



LONDON FIRE BRIGADE

Decision title

Lambeth River Station – Pontoon refurbishment

Recommendation by
Assistant Director of Property

Decision Number
LFC-0379-D

Protective marking: **OFFICIAL**

Publication status: Published with redactions

Summary

Report LFC-0379 seeks approval to refurbish Lambeth River Station, in line with the recommendations of the recently commissioned feasibility report. The proposed refurbishment will resolve issues around the deteriorating condition, layout and operational needs of Lambeth River Station. Undertaking this work will improve the functionality of Lambeth River Station to support its emergency response and collaboration role ensuring safety on the river.

The current delay in the Planning Application to redevelop 8 Albert Embankment provides a valuable window of opportunity to efficiently progress the decant of crews to Lambeth fire station in order to refurbish this bespoke fire station. The proposed programme has the least impact on operational delivery and will provide a specialist station which supports LFB Transformation Plan commitments including enhanced capacity for collaboration, diversity and inclusion objectives. A future decant of Lambeth River Station after the re-development of Lambeth fire station will be extremely difficult without significant impacts on LFB's operational delivery on the river. This is due to capacity constraints at viable LFB stations close to the River Thames to host a decant, including a re-developed Lambeth fire station which will be fully occupied. Delivering this refurbishment programme will improve operational delivery and avoid any requirement to decant the river station during the next 15 years for pre-planned maintenance purposes.

Decision

That the London Fire Commissioner:

1. Provides authority to the Assistant Director of Property, to complete the refurbishment of Lambeth River Station, based on the pre tender estimate of [REDACTED] and within a [REDACTED] tolerance of the submitted pre-tender estimate price.
2. Approves a capital budget of [REDACTED] for the Lambeth River Station refurbishment, with delegated authority to the Director of Corporate Services to increase the budget, within a tolerance of [REDACTED]
3. Delegates Procurement Authority, as detailed in paragraph 29 to the Assistant Director Technical and Commercial to procure the works.



Andy Roe
London Fire Commissioner

This decision was remotely
Date signed on Tuesday 03 November 2020

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LONDON FIRE BRIGADE

Report title

Lambeth River Station – Pontoon refurbishment

Report to

Deputy Mayor's Fire and Resilience Board
London Fire Commissioner

Date

21 July 2021

Report by

Laura Birnbaum, Assistant Director of Property

Report number

LFC-0379

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Summary

This report seeks approval to refurbish Lambeth River Station, in line with the recommendations of the recently commissioned feasibility report. The proposed refurbishment will resolve issues around the deteriorating condition, layout and operational needs of Lambeth River Station. Undertaking this work will improve the functionality of Lambeth River Station to support its emergency response and collaboration role ensuring safety on the river.

The current delay in the Planning Application to redevelop 8 Albert Embankment provides a valuable window of opportunity to efficiently progress the decant of crews to Lambeth fire station in order to refurbish this bespoke fire station. The proposed programme has the least impact on operational delivery and will provide a specialist station which supports LFB Transformation Plan commitments including enhanced capacity for collaboration, diversity and inclusion objectives. A future decant of Lambeth River Station after the re-development of Lambeth fire station will be extremely difficult without significant impacts on LFB's operational delivery on the river. This is due to capacity constraints at viable LFB stations close to the River Thames to host a decant, including a re-developed Lambeth fire station which will be fully occupied. Delivering this refurbishment programme will improve operational delivery and avoid any requirement to decant the river station during the next 15 years for pre planned maintenance purposes.

Recommended decisions

That the London Fire Commissioner

1. Provides authority to the Assistant Director of Property, to complete the refurbishment of Lambeth River Station, based on the pre tender estimate of [REDACTED] and within a [REDACTED] tolerance of the submitted pre-tender estimate price.
2. Approves a capital budget of [REDACTED] for the Lambeth River Station refurbishment, with delegated authority to the Director of Corporate Services to increase the budget, within a tolerance of [REDACTED]

3. Delegates Procurement Authority, as detailed in paragraph 29 to the Assistant Director Technical and Commercial to procure the works.

