

London Fire Brigade (LFB) Estate Capital Investment Programme

Report to:

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

Date:

25 August 2022
07 September 2022
22 September 2022

Report by:

Laura Birnbaum – Assistant Director Property and TSS

Report classification:

For decision

For publication

I agree the recommended decision below.



Andy Roe

London Fire Commissioner

Date This decision was remotely
signed on 21 November 2022

PART ONE

Non-confidential facts and advice to the decision-maker

Executive Summary

- 1.1 This paper seeks approval of the Estate Capital Investment Programme (ECIP) for financial years 24/25 to 25/26. The ECIP confirms the key asset replacement and enhancement works required across the LFB estate for 24/25 and 25/26. The completion of the recommended programme of capital works will support LFB to provide the best place to work and seek to embed the principles of quality, sustainability, and service delivery. The ECIP will be delivered in conjunction with other investment programmes already underway which include Carbon Net Zero and the Strategic Estate Projects.
- 1.2 This ECIP is based on the condition of the estate's mechanical, electrical, internal and external fabric assets. The funding for the ECIP 2022 is within the LFB Capital Programme. All asset replacement works will be replaced in accordance with the Brigade's Standard Station Design Brief (SSDB), to ensure they have key performance attributes of longevity and robustness to withstand the environment of an operational fire station.

Recommended decisions

For the London Fire Commissioner

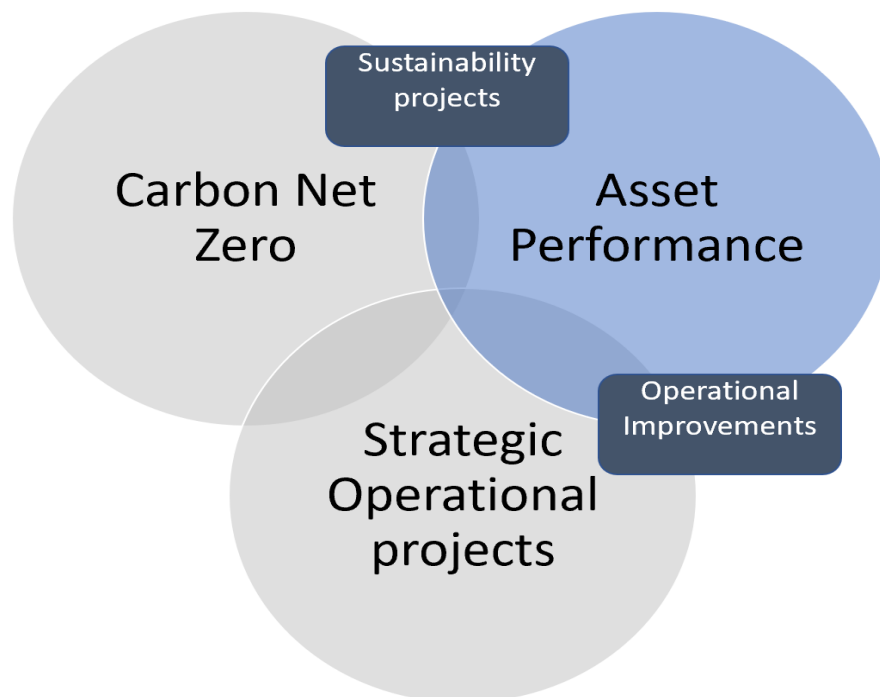
That the London Fire Commissioner authorises the commitment of the capital expenditure of up to £21,432,000 to deliver the LFB ECIP for financial years 2024/25 and 2025/26, set out in more detail in Part 2 (and attached at Appendix 1).

The London Fire Commissioner agrees to delegate all procurement activity for the programme listed in Part 2 to the Assistant Director of Property and TSS once capital expenditure has been approved.

2. Introduction and Background

- 2.1 This Estate Capital Investment Programme (ECIP) confirms the key asset replacement and enhancement works required across the LFB estate for 24/25 and 25/26. It follows from the previous Asset Management Plan (AMP) in 2017 which covered the period up to financial year 23/24. This ECIP is part of a wider scheme of investment in the LFB estate. In scope for the ECIP are Asset Management, Sustainability works and Operational Improvements.

