



LONDON FIRE BRIGADE

Decision title

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## LFB Ladder Life Replacement Programme 2020-2022

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Recommendation by

Assistant Director, Technical and Commercial

Decision Number

LFC- 0416y- D

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Protective marking: **OFFICIAL**

Publication status: Published with redactions

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### Summary

The London Fire Brigade's ladders have a 15-year life span and are due for replacement within the terms of the Babcock Vehicles and Equipment contract. There are four different ladders in service that are included in the required 2020-2022 life replacement programme. In total 300 ladders are due for replacement. Ladders are an integral and critical part of the London Fire Brigade's operational response and are vital to the service the LFB provides London. This report outlines the different ladders requiring replacement, the predicted costs associated with the procurement, and seeks LFC permission to spend capital budget accordingly.

### Decision

That the London Fire Commissioner:

1. Approves the current capital budget [REDACTED] to be spent on the replacement ladder projects during 2020/21 to 2022/23.
2. Approves an additional capital budget allocation and expenditure of [REDACTED] to cover a [REDACTED] contingency for the ladder replacement projects, to be funded from capital receipts from vehicle asset disposals.
3. Delegates authority to the Assistant Director Technical and Commercial to purchase the following ladders under the 2014 Vehicles and Equipment contract with Babcock Emergency Service up to a total value of [REDACTED] for the combined projects:
  - i. The life replacement of 91x13.5 Metre Ladders
  - ii. The life replacement of 71 x Folding Roof Ladders
  - iii. The life replacement of 31 x 3 section Short Extension Ladders
  - iv. The life replacement of 107 x 9 Metre 2 Section Ladders.



**Andy Roe**  
London Fire Commissioner

This decision was remotely  
Date signed on Monday 14 December 2020

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LONDON FIRE BRIGADE

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## LFB Ladder Life Replacement Programme 2020-2022

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Report to	Date
Corporate Services DB	15 September 2020
Commissioner's Board	23 September 2020
Deputy Mayor's Fire Resilience Board	20 October 2020
London Fire Commissioner	

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Report by	Report number
Assistant Director, Technical and Commercial	LFC-0416y

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### Executive Summary

The London Fire Brigade's ladders have a 15 year life span and are due for replacement within the terms of the Babcock Vehicles and Equipment contract. There are four different ladders in service that are included in the required 2020-22 life replacement programme. In total 300 ladders are due for replacement. Ladders are an integral and critical part of the London Fire Brigade's operational response, and are vital to the service the LFB provides London. This report outlines the different ladders requiring replacement, the predicted costs associated with the procurement, and seeks LFC permission to spend capital budget accordingly.

### Recommended Decisions

#### For the Deputy Mayor

The Deputy Mayor for Fire and Resilience authorises the London Fire Commissioner to incur capital expenditure up to the value of [REDACTED] for the replacement ladder projects during 2020/21 to 2022/23.

*This decision will only be taken after further consultation with the Greater London Authority's finance and legal advisers and Corporate Investment Board*

#### For the London Fire Commissioner

Subject to the Deputy Mayor giving approval for capital expenditure up to [REDACTED] on the replacement ladder projects during 2020/21 to 2022/23, the London Fire Commissioner:

- a) approves the current capital budget of [REDACTED] to be spent on the replacement ladder projects during 2020/21 to 2022/23.

- b) approves an additional capital budget allocation and expenditure of [REDACTED] to cover a [REDACTED] contingency for the ladder replacement projects, to be funded from capital receipts from vehicle asset disposals.
- c) delegates authority to the Assistant Director Technical and Commercial to purchase the following ladders under the 2014 Vehicles and Equipment contract with Babcock Emergency Services up to a total value of [REDACTED] for the combined projects:
  - 1. The life replacement of 91 x 13.5 Metre Ladders
  - 2. The life replacement of 71 x Folding Roof Ladders
  - 3. The life replacement of 31 x 3 section Short Extension Ladders
  - 4. The life replacement of 107 x 9 Metre 2 Section Ladder.