Background

1. Lambeth river station delivers emergency response in collaboration with the Royal National Lifeboat Institution (RNLI), the Metropolitan Police Service (MPS), the Port of London Authority (PLA) and Transport for London (TfL) to improve safety on the river for social, recreational and commercial users.
2. In January 2019, the Fireboat Review report (LFC0018) endorsed six core recommendations underpinning delivery of London Safety Plan 2017 (LSP) commitments on effective working with partners, and identifying areas of improvement in how the fireboat is utilised and systems to support its operations.
3. The Fireboat Review also confirmed additional response activities to meet the requirements of the Mayor's review of safety and security on the river, as recommended in the Lord Harris Review of preparedness for a terrorist incident. Additionally, station based crews support a range of water safety priorities as detailed within LFBs Community Safety and Prevention Strategy, and contribute to a significant number of pageantry events based on the River Thames.
4. The London Safety Plan 2017 (LSP) states that London Fire Brigade (LFB) will "revise its estates strategy to invest in stations that present the best options for the future based on modelling work". Risk modelling research undertaken by ORH on behalf of the Strategy and Risk determined that the current location of Lambeth River station is appropriate in relation to historic incidents attended. It must be noted that direct mobilising of any asset by London Coastguard is based on the asset's position, speed of response and incident location. Therefore, it is assumed that the location of the Pontoon will remain unchanged for the purposes of any planning or remodelling work.
5. The Authority has held a licence over the pier (to which the Pontoon is moored) from the PLA since 1995. The licence is for an unlimited term and contains an option to determine in favour of the PLA on various grounds, subject to PLA providing LFB with a minimum of six months' prior written notice. Hence, LFB have no long-term security of tenure.
6. However, having a licence is common practice for such structures positioned in the River Thames. The river station is located in a prominent position within close proximity of Parliament and any plans to revoke the licence by the PLA are deemed highly unlikely. Therefore the security of Lambeth River station remains unchallenged for the foreseeable future.

Business case for refurbishment

7. Lambeth river station has been identified in need of full refurbishment and modification. London Fire Brigade's Asset Management Plan (Property) published in March 2017 (FEP 2714) did not include the river station as a priority for improvement. However, the outcome of a feasibility study the same year to review its condition and suitability, following reported issues by officers and operational colleagues, confirmed a number of condition and accommodation issues.
8. Lambeth river station is located in a unique position on the River Thames and therefore is constantly exposed to the elements. Corrosion and wear to the Pontoon need to be addressed during 10-15 year intervals. The lifecycle of the Pontoon is at a stage where a full dry dock refurbishment is required, prolonging the life of the structure and providing a safe working

environment for the operational crews. The feasibility reports highlights the need to carry out this essential maintenance without delay. Should the refurbishment the Pontoon not progress, the levels of decay will increase and put this specialist asset at risk of failure in the future.

9. In 2018, a paper was presented to Major Works Capital Board identifying three options to resolve condition, accommodation and associated issues including stability. Options one and two involved remodelling the current space to slightly differing standards with estimated costs in the region of [REDACTED]. A third option considering a full Pontoon replacement was estimated at [REDACTED].
10. A lifecycle approach has been applied to support consideration of a replacement/ refurbishment comparison. It was noted that the same pre planned maintenance requirements would be required on a replacement Pontoon structure as a refurbished structure. Therefore, there were no long term maintenance efficiencies to be realised with a replacement solution. A replacement Pontoon would also provide scope to increase the size of the river station, however this would also incur increased costs on the PLA licence and dictate the replacement of the current dolphins structure which supports the Pontoon on the river.
11. After consideration, option two which entails refurbishment of the existing Pontoon, remodelling the space to address condition issues and providing maximum usability with regard to spatial concerns was agreed. This would also address marine, mechanical and electrical issues and presented the most functional solution and best value for money in comparison to the other options. The recommendation that Lambeth River Station becomes a major refurbishment project was endorsed and [REDACTED] was included in LFCs capital budget programme.¹
12. Since the initial options appraisal, the estimated cost was subject to a further investigations as no intrusive/dive surveys had been carried out for this exercise. In October 2019, the recently commissioned feasibility study confirmed the viability of the preferred option two above. Activities completed and included within the feasibility were:
 - a. Dive surveys to access the condition of the hull;
 - b. Surveys to the link span bridge;
 - c. Mechanical and electrical surveys;
 - d. Site meetings with Lambeth river Station Commander and crews to discuss proposals and options;
 - e. Site visits and discussion with Station Commander Lambeth fire station to review decant options;
 - f. Logistics of relocating the Pontoon to dry dock at Chatham or to docks at Tilbury;
 - g. Concept design detailing existing and proposed external and internal layouts with options;
 - h. Costs to provide a floating platform where fireboats can be moored for the duration of refurbishment works;
 - i. Pre-tender estimates for refurbishment and remodel of the Pontoon, together with:
 - i. Decant cost options to Lambeth Fire Station
 - ii. Costs around logistics of relocating the Pontoon to dry dock
 - iii. Any associated costs to the Link Span, concrete pier & dolphins
 - iv. Indicative programme for RIBA stages 3-7
13. The refurbishment programme will require the Pontoon to be removed temporarily from the river for the duration of the works. The river crews will decant into the 3rd floor of Lambeth Fire