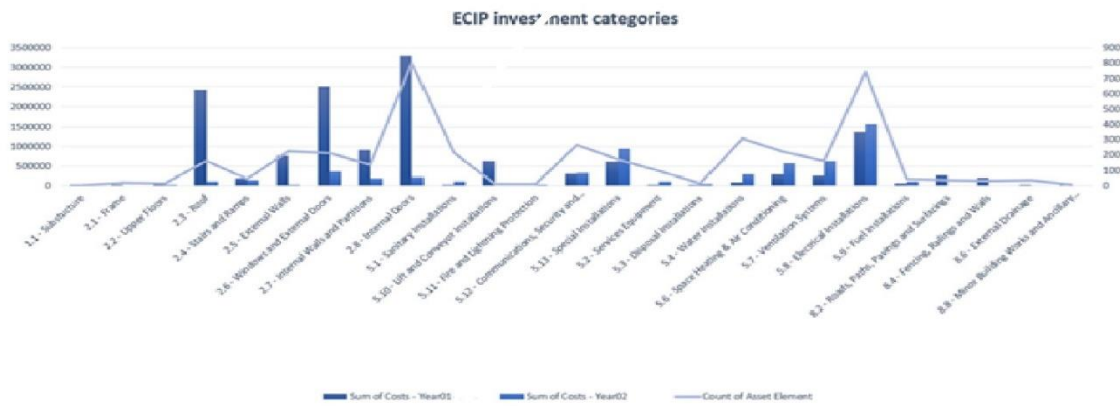
Fig 1: LFB Capital Investment Programme



- 2.2 This ECIP is based on the condition of the estate's mechanical, electrical, internal and external fabric assets. It also highlights the context of delivery alongside Strategic Estate Projects and the Carbon Net Zero Strategy. The funding for the ECIP 2022 is within the LFB Capital Programme. All asset replacement works will be replaced in accordance with the Brigade's Standard Station Design Brief (SSDB), to ensure they have key performance attributes of longevity and robustness to withstand the environment of an operational fire station.

3. Objectives and Expected Outcomes

- 3.1 The objective of the ECIP 2022 is to ensure fire stations and other buildings are fit for purpose, are in a satisfactory condition and have improved energy efficiency. Every station in the ECIP should receive investment under this proposal. The ECIP covers a two-year period as the next few years are likely to present different approaches to the way LFB administers and delivers its services and delivers the new Community Risk Management Plan (CRMP) known as 'Your London Fire Brigade'.



3.2 The ECIP includes funding set aside for operational led requests that need capital funding, in addition to Strategic Operational Projects, which are required to ensure the portfolio meets the functional requirements of LFB. These are considered using the approved Prioritisation Scale (below) that was co-created with Stations and other LFB departments. Operational improvement works can support LFB to provide the best place to work and the training recommendations from Her Majesty's Chief Inspector of Fire and Rescue Services (HMICFRS). Current initiatives that this funding is anticipated to support include opening fire stations, making stations more accessible and addressing contaminants in stations.

4. Delivery

- 4.1 The condition asset data available allows LFB to transform the delivery model of capital projects to take a more flexible approach to implementing works. Where major capital investment is required on multiple or single sites for an individual asset types (i.e. Fire Doors) a single supplier may be considered. A suitable collaborative services framework will be identified to deliver this.
- 4.2 For properties with a significant programme of smaller works LFB will consider the programme of project complexity as a whole. Mechanical, electrical and fabric/building projects could be delivered alongside one another to ensure value and minimise operational disruption. These could be delivered using a single supplier from a current service provider or framework agreement.
- 4.3 Where capital investment is required against a single high value asset at a location (i.e. roof or windows) LFB will consider referring projects to a construction framework agreement. Projects will be awarded based on specialist requirements and site by site competitive tender analysis.
- 4.4 The benefit of this approach is a flexible solution to drive value for money and cost savings. Using the condition surveys means detailed feasibility studies may not be required reducing the inclusion of provision sums and limiting the need for final project sum related consultancy fees. The condition survey costs will enable the cost of asset replacement to be benchmarked against an industry standard.

5. Equality comments

- 5.1 The LFC and the Deputy Mayor for Fire and Resilience 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.
- 5.2 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.

- 5.3 The protected characteristics are as follows; 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.
- 5.4 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.
- 5.5 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.
- 5.6 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.
- 5.7 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
- 5.8 An EIA was completed on 04/08/2022. This confirmed that the ECIP 2022 had low impact on equalities and may have the potential to improve the LFB estate to make it more inclusive. In addition, an EIA will be completed on each major project within the ECIP 2024 > 2026 Programme.

6. Other considerations

Workforce comments

- 6.1 The ECIP 2022 delivery program provides a detailed program of work for the LFB Project team. No impact on the workforce is anticipated. The trade unions will be provided with this report in advance of the Deputy Mayor's Fire & Resilience Board meeting.

Sustainability comments

- 6.2 All of the works contained in the ECIP 2024-2026 will have a beneficial impact on the environmental performance and sustainability credentials of LFB. For instance, fabric improvements will reduce energy consumption, as will equipment and plant replacement, as they will all be required to comply with current building regulations, as well as the LFB standard specification design brief (SSDB). In addition, alongside the net zero carbon strategy, equipment replacement will move away from gas to electric, resulting in a reduction in carbon emissions. The ECIP also contains the installation of renewables,

resulting in local electric generation, meaning cost avoidance, and increased security of supplies. A Sustainability Impact Assessment was completed on 5 August 2022. The SIA identifies a slight increase on gas, water, electricity, fuel and hazardous chemicals during the delivery of the projects this has been identified due to the nature the construction works. A reduction of hazardous materials has been identified through the removal of asbestos to allow project works to commence.

