



LONDON FIRE BRIGADE

LFC – 26-039

# Provision of Maintenance and Repair to Appliance Bay Doors and Gates

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**Report to:**

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

**Date:**

26 April 2026  
6 May 2026  
12 May 2026

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**Report by:**

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**Authorising Head of Service:**

Laura Birnbaum, Assistant Director of Property and TSS

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**Report classification:**

For decision

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**For publication**

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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 to commit expenditure and award a new contract for the repair and maintenance of appliance bay doors and gates across the London Fire Commissioner's (LFC) estate.

#### For the London Fire Commissioner

The London Fire Commissioner agrees to commit funding for the provision of repair and maintenance services to appliance bay doors and gates across the London Fire Commissioners (LFC'S) estate as detailed in part 2 of this report.

The London Fire Commissioner agrees to delegate authority to the Assistant Director of Procurement and Commercial Services to enter into contract following the public procurement exercise.

### 1 Introduction and background

- 1.1 The current contract for the repair and maintenance of appliance bay doors and gates across all premises in the LFC estate is held by Code Blue which expires on 6<sup>th</sup> December 2026. The scope of the contract includes maintenance and safety checks to all appliance bay doors and gates. reactive and remedial repair works and minor project works.
- 1.2 The current contract was tendered via the Blue Light Portal with a contract term of three and a half years with no further extension options available.
- 1.3 The appliance bay doors and gates are niche to the LFC and are regarded as business-critical assets due to the direct impact on operational availability of fire appliances. It is therefore proposed to procure the contract separately from the wider Hard Services contracts to ensure technical resilience and supplier specialism.
- 1.4 The appliance bay doors are specialist assets bespoke to the LFC's operational requirements, station layouts and appliance configurations. These assets are not directly comparable to those used by other organisations and there is no common specification to support a collaborative approach. Therefore, a stand-alone procurement will enable the LFC to define requirements aligned to operational need, manage risk effectively and achieve value for money.
- 1.5 This paper is only for the revenue maintenance and repair contract. Replacement appliance bay doors and gates form part of the Estates Capital Investment Programme (ECIP), with newer style assets being installed that incorporate enhanced safety features. The introduction of

these upgraded safety devices and improved technology embedded within the new door and gate systems is anticipated to reduce reactive maintenance demand and could provide an opportunity for future cost savings. This will be monitored throughout the contract term and any opportunities identified will be reported through future budget cycles.

- 1.6 The scope of the planned services within the contract is for statutory and routine Planned Preventative Maintenance (PPM) to be delivered in accordance with industry standards and includes appliance bay doors, vehicle gates, vehicle bollards and checks to safety devices.
- 1.7 The reactive service addresses any faults or failures arising which are responded to in accordance with defined response times and progressed in accordance with an agreed schedule of rates.
- 1.8 A refined suite of Key Performance Indicators (KPIs) will be included within the contract which measures completion of planned servicing and reactive repairs and other requests within the defined response times and compliance with contractual procedures.
- 1.9 This contract supports the repair and maintenance to 534 appliance bay doors and 110 vehicle gates across the estate with an average of 900 jobs attended per annum. Over the term of the contract the rate of first-time fixes has improved significantly, increasing from 72% to over 90% of reactive works being attended to and fully completed during the initial visit. In addition, recall rates have remained consistently low throughout the contract period. Current performance data indicates that fewer than 1% of jobs are recalled, demonstrating strong service delivery, effective issue resolution and sustained operational reliability.
- 1.10 Planned work order completion has also strengthened over the duration of the contract, with the most recent contract year achieving a 100% completion rate for all planned works. This represents an overall improvement of 18% since the contract was first awarded, demonstrating sustained progress in planned maintenance delivery and effective operational planning. As a result, the specification will remain largely unchanged.

## 2 Objectives and expected outcomes

- 2.1 The objective of the procurement is to secure a specialist supplier capable of delivering a reliable, compliant and cost-effective maintenance service to the appliance bay doors and gates which will cover:
  - Planned Preventative Maintenance
  - Reactive repairs and emergency call outs
  - Compliance with statutory and operational safety requirements
  - Minor project works relating to door and gate hardware, automation systems and safety devices
- 2.2 The new contract will continue to support LFCs statutory compliance duties, maintain operational readiness across all buildings, and ensure timely repairs that directly affect appliance deployment.
- 2.3 Key expected outcomes of the procurement include: -

- Resilient support for operational premises
- Enhanced asset lifecycle management
- Incorporation of modern maintenance technologies where appropriate
- Clear performance management through KPIs and SLAs aligned to LFCs operational requirements

2.4 Given the specialist nature of appliance bay door and gate systems, awarding a single contract allows LFC to ensure strict quality control, safety and performance across the estate.

2.5 The proposed contract term is five years with two optional 12-month extensions. It is the intention to utilise these two extensions providing service delivery is being achieved and market intelligence on rates current at the time of extension has confirmed that value for money is being achieved. Approval is requested for the full seven years of spend.