¹ It should be noted that is not appropriate for the river boat fire station to be upgraded to the full spatial requirements of a one bay fire station as defined by the Standard Station Design Brief (SSDB).

Station and a temporary floating platform will be provided in place of the Pontoon to support mobilisation. The provision for the light refurbishment to part of the 3rd floor of 8 Albert Embankment (currently out of use) has been included within the programme costs. On completion of the refurbishment, the Pontoon will be returned and the temporary platform will be removed. The crews will then relocate to the river station from Lambeth Fire Station.

14. Initial co-location investigations with partner organisations on the river such as MPS and RNLI to support the decant of river station crews have proven unfeasible primarily due to the scope of LFC requirements to support a decant solution. The planned delivery of new fireboats, the requirements to moor vessels of this size on other agencies' piers and lack of accommodation necessary to house 4 watches, 28 lockers and accompanying Personal Protective Equipment (PPE). The difficulties in sourcing a decant solution have reinforced the critical opportunity to utilise Lambeth fire station which will minimise impacts on the operational delivery of the river service and avoid a future decant requirement within the next 15 years.

Proposed Refurbishment – Outline Benefits

15. The resolution of condition and accommodation issues recommended by the new feasibility report will be delivered primarily out of the internal re-design, full refurbishment and marine works involved to stabilise the Pontoon. This will ensure the unique provision of Lambeth river station is fit for future service delivery. A comprehensive overview on how the proposed solution addresses these issues is contained within a detailed feasibility and cost plan report available on request. A high level summary of resolutions can be referenced in Appendix 1 of this report.
16. New gender neutral resting and washroom facilities will be delivered to attract and enable delivery of a diverse workforce and increase LFB capacity to deliver an inclusive estates provision to support the commitments of LFB's Togetherness Strategy.
17. The re-design of the upper and lower decks will significantly improve the accommodation within the current structure, provide a compliant kitchen/mess area and lecture room facilities as well as a new triage area on the top deck to support a collaborative multi agency emergency response.
18. A larger meeting facility has been incorporated into the design for the lower deck to enable multi-agency meetings and briefings to take place. This facility will support greater collaboration and communication across prevention and response functions with blue light and other statutory river agencies.
19. Alterations to the exterior of the Pontoon will be made in preparation for the two new fireboats commissioned by Technical and Support Services due for delivery in May 2021.
20. The elements of sustainable development incorporated within the refurbishment including the replacement of mechanical and electrical installations within the river station with new energy efficient services and fixtures. This will help reduce energy consumption and environmental harm and allow the LFC to positively influence the built environment in support of the Mayor's Carbon Reduction target, as well as its own environmental policies. Where required replacement Photovoltaic solar panels will be installed to the roof of the Pontoon, to optimise energy output and efficiency. The boiler was replaced two years ago and will be retained, however all associated pipework and radiators will be renewed. Enhancements to the fabric of the structure will also be undertaken to improve the thermal efficiency of the River Station. Replacement of ill fitting windows will also be carried out along with new lighting fittings with LED lamps.