Procurement comments

- 6.3 All of the procurement activity planned will be in accordance with the Governance requirements for LFB as described in Part 3 of Standing Orders relating to Procurement. Identification of the various routes to market described above will be supported by Procurement to ensure that awards are made to the most economically advantageous tenderer. These routes to market will include the use of existing LFB contracts, accessing contracts across the GLA as well the use of relevant national Framework contracts. The evaluation of price and technical ability of tenderers will form part of the development of the invitation to tender. Where the awarded contract covers a range of works at stations performance management processes will be included to ensure that consistent delivery of the works is maintained.

Communications comments

- 6.4 The ECIP 2022 may be published in the public domain, following the precedent of sharing the AMP 2017. Communication regarding the ECIP 22 will be undertaken at station level regarding the projects using the existing project communication channels. The consultation process for property projects follows the preparation of the Project Brief/Requirements and Project Initiation Document (PID) with the stakeholders. Engagements maintained through site meetings to enable staff participation throughout project delivery. The handover of project to the facility management team is embedded in the ways of working in the property function.

7. Financial comments

- 7.1 This report requests approval to commit capital expenditure of up to £21,432,000 for the years 2024/25 and 25/26, plus annual inflation increases, for the purposes of supporting and maintaining the LFB Property Capital Programme. This will be funded through the capital programme already approved which consists of funding allocated to the replacement of roofs, windows, appliance bay floors, electrical and mechanical systems.
- 7.2 It is expected that annual inflationary increases will be based around the Retail Price Index (RPI). All LFC contractual inflationary increases are reviewed on an annual basis. The LFC budgets for inflation on an item-by-item basis, and the LFC will review those assumptions as part of its budget process for 2023/24. If inflation rates are above current assumptions a resulting budget increase will need to be submitted as part of LFC's annual submission to the Mayor's GLA Group Budget process and/or the contracts will need to be reviewed to assess whether it is possible to reduce the annual cost via a reduction in service.
- 7.3 If agreed, the current capital programme will need to be reprofiled to reflect the changes outlined in this report.

8. Legal comments

- 8.1 This report seeks approval of capital expenditure for the Estate Capital Investment Programme for 2024/25 and 2025/26, set out in more detail in Part 2.
- 8.2 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. 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.
- 8.3 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 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...". Accordingly, the capital expenditure identified for the ECIP 2024/25 and 2025/26, and set out in more detail in Part 2, requires prior approval.

- 8.4 The statutory basis for the actions proposed in this report and the ECIP 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.
- 8.5 General Counsel advises that all proposed tenders identified in the ECIP 2024/25 and 2025/26 must be carried out in accordance with the Public Contracts Regulations 2015 ("the Regulations") and the London Fire Commissioner's Scheme of Governance (Part 3 Standing Orders Relating To Procurement).
- 8.6 The report seeks the LFC's agrees that the Assistant Director of Property and TSS has authority to undertake all necessary procurement activity in relation to the ECIP 2024/2025, which is within the LFC's general powers.

List of appendices

Appendix	Title	Open or confidential*
1	Estate Capital Investment Programme August 2022	Open

Part two confidentiality

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

Is there a Part Two form: YES



Estate Capital Investment Programme

August 2022

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1 Executive Summary

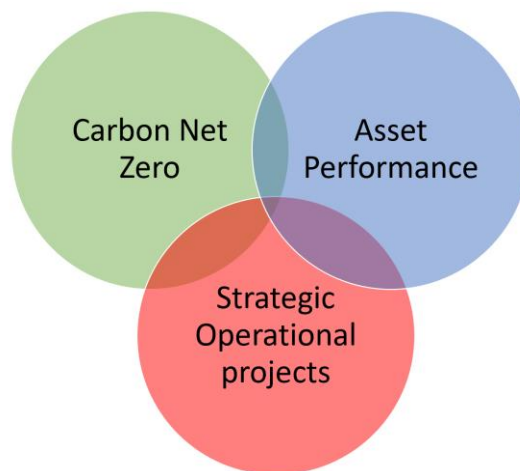
This Estate Capital Investment Programme (ECIP) will enable the London Fire Brigade to embed the principles of quality, sustainability, and operational prioritisation across capital estate projects. This plan is structured to provide an overview of the current state of the LFB premises and the context for the benefits that the Programme should deliver. It provides a financial plan to the end of 2026 and includes meaningful reductions in revenue and capital spending in the capital project delivery model.

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

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

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

This document sets out the framework of decision-making criteria for investment which reflects the need for responsive investment and transparent asset management. It follows from the previous Asset Management Plan (AMP) in 2017 which covered the period up to financial year 23/24. The funding for the Estate Capital Investment Programme is within the London Fire Brigades Capital Programme.



The ECIP has been submitted to Finance and Investment Board onto the Commissioners Board and the Fire & Rescue Board). Costs have been programmed and funded under the capital programme of works as detailed in the Capital Strategy 2020-21 and Future Years, March 2022 (LFC-0134) report.