2.6 The current contract was awarded in 2023 on a fixed price basis for the full contract term. Since then, market conditions have experienced year on year inflationary increases, with Office for National Statistics (ONS) publications indicating an average inflation rate of approximately 3.9% over the period. As inflation has not been applied to the contract costs, LFC has benefited financially from the fixed price arrangement. However, it is anticipated that costs will increase under the forthcoming procurement exercise. To support forecasting and commercial comparison, compound inflation has been applied to the current contract costs to reflect the cumulative market increases since 2023. The estimated value of the proposed contract is set out in Part 2 of this report.

### 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 the provision of repairs and maintenance to appliance bay doors and gates across the estate supports the values as shown below: -

- **Service – we put the public first:** by managing the upkeep of the assets and estate ensuring it is fit for purpose and supports the delivery of our functions
- **Teamwork – we work together to include everyone:** work collaboratively with the supplier to deliver added value initiatives which will add a benefit to our building users
- **Learning – we listen so that we can improve:** review services provided in line with changes to assets across the estate, work with supplier to ensure new assets meet correct specifications and bring a benefit, efficiencies for both performance of asset and value for money

### 4 Equality Comments

4.1 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.

- 4.2 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.
- 4.3 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.
- 4.4 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.
- 4.5 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.
- 4.6 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.
- 4.7 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.
- 4.8 An Equality Assessment form has been completed and the outcome of which is considered to have a low risk

## 5 Other considerations

### Workforce comments

- 5.1 Representative bodies have not been formally consulted in the development of this report. This service will replicate the existing provision and there are no workforce implications

## **Sustainability comments**

- 5.2 This report discusses the proposed tender and award of a new contract for the repair and maintenance of appliance bay doors and gates across the LFC estate. It broadly supports the LFC Sustainable Development Strategy aims.
- 5.3 Whilst this report does not introduce any significant sustainability impacts due regard must be given to adherence and compliance with the GLA group responsible procurement and social value policy, to which the LFC is a signatory.
- 5.4 The successful supplier is expected to adopt the nine provisions of the Ethical Trading Initiative's Base Code, incorporating the core International Labour Organisation conventions, or equivalent and will have to adhere to wider London Living Wage commitments for relevant employees and sub-contractors.
- 5.5 Where new policies; projects and new equipment arise from this proposed procurement they are subject to the Brigade's sustainable development impact assessment process which must be completed and submitted to the sustainable development team for review.

## **Procurement comments**

- 5.6 This procurement will be carried out by the Brigades procurement department and will be issued to the market using the Brigades In-Tend procurement platform.
- 5.7 The tender will be compliant with the Brigades Scheme of Governance and with the Procurement Act 2023 legislation to ensure that the tender identifies the bidder that will provides best value for money.
- 5.8 The procurement strategy has been developed in collaboration with the Property team. Due to the specialist nature of the requirement no public sector frameworks have been identified for this requirement. As such, the recommended route to market will be a Competitive Flexible Procedure (CFP) under the Procurement Act 2023.
- 5.9 A pre-market engagement has been carried out to identify potential suppliers to participate in the tender. This has identified 11 potential tenderers, including the incumbent, giving assurance that the specialist requirement can be competitively tendered.

## **Communications comments**

- 5.10 Once approved the proposed service levels will be communicated with all relevant stakeholders through established methods.
- 5.11 Stakeholders will be consulted during the relevant stages to ensure any changes are communicated effectively and in a timely manner.

## **6 Financial comments**

- 6.1 This paper seeks authority to commit revenue expenditure to reprocur a new contract for provision of repairs and maintenance of appliance bay doors and gates across the LFC estate. This represents a 7-year contract (5+1+1). The funding source is the LFB Property Department's revenue budget.

- 6.2 The main financial risk is budgetary (dependent on the new contract price). If this risk materialises, it will be mitigated through a budget transfer from the Property Department's Small Works budget..

## 7 Legal Comments

- 7.1 This report seeks approval to commit expenditure of money set out in the part 2 of the report for the purpose of entering into contract for the supply of appliance bay doors.
- 7.2 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.
- 7.3 Section 327D of the Greater London Authority Act 1999, as amended, 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.
- 7.4 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 Planning, Regeneration and Fire ('the Deputy Mayor'). In particular, paragraph (b) of Part 2 of the 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 is identified in accordance with normal accounting practices...". The proposed expenditure exceeds this financial threshold, accordingly, prior approval from the Deputy Mayor will be sought.
- 7.5 The report confirms the new contract for appliance bays will be procured in accordance with the Procurement Act 2023.
- 7.6 Appliance bay doors are essential hard services that enable the Brigade to operate both efficiently and effectively.

# List of appendices

Appendix	Title	Open or confidential*
1	Equalities Impact Assessment	Open
2	Sustainability Development Impact Assessment	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