Project Management and Procurement

21. A consultant was appointed using the Multi Disciplinary Consultancy (MDC) framework to undertake a feasibility study, design, cost and project management services to deliver the refurbishment of Lambeth River Station. Subject to agreement of these recommendations, [REDACTED] Consultancy will be instructed to ensure the works are delivered in accordance with the specification standard through to handover and post completion.
22. LFB project management oversight will be led by Property department's client side project manager, who will remain responsible for liaising with the consultants via regular design review meetings and overseeing progress for the design, construction, commissioning and handover of the project.
23. The feasibility process was undertaken in consultation with internal stakeholders including the Station Commander (SC) and station based crews. The Brigade's project manager will ensure that pre-start and hand over meetings, as well as periodic and ad hoc site meetings with consultants and contractors are held to monitor progress of the works, keeping all stakeholders fully informed.
24. A project board chaired by the Assistant Director of Property will be established to monitor progress against key milestones and the project budget. Pending agreement of proposed recommendations, corporate project status will be assigned to the project by the Programme Management Office, enabling monitoring and scrutiny in line with LFC governance requirements.
25. The proposed procurement route for the construction element will be to complete an open, competitive tender. The works will be tendered in accordance with the Commissioner's Code of Practice on Tenders and Contracts. [REDACTED] will recommend the appointment of the most economically advantageous tenderer to carry out the works. The refurbishment is below the OJEU works threshold of £4,551,413, negating the need to conduct an OJEU procurement process.
26. Where achievable, the Brigade makes efforts to utilise existing frameworks for tendering works, in accordance with the Greater London Authority (GLA) collaborative procurement approach. It is intended to utilise the Metropolitan Police Construction Framework, which is open to all emergency services (LFB, LAS & MPS). Contacts have been made with procurement leads at the MPS to enable full access to this framework and to ensure that this route to market is seamless.
27. The selection of the successful tenderer will be based on a process that evaluates both the cost and quality of contractor's tenders. The ratio to be applied to this process will be 40% cost evaluation and 60% quality evaluation. This is a process and ratio suitable for major and complex building contracts to ensure that best value is achieved through the careful assessment not only of tender cost, but also the contractors financial and insurance status and their services in relation to use of resources, skills and experience, quality control, health and safety and environmental processes.
28. As part of the LFCs statutory duty under the Police and Crime Act 2017 and the London Safety Plan 2017 principle of collaboration, heads of estates for blue light services liaise regularly with a remit to review opportunities for improved efficiency and effectiveness across respective

estates. LFB and MPS leads have confirmed a co-location river based response facility is not aligned with respective estates strategies. MPS river based operations are delivered from a Pontoon facility close to Wapping which does not offer an opportunity to support LFB from a risk modelling perspective, or a supported decant due to lack of accommodation and capacity. However, the larger meeting space and new triage area provided by the refurbished Pontoon will allow local collaborative service delivery elements to be explored and utilised.

29. As part of standing orders the Assistant Director Technical and Commercial has authority to approve procurement initiation, accept a tender, award and enter into a contract in accordance with existing standing orders. Procurement authority also extends to any actions required under any existing contracts (e.g. deductions for unsatisfactory performance or giving notice and termination of contracts), except where actions relating to contract performance are in accordance with a formula or process included within the contract.

Projected Capital Costs

30. In order to establish the financial costs involved with refurbishing this specialised facility, officers commissioned a feasibility report as directed by Capital Major Works Board. At that time an estimated budget of [REDACTED] was earmarked to refurbish Lambeth River Station within the capital works programme. This estimate did not allow for decant costs, intrusive marine surveys, works to the link span, provision of a temporary floating Pontoon, or Pontoon relocation costs.
31. The total estimated cost arising from the feasibility exercise is [REDACTED] including all consultancy fees, staff costs, decant costs, provision of temporary facilities, construction costs and contingency. As the costs at this stage are based on pre tender estimates and firm quotes for the construction element will not be received until RIBA stage 4, it is recommended that a tolerance of [REDACTED] is allocated to this budget. The identified contingency will enable the project to overcome uplifts in cost experienced in the tender process, as well as any unforeseen risks or delays to the project due to market fluctuations and any unforeseen impacts of Brexit and associated supply chain elements.
32. Should the total costs provided in Table 1 exceed an agreed tolerance of [REDACTED] a revalue engineering exercise would be applied to establish if the cost could be reduced within the tolerance approved. If this exercise was unsuccessful the works will be subject to further approval.