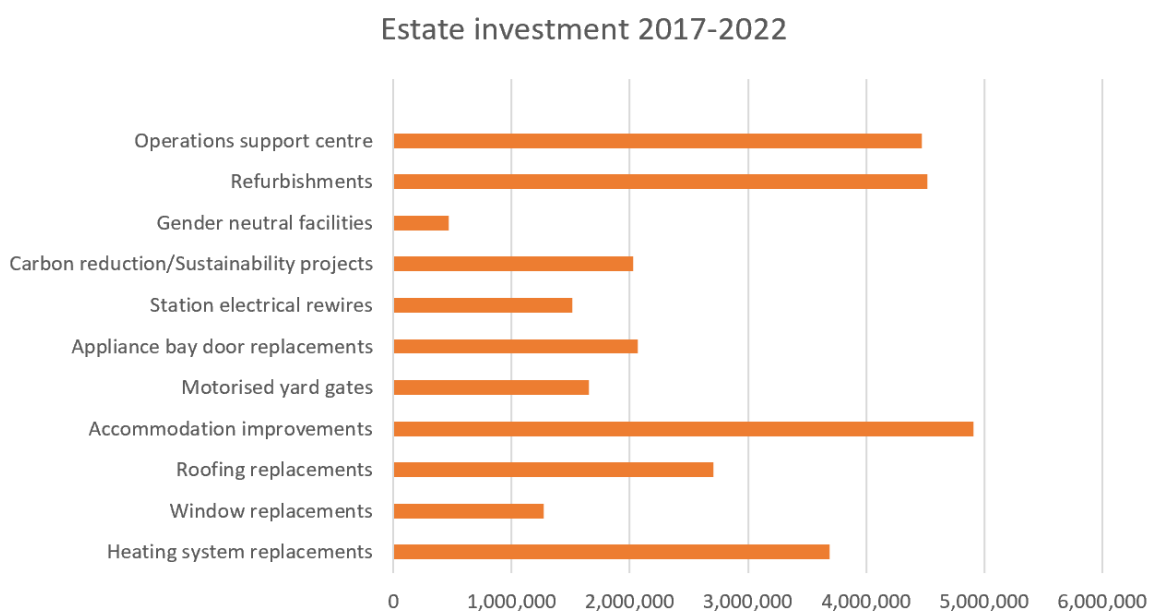
2 Introduction

LFB are London's fire and rescue service and one of the largest firefighting and rescue organisations in the world. The LFB estate is currently valued at £433.5m based upon depreciated replacement cost (DRC). It occupies some 74.70 acres (30.23 hectares) providing building space of circa 1.75m sq ft (162.580 m²).

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

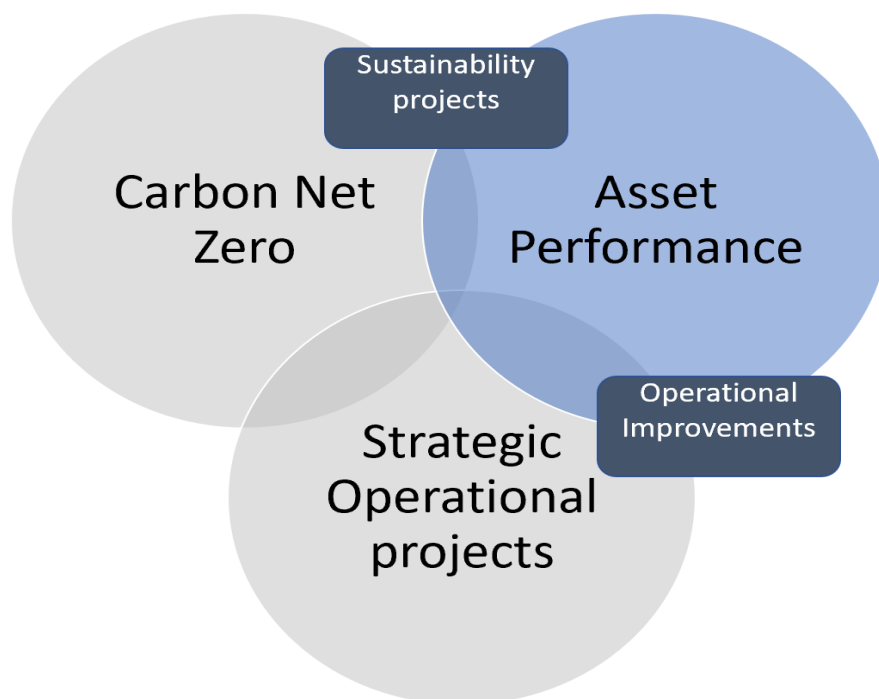
The fire stations are ageing with 74 stations more than 50 years old (pre-1970) representing some 73% of the fire station estate. The age of the fire stations is one of the most significant factors in their condition. Twenty-nine fire stations (some 29%) are listed or locally listed and/or in Conservation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

The last AMP in 2017 covered the period up to financial year 23/24. It focused on the suitability of the estate and the release of latent financial value from existing fire station sites. Since 2017, £60.277m has been realised from the sale of surplus sites. £29.297m has been invested across the estate on strategic projects including the creation of a new logistics hub in Croydon (the Operational Support Centre).