### Introduction and Background

- 1. Ladders are replaced on a staggered, rolling life replacement cycle as the most efficient and effective way of ensuring they are replaced in a manageable way. The previous ladder replacement programme ran from 2017-2019 and consisted of 120 ladder replacements for the 13.5 Metre Ladder, Short Extension Ladder, Folding Roof Ladder and the 9 Metre 2 Section Ladder.
  - a. **13.5 Metre Ladders** – The 13.5 Metre Ladder is the main rescue ladder used in the London Fire Brigade and is carried on all Pump Ladder Appliances. There are 136 13.5 Metre Ladders maintained under the Babcock Critical Services contract and 91 of them require life replacements between 2020 and 2022.
  - b. **Folding Roof Ladders** – The Folding Roof Ladder is used for working on pitched/sloping roofs and is carried on all Pumping Appliances and Pump Ladder Appliances. There are 183 Folding Roof Ladders maintained under the Babcock Vehicles and Equipment contract and 71 require life replacement between 2020 and 2022.
  - c. **Short Extension Ladders** – The Short Extension Ladder is a general purpose ladder, and can be separated into 3 pieces and used for access and tasks such as a frame for a dam, bridging etc. It is carried on all Pump Ladder Appliances and Pumping Appliances. There are 185 Short Extension Ladders maintained under the Babcock Vehicles and Equipment contract and 31 require life replacement between 2020 and 2022.
  - d. **9 Metre 2 Section Ladders** – The 9 Metre 2 Section Ladder is a shorter rescue ladder than the 13.5 Metre Ladder and can be pitched with 3 Firefighters rather than 4. It is carried on all Pumping Appliances and Pump Ladder Appliances at 1 appliance stations. There are 136 9 Metre 2 Section Ladders maintained under the Babcock Vehicles and Equipment contract and 107 require life replacement between 2020 and 2022.

### Projects Combined Cost Summary Table:

- 2. Payments will be made by LFB to Babcock upon delivery of the assets and provision of adequate delivery documentation. Although some of the ladders detailed below are due replacement in 2020, COVID 19 and associated factory lockdowns will delay delivery into 2021 for the majority of the ladders. Steps are in place to ensure that the ladders in question are still fit for purpose with enhanced maintenance checks.

**Table 1 – Cost Summary**

Description	2020/21 Units	2021/22 Units	2022/23 Units	Total Units	2020/21 Estimated cost £'000	2021/22 Estimated cost £'000	2022/23 Estimated cost £'000	Total £'000
13.5m ladder	91	0	0	91	█	-	-	█
Folding Roof Ladder	0	16	55	71	█	█	█	█
Short Extension Ladder	7	13	11	31	█	█	█	█
9m 2 Section Ladder	93	13	1	107	█	█	█	█
<b>Totals</b>	<b>191</b>	<b>42</b>	<b>67</b>	<b>300</b>	█	█	█	█

3. A █ contingency to allow for the price risk due to current economic climate will be applied to the total of █. As such an approval to spend up to █ has been requested.

### Tendering process

4. This project will be managed as a single tender process as █ own the design Intellectual Property Rights for these ladder work streams. Therefore, the associated costs with moving to a different supplier would not represent value for money i.e. LFB Operational training requirements and the need for additional parts stock to be held by Babcock and modifications that would be required to the ladder gantry on all appliances.
5. Following a series of buy outs and other manufacturers choosing to leave the Fire and Rescue ladder market, Supply+ find themselves in a monopolistic supply position. In order to ensure Value for Money can be demonstrated in this single source situation our equipment procurer Babcock ensure that the quotes received from Supply+ are benchmarked against previous ladder costs and only allow for appropriate index linked increases. This approach also ensures the Supply+ are accountable for the appropriation of their annual cost increase..

### Training

6. This is a life replacement of an existing piece of equipment, for which the LFB has in place an extensive training program.

### Lead times

7. █ have advised that they could deliver the 2020 batch on a monthly basis starting from October 2020 in equal monthly shipments, completing the order by March 2021. Please note that the below delivery schedule is illustrative as it is based on █ receiving a purchase order by October 2020, but would be a rolling programme dependent on when the order is agreed.

