2025/26, like the approach taken in Year 3. This review will determine whether the vehicles are suitable for life extension or require life replacement, as originally forecasted in contractual planning.

Operational Equipment Replacements 2030/31

Workstream	No.	Asset on the run	Replacement date	Has life been extended?
Thermal Imaging Camera*	216	2022/23	2027/28	2 yrs
Inflatable Rescue Boats	5	2018/19	2030/31	No
Smoke Blocker Curtain	155	2020/21	2030/31	No
Ejector Pump	157	2018/19	2030/31	No
Inflatable Rescue Path (2 Metre)	47	2018/19	2030/31	No
Inflatable Rescue Path (5 Metre)	6	2018/19	2030/31	No
Fire Rescue Unit Air Lifting Bags	19	2018/19	2030/31	No
Core Tech Hose*	266	2018/19	2030/31	No
Standpipe Double Head with Blank Cap	111	2018/19	2030/31	No
Standpipe Long 1050mm	87	2018/19	2030/31	No
Standpipe Standard 900mm	169	2018/19	2030/31	No
Dividing breeching	17	2018/19	2030/31	No
Collecting breeching	169	2018/19	2030/31	No
Hydrant Key and Bar	327	2018/19	2030/31	No

* **Core Tech Hose** is the hose used for hydraulic cutting equipment that prevents hydraulic injection injuries. Should the hydraulic cutters be replaced with an equivalent battery tool, the hose will be removed from the inventory, disposed of, and not replaced. This will remove the health and safety risk of hydraulic injection injuries, and the cost of replacing them.

8 Values Comments

- 8.1 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.
- 8.2 The Asset Replacement approach reflects LFC's commitment to its core values. By including a contingency for cost fluctuations in the volatile electric van market and extending asset life where possible, LFC ensures continuity of service and maximises value. Integrity is upheld through transparent budgeting and recognition of project complexities, while learning from past experiences informs smarter decision-making and budgeting. Though not explicitly stated, teamwork and equity are demonstrated through collaborative resource management and fair asset utilisation, and courage is shown in proactively addressing potential market challenges through budget uplifts.

9 Equality Comments

- 9.1 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.

- 9.2 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.
- 9.3 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.
- 9.4 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.
- 9.5 foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 9.6 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.
- 9.7 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.
- 9.8 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.
- 9.9 FLEET will complete Equality Impact Assessments (EIAs) for each individual workstream once projects are live. This approach ensures that the specific asset under assessment is clearly identified through the procurement process and can be properly reviewed. Each of the projects included in this report will therefore have its own EIA

undertaken at the point the relevant workstream becomes live.

10 Other considerations

Workforce comments

- 10.1 This report has been prepared to seek approval for the expenditure outlined in Part Two. Workforce consultation is not required. The financial value referenced remains confidential to protect LFC's commercial interests and prevent market prejudice.

Sustainability comments

- 10.2 This report discusses the increased electrification to the LFC fleet and supports the LFC Sustainable Development Strategy aims.
- 10.3 This report does not introduce any significant sustainability impacts, however where new policies; projects and new equipment arise, they are subject to the Brigade's sustainable development impact assessment process.
- 10.4 Sustainability have been consulted and have advised they have no further comments to add.
- 10.5 FLEET will complete Sustainability Impact Assessments for individual workstreams once projects are live. This ensures that the specific asset under assessment is clearly defined through the procurement process and that sustainability impacts can be appropriately identified and reviewed. Each of the projects included in this report will therefore have its own Sustainability Impact Assessment undertaken when the relevant workstream becomes live.

Procurement comments

- 10.6 The Babcock Critical Services (BCS) Vehicle and Equipment (V&E) contract is the LFCs route to market to source vehicles and equipment and the outsourced maintenance function for the LFC fleet and equipment
- 10.7 These projects will be sourced through the V&E contract. This allows the LFC to utilise BCSs supply chain.
- 10.8 The LFC Fleet and Procurement teams will be directly involved in the development of the individual procurement strategies, tender lists and evaluation criteria.
- 10.9 The tenders will be issued and managed via the BCS tender platform.
- 10.10 These procurements will be compliant with these procurement legislation and the LFC Scheme of Governance.

Communications comments

- 10.11 This report has been prepared to seek approval for the expenditure outlined in Part Two and does not require internal communications. The financial value referenced remains confidential to protect LFC's commercial interests and prevent market prejudice. End users of the assets

scheduled for replacement within the period covered by this report will be consulted individually as part of the asset replacement project.

11 Financial comments

11.1 Financial comments have been included in Part Two of this report.

12 Legal Comments

- 12.1 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 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.
- 12.2 By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor"). Paragraph (b) of Part 2 of said 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...".
- 12.3 In accordance with Section 5A Fire and Rescue Services Act 2004 (FRSA 2004), the London Fire Commissioner, being a 'relevant authority,' may do 'anything it considers appropriate for the purposes of the carrying- out of any of it's functions...'
- 12.4 General Counsel observes that this procurement process will be carried out in compliance with the LFC Scheme of Governance.

List of appendices

Appendix	Title	Open or confidential*
1	LFB-Fleet-Strategy-2024-2035-v1	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