3 ECIP Capital Investment Approach

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

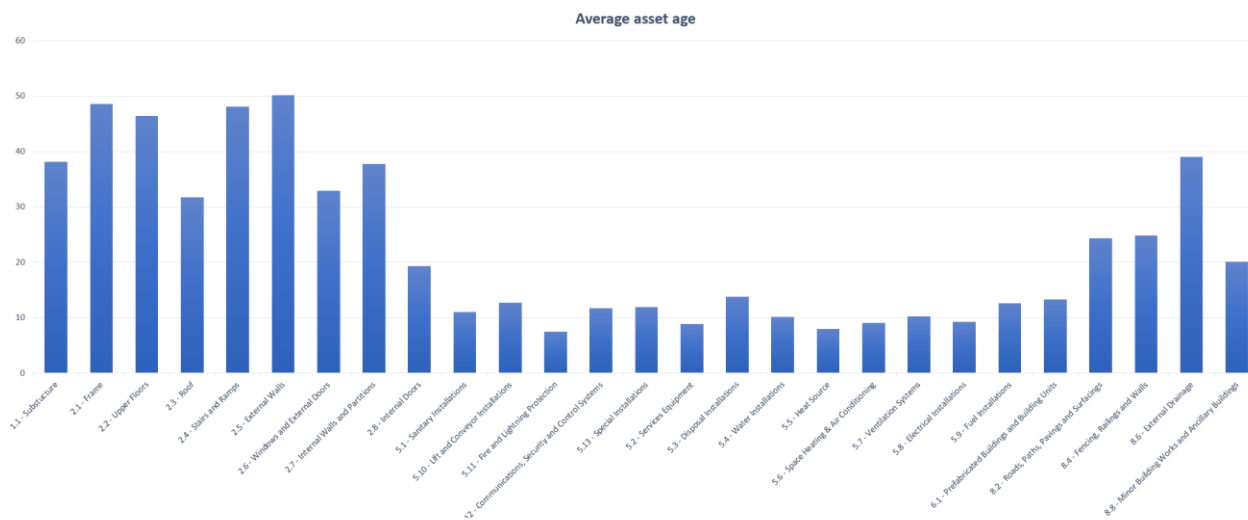


The ECIP covers a two-year period as the next few years are likely to present different approaches to the way LFB administers and delivers its services. The new Community Risk Management Plan (CRMP) 'Your London Fire Brigade' will take LFB to 2029 and will drive additional strategic projects outside asset replacement. Predicting construction costs will continue to be a challenge as materials costs are increasing at above the currently rising inflation rate and construction materials are subject to ever longer lead times. As a consequence, it is not possible to predict how severe the impact will be on the outcome of the projects over the delivery period in this paper.

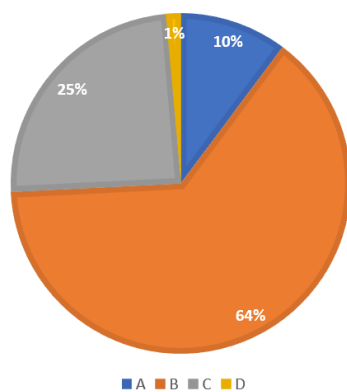
4 Asset Performance

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

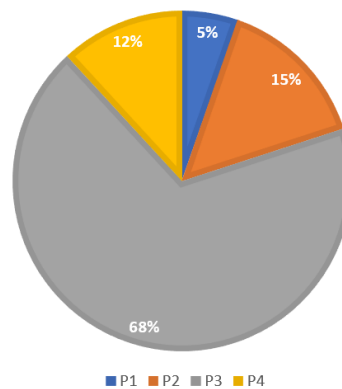
Forward Works Register Estate condition



CONDITION OF ASSETS



PRIORITY FOR ASSET REPLACEMENT



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

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

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

The two-year ECIP only includes asset replacement for assets in categories C & D, Priority 1&2. The nine stations constructed under the PFI agreements, are within the forward works register (FWR). The ECIP is highly fabric focused reflecting the significant investment in mechanical and electrical systems since 2017. The Carbon Net Zero Programme is expected to result in further investment to the heating and cooling of the estate. Every station in the scope of the ECIP could receive investment under this proposal.