Table 1 – Projected pre-tender capital costs

Project Costs		
Description	Cost (£)	Description
Feasibility	[REDACTED]	Full feasibility including marine specialist surveys and condition report (sunk cost).
Construction costs	[REDACTED]	Full refurbishment costs of the Pontoon, internal and external works (including remodelling of the current layout), all mechanical and electrical costs, decommissioning and towing to dry dock, towing back from dry dock to berth and

		recommissioning. This cost also includes a provisional sum of £100k for dredging the river bed should further surveys highlight the need. If not required this will be a potential saving.
Temporary Accommodation	██████	Costs of light touch refurbishment to the 3 rd floor at Lambeth Fire Station. The 3 rd floor will provide decant accommodation for the crews throughout the life of the project. They will be able to use the other facilities in the station, i.e., kitchen and gym
Temporary Pontoon	██████	A temporary floating platform provided to moor the fireboats to.
Link Span	██████	The link span bridge from the Embankment onto the Pontoon is in need of replacement.
Works to Pier	██████	The repairs needed to the concrete pier are unknown (due to access and removal of the link span) and will require further investigations.
Main Contractor Preliminaries (15%)	██████	The contractors set up and running costs throughout the duration of the project. (All of the costs that are associated with the running the project and have not been included in the materials, labour or overheads)
Contractor OHP (4%)	██████	The main contractors overheads and profits.
Consultant Fees (15%)	██████	All associated fees, including specialised marine consultants. (Port of London Authority fees, Environmental Agency fees & Marine Management Organisation fees)
Allowance for Licences and permissions (3%)	██████	All associated fees for Licences and Permissions from the Port of London Authority and Environmental Agency.
Surveys and investigations	██████	All associated fees for any further specialised surveys & investigations.
Inflation to mid point of construction, Q1 21/22	██████	To allow for any increase in costs from the time of the pre-tender estimate to actual tender award. (To cover any inflation

(4%)		Increases that may arise, which could be likely due to the length of time between pre tender estimate and actual tender)
LFB Staff costs (2.3%)	██████████	2.3% of the original pre-tender estimate of the total sum of building works
Contingency (10%)	██████████	Due to the highly complex and specialised nature of this project (the Pontoon being located on the River Thames), the 10% contingency may be required during the next design stage and to cover any increase in estimated costs.
Total	██████████	

Outline Programme

33. The following key milestones are based on receiving LFC agreement on recommendations by the mid September 2020. Dates provided are indicative at this point as the timeline will be subject to review throughout the design stages.
34. The Pontoon refurbishment programme permits the decant of Lambeth river station crews to Lambeth Fire Station for the duration of the construction period. The decision by the MHCLG Secretary of State to 'call in' the planning application for the 8 Albert Embankment scheme will incur a delay in securing planning by an estimated 12-15 months. This delay will provide a critical window to decant river station crews into Lambeth Fire Station with minimal impact to operational delivery as well as being within any vacant possession required by the 8 Albert Embankment project to develop the site.
35. To support operational readiness there will be a need to provide temporary facilities for the duration of the project. A temporary Pontoon platform would be installed to moor vessels and support service continuity. However, the disconnection of existing services, the removal of the Pontoon to dry dock, the provision of the temporary floating platform, the removal and replacement of the link span, the reinstatement of the fully refurbished Pontoon and reconnection of services will, over the duration of the project, incur disruption to service delivery. It should be noted that any disruption to service delivery to accommodate the above is estimated in days only and not weeks. Further discussions will need to take place nearer the time to confirm how and where the crews access the fireboats during these phases of the project.

Table 2 – Programme Milestones

15/09/2020	LFC decision expected to approve project and secure capital funding.
05/10/2020	██████████ instructed to proceed to full design and tender.
12/02/2021	Full design and tender pack uploaded onto Blue Light portal.