**Table 2 – Delivery Schedules**

Delivery Schedule for 2020							
Item	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar- 21	Total
13.5m ladder	24	24	12	12	12	7	<b>91</b>
Short Extension Ladder	7						<b>7</b>
9m 2 Section Ladder	24	24	12	12	12	9	<b>93</b>
							<b>191</b>

Delivery Schedule for 2021		
Item	May- 21	Total
Folding Roof Ladder	16	<b>16</b>
Short Extension Ladder	13	<b>13</b>
9m 2 Section Ladder	13	<b>13</b>
		<b>42</b>

Delivery Schedule for 2022			
Item	May- 22	Jun-22	Total
Folding Roof Ladder	30	25	<b>55</b>
Short Extension Ladder	11		<b>11</b>
9m 2 Section Ladder	1		<b>1</b>
			<b>67</b>

**Finance comments**

- The cost of the ladder replacements will be charged to capital. The total approved capital budget for ladder replacements included in the current capital programme is [REDACTED]

9. The estimated costs of the ladder replacements is [REDACTED] with an additional [REDACTED] contingency of [REDACTED] which has been added to take account of price risk due to the economic climate, giving a total estimated cost of [REDACTED]. This is an increase of [REDACTED] above the current budgeted costs, which it is recommended is funded from the capital receipts generated from vehicle disposals.
10. The cost of the works included in the current budget [REDACTED] will incur capital financing costs of [REDACTED] for the provision to repay debt (minimum revenue provision) based on a 15 year asset life and [REDACTED] for interest per annum at a rate of 3%. The capital financing costs for the current capital budget of [REDACTED] have already been included in the approved revenue budgets.

### **Workforce comments**

11. There are no implications on workforce matters that would necessitate the need for consultation with recognised Trade Unions, nonetheless it would be good practice to share this by way of an update at the forthcoming joint meetings.

### **Legal comments**

12. 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.
13. Section 1 of the Fire and Rescue Services Act (FRSA) 2004 states that the Commissioner is the fire and rescue authority for Greater London.
14. 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").
15. 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...".
16. Under section 7 of the Fire and Rescue Services Act 2004 the Commissioner has the power to secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for those functions. Securing the equipment as set out in this report is consistent with the Commissioner's duties and powers as set out above.
17. General Counsel notes that the proposed procurement is in accordance with Vehicles and Equipment contract with Babcock Emergency Services

### **Sustainability implications**

18. The existing ladders will be recycled by Babcock under the provisions of the Vehicle and Equipment Contract. The disposal process will fulfil LFB obligations under the Environmental Duty of Care Regulations and if the equipment items are to be scrapped, or broken up for parts, the V&E Contractor will provide full details relating to the disposal of the component parts and will ensure that the Authority's obligations are documented and adhered to.
19. [REDACTED] have a Sustainability Coordinator in post who is responsible for ensuring ongoing environmental performance, identification of environmental risks and implementing environmental and social sustainability measures. Furthermore, their products are made largely from re-cycled materials.

20. In line with the GLA Groups Responsible Procurement Policy, [REDACTED] procure responsibly and have policies relating to anti-slavery, sustainability, anti-corruption in place and are set up with multiple suppliers for business continuity purposes.

### **Equalities implications**

21. 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.
22. 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.
23. 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.
24. 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.
25. 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.
26. 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.
27. 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.



28. An Equality Impact Assessment (EIA) was undertaken by Babcock. The impact assessment found that the proposals in this report will not have an adverse effect on any persons with a particular characteristic. This was based on the following; the Output Based Specification (OBS) was written with the end users needs in mind.
29. In addition, the Babcock contract requires Babcock and any sub-contractor they may engage, to conform to equality legislation and LFB equalities protocol. Babcock also assess all of their providers approach to equality and ensure they are satisfied that they meet appropriate protocols, prior to them listing those companies as approved providers. Therefore, it is considered that there is an appropriate approach to equalities right through the supply chain in respect of this procurement.

### List of Appendices

<b>Appendix</b>	<b>Title</b>	<b>Protective Marking</b>
1.	None	