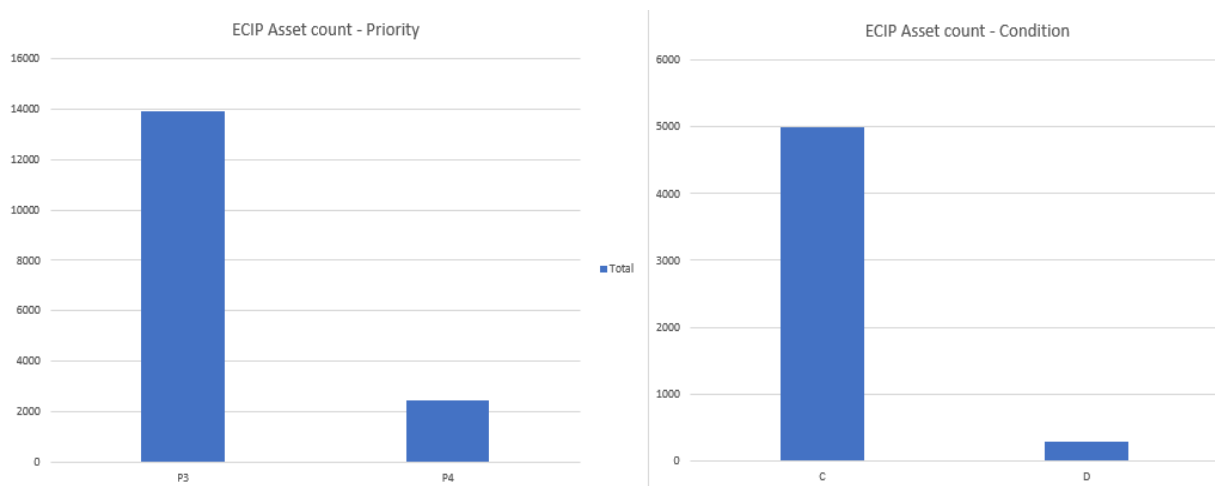
Condition Grade

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

Priority regarding when a repair or replacement will be required

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

ECIP Estate condition



5. Operational improvements

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

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

Operational Projects Prioritisation Scale

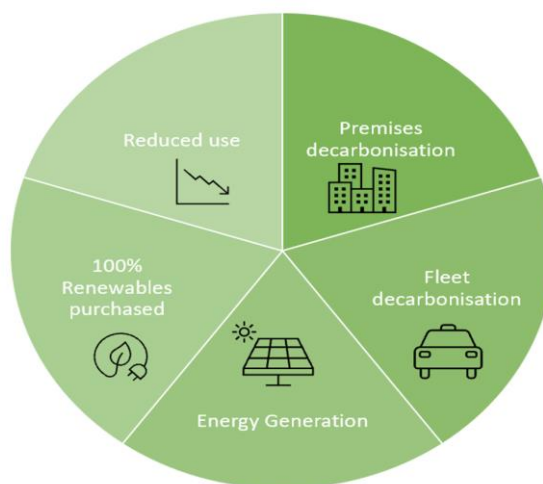
Priority	Title	Type Of Works
1	Immediate severe Health and Safety hazards	Works required to address risks to "life and limb", needing urgent action to mitigate and/or resolve.
2	Statutory compliance	Works required to ensure statutory and external regulatory requirements are met.
3	Operational emergency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

6. Sustainability Projects

The LFCs Carbon Reduction Strategy (LFC-0256) was approved in February 2020 and sets out plans to achieve the 2025 target of 60% CO₂ reduction and a 3-year programme of works from 2020/21 to 2022/23. Progress is on track to achieve the 60% target. The latest CO₂ performance by the LFC stands at 57.92% reduction from 1990 baseline levels as at the end of 2020/21, with a further 2.08% reduction required to meet the original carbon reduction target.

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

LFB 5 principals of carbon net zero



Initial Carbon Net Zero works have commenced across the estate. These are anticipated to result in a 28% reduction of the current property emissions. The primary intervention is to replace gas cooking equipment and gas appliance bay heaters with electric models across 40 sites. These have been selected where no electrical capacity upgrade works is required, and assets would require replacement on the FWR.

The ECIP includes asset replacements that will reduce the carbon emissions from the estate, however additional funding will be needed to deliver Carbon Net Zero by 2030. Within the ECIP alongside lower value measures two sites have been identified for new sustainable heating and appliance bay heater replacement, together with electric vehicle charging points. These two sites will require significant electrical power upgrades which has been costed into the ECIP.

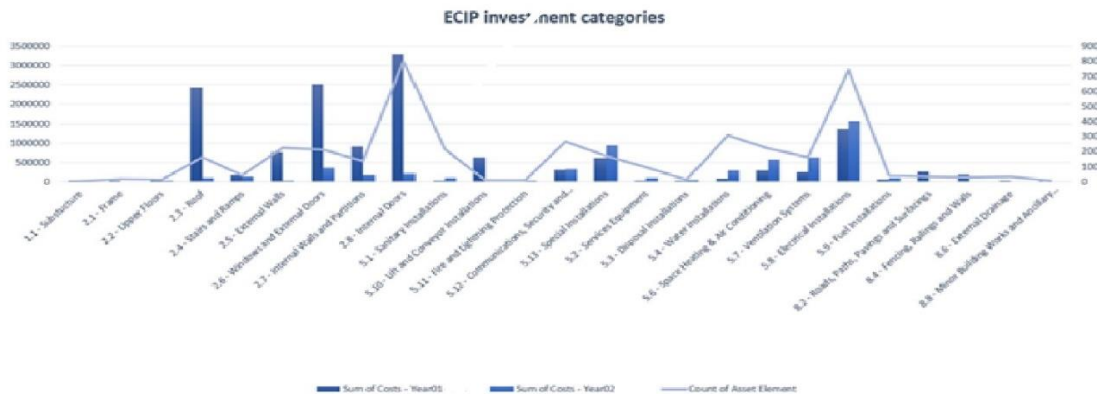
⁴ <https://www.london.gov.uk/what-we-do/environment/climate-change/zero-carbon-london/pathways-net-zero-carbon-2030>

7. Delivery Model

The condition asset data available allows LFB to transform the delivery model of capital projects to take a more flexible approach to implementing works. Where major capital investment is required on multiple or single sites for an individual asset type (i.e. Fire door replacement) a single supplier may be considered to deliver these works using a collaborative framework agreement.