12/03/2021	Tender period.
09/04/2021	Tender evaluation.
23/04/2021	Contract Award.
11/05/2021	Decant to Lambeth fire station of Lambeth river station crews.
12/05/2021	Pontoon removed to dry dock.
13/05/2021	Floating platform to replace Pontoon provided and installed.
18/05/2021	13 week refurbishment period commences.
13/08/2021	Refurbishment period ends.
16/08/2021	Pontoon delivered back to site.
27/08/2021	Practical completion and handover.
01/09/2021	Re-occupation for crews.

Risk and Dependencies

36. In the event of the planning inquiry timescale for 8 Albert Embankment being escalated and brought forward, or a delay occur with the Pontoon refurbishment works, a decant contingency where crews would mobilise from portakabins located within the front yard (shelf) of rear block at Lambeth fire station has been provisionally agreed with U&I. This agreement has been recorded within the new lease conditions of the rear block from the LFB to U&I. The front car park at rear block is located directly behind Lambeth fire station and would incur a marginal increase in turnout time.
37. Lambeth river station has different mobilising protocols to land based stations. As the fireboat has no response standard within the London Safety Plan 2017, a decant to Lambeth fire station would not impact on LFBs statutory duty for attending incidents on the river Thames. However, retaining a decant solution on the site of Lambeth fire station is the only solution that would support availability for emergency response by the London Coastguard for mobilisation purposes.
38. Two new fireboats will arrive during the planned refurbishment of the Pontoon, however this will not negatively impact as the floating platform will be in place for the existing fireboats. At May 2021 there will be no scope to change the gender neutral design to accommodate an increased watch strength. Operational Policy have confirmed their review is unlikely to result in an increase to crewing.
39. The lack of security of tenure could result in the PLA ending the lease with the LFB for the Pontoon at any time, with a 6 month notice period. As mentioned, this is considered highly unlikely.

Finance comments

40. This report includes a recommendation to complete the refurbishment of Lambeth River Station. These works had previously been included in the capital programme at an estimated cost of [REDACTED]. The budget requirement has increased to [REDACTED] an increase of [REDACTED]. This estimate includes a contingency of [REDACTED] and allowance for inflation of [REDACTED]. If this report is approved, this increase will be included in the next capital budget update. The cost of these works will incur capital financing costs of [REDACTED] per annum, an increase of [REDACTED] from the previous approval.
41. The second recommendation in the report asks the Commissioner to delegate the approval of the works to the Assistant Director Technical and Commercial within a [REDACTED] tolerance. This will mean that the total potential costs of the works that can be awarded, without providing a further report will be [REDACTED] above the proposed budget. If this recommendation is agreed, then any additional budget required above the [REDACTED] will be reported as part of the capital monitoring in the quarterly financial position reports once the contract has been awarded. Any additional capital financing costs will need to be reported as part of the normal budget setting process.
42. It should also be noted that feasibility costs of [REDACTED] have already been incurred on this project and if the works are not undertaken, these feasibility costs will be recharged to the revenue budget, potentially causing an overspend.

Workforce comments

43. The recommendations within this report do not require formal staff side consultation. However, the benefits realised by a fully refurbished Pontoon supports a positive outcome for staff that will meet operational needs, rectify condition, accommodation and stability issues, provide gender neutral facilities throughout and support the provision of two new fireboats.
44. Site meetings with officers from Property department, working alongside the Station Commander for Lambeth River Station, the Borough Commander and Deputy Assistant Commissioner, agreed design proposals for the refurbishment of Lambeth River Fire Station to support the feasibility process. Since then the Property Department project manager has continued to take opportunities to keep respective river Station Commanders updated on progress and engage with crews on questions surrounding the proposed layout of the Pontoon and re-design improvements.
45. The Fire Brigades Union are represented on the Major Works Capital Board and have welcomed the benefits associated with refurbishing Lambeth River Station. Wider representative body consultation will be sought as part of the LFC governance process and representation will be invited at project board level.

Legal comments

46. 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.
47. 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").

48. 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 as identified in accordance with normal accounting practices...".
49. The statutory basis for the actions proposed in this report is provided by sections 7 and 5A of the Fire and Rescue Services Act 2004 ("FRSA 2004"). Section 7 (2)(a) FRSA 2004 the Commissioner has the power to secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting and section 5A allows the Commissioner to procure personnel, services and equipment they consider appropriate for purposes incidental or indirectly incidental to their functional purposes.
50. General Counsel also notes that the proposed service will be procured in compliance with the Public Contracts Regulations 2015 and the Commissioner's Scheme of Governance.