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

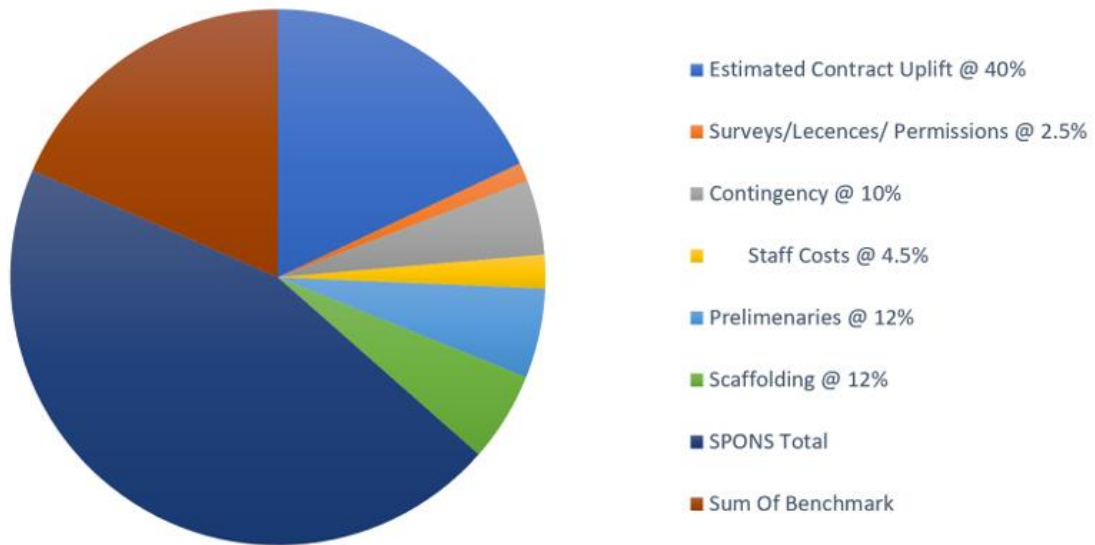
The current condition surveys are intended to negate the requirement for detailed feasibility studies to be carried out for every project. The use of this data has enabled capital borrowing to be reduced. Further cost savings may be achieved by reducing the inclusion of provision sums. The condition survey costs will enable the cost of asset replacement to be benchmarked against an industry standard. Progress reporting of projects follows the RIBA (Royal Institute of British Architects) stages for project management and reporting purposes of key milestones.



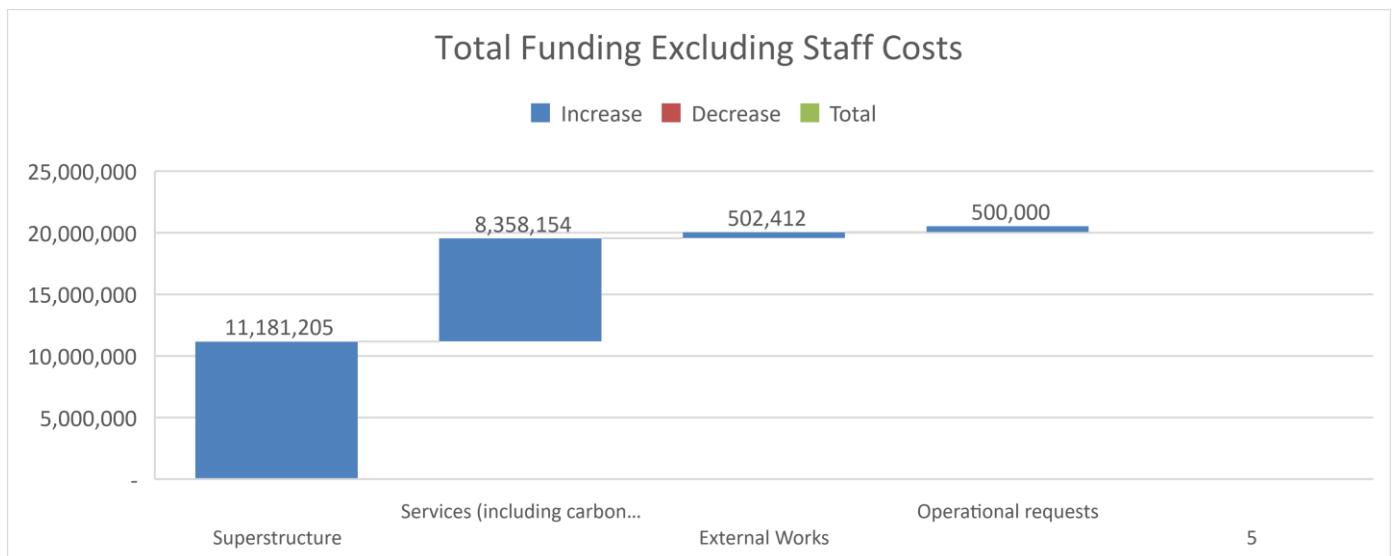
The ECIP works will be delivered via collaborative procurement using existing public sector frameworks in accordance with the Greater London Authority (GLA) collaborative procurement approach. LFB is currently actively using existing framework agreements including the Metropolitan Police construction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