Sustainability implications

51. The project will be administered in alignment within the LFCs sustainability policies. Details on how this project impacts on those policies is located within the Sustainable Development Impact Assessment (SDIA) checklist completed and agreed for this refurbishment proposal. On agreement of report recommendations, the project will incur a full SDIA alongside a benefits realisation process to monitor ongoing sustainability benefits.
52. The Building Research Establishment Environmental Assessment Method is an industry benchmark used to evaluate the sustainability of built environment assets. Boats and floating structures do not comply with such schemes, however the aim will be to improve upon the existing thermal performance of the Pontoon and improve energy conservation.
53. Proposed works will see the installation of more efficient appliances, fixtures and fittings with an overhaul of both the mechanical and electrical plant (with the exception of the newly installed boilers) The upgrade of services will reduce the energy consumption of the river station, along with the provision of insulation to the Pontoon which will improve the conditions for the crews and reduce energy consumption and heat loss.
54. In addition, the provision of new renewable energy installations on top of the Pontoon roof will be provided. There are currently panels already in situ, but the age and condition of these panels is yet to be determined. It will probably be more cost effective to install new panels that will be more sufficient and provide greater payback.
55. In line with LFC responsible procurement practices, the selected contractor will be required to demonstrate that they comply with statutory and mayoral policies such as London living wage, anti slavery, anti bribery, opportunities for small and medium sized enterprises (SME) as well as equality and diversity requirements.

Equalities implications

56. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.
57. 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.

58. 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.
59. The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:
- (a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - (b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - (c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
60. Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
 - (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
61. 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.
62. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—
- (a) tackle prejudice, and
 - (b) promote understanding.
63. A significant benefit will be the internal remodelled provision of privacy resting and washroom areas to meet LFC's new privacy for all specification. This will benefit river station based staff across a range of protected characteristic groups and create a working environment to support an inclusive and diverse workforce.
64. Conversely, it should be noted that due to the nature of the structure and location of the Pontoon, there will be no improvement to the accessibility of operational facilities, members of the public/partner agencies who may be wheelchair users, or those with severe mobility issues.

List of Appendices

Appendix	Title	Protective Marking
1.	Feasibility issue resolution	

Appendix 1 - Feasibility issues resolution

A detailed feasibility report is available for background reading. Please see below for a high level summary on condition and operational resolutions supported by this proposal.

Issue	Resolution
Currently the existing layout does not provide any privacy for all facilities.	The proposed new layout will provide privacy for all facilities, which will in turn benefit river station based staff across a range of protected characteristic groups and create a working environment to support an inclusive and diverse workforce.
The existing layout is restrictive and doesn't provide the crews with a modern facility that meets their current needs.	The existing layout will be remodelled to provide a modern River Station that will work for the crews and provide a facility that meets current operational requirements.
Due to the age, condition and location of the Pontoon, signs of wear and corrosion are beginning to be evident	The Pontoon will be removed from the River and taken to dry dock, all the required repairs that are listed in detail within the report will be carried out, providing a fully refurbished facility.
The current triage area is too small and not suitable for operational needs.	A new covered triage area will be created and linked to the first aid room, thus providing an improved facility.
Engagement with other services and agencies is limited due to the current layout, namely the lecture room & meeting room.	The remodelling of the lecture room will enable the creation of additional space, but also with the option of reducing the space depending on the requirements.
The lecture room is small and the layout does not provide the best use of space.	A new lecture room will be provided, with the opportunity to increase the size by the addition of retractable doors to the adjacent office.
The mess and kitchen are currently arranged as two separate spaces, restricting functional use.	A new open plan mess/kitchen area will be provided which will provide a greatly improved facility for the crews.
The link span to the Pontoon is corroding and showing signs of age and decay	The proposed refurbishment will replace the link span and in close the services that are currently attached to the side of the existing link span.
A number of windows need restoration or replacement due to weathering and damage	Windows throughout the river station will be refurbished and replaced as necessary