8. Funding

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



The total cost to implement the ECIP will be funded from the capital expenditure budget for asset replacement that has previously been approved in the LFB 20-year capital programme. Lambeth Fire Station, Lambeth River Station and Plumstead Fire Station are outside the ECIP, as major LFB projects are planned for these stations within Strategic Operational Projects funding. ECIP works at Heathrow Fire Station have been deferred to year 3 owing to the short term lease at this site. It is expected that annual inflationary increases will be based around the Retail Price Index (RPI). This will be reviewed within the standard budget setting process for the Brigade.



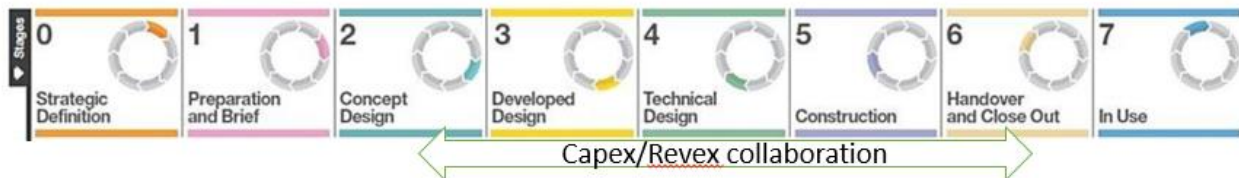
9. Standard Station Design Brief (SSDB)

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

To make the SSDB more dynamic and to reduce the need for ongoing minor maintenance, the SSDB leads those using it to the required legislation, best building practice and approved codes of conduct within the construction industry. The SSDB is also intended be a useful document for LFB stakeholders and staff in understanding how their buildings work and operate. It includes the principles of BISRIA⁵ soft landing⁶ which refers to a strategy adopted to ensure the transition from construction to occupation is delivered smoothly and that operational performance is optimised.

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

Whole life asset view in construction⁷



11. APPENDIX 1: Details of Asset Replacement works 2017-2022

12. APPENDIX 2: 2024/25 – 2025/26 Cost Per Site (Costs are indicative). ECIP Carbon Net Zero projects inclusive.

APPENDIX: 1

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

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

⁷ <https://www.architecture.com/>

Details of Asset Replacement works 2017 - 2022																					
Premises	Heating System/boilers	Windows	Roofing Upgrades	Security works/Motorised Yard Gates	Appliance Bay Doors	Appliance Bay Floor resurfacing	Station Rewires	Shower Washroom Refurbs	Kitchen Refurbs	Passenger Lifts	Appliance Bay Washdown canopies	Gender Neutral Refurbs	Sustainability - Waterless Urinals	Sustainability /Carbon Reduction - Solar /PV	Sustainability /Carbon Reduction - LED Lighting Upgrades	Sustainability - Building Energy efficiency (RE:FIT) - Phase 3	Carbon Reduction - Air source heat pump	Fire Risk Assessment works	Accommodation Improvements/alterations	Air Conditioning units	Major refurbs
Merton LOC				*						*											*
Operations Support Centre																					*
Union Street																					*
Acton FS	*												*						*		*
Addington FS				*									*	*	*						
Barking FS						*		*										*	*		
Barnet FS				*				*							*						
Battersea FS	*			*				*					*								
Beckenham FS	*												*								
Bethnal Green FS													*		*						
Biggin Hill FS													*								
Brixton FS					*														*		
Bromley FS	*		*	*								*							*		
Chelsea FS	*		*										*						*		
Chingford FS		*											*			*					
Chiswick FS		*											*								
Clapham FS			*	*									*						*		
Croydon FS				*				*					*				*				
Deptford FS					*										*						
Dowgate FS					*																
E. Greenwich FS							*														
Ealing FS																*					
East Ham FS			*								*			*	*				*		
Eltham FS					*			*													
Enfield FS													*	*							
Erith FS			*	*	*								*			*					
Euston FS				*						*			*			*					
Feltham FS								*										*			
Finchley FS				*				*											*		
Forest Hill FS							*														
Fulham FS	*			*				*										*			
Hainault FS							*														
Harold Hill FS															*	*					
Harrow FS														*		*					
Hayes FS													*								
Heathrow FS								*													
Hendon FS				*																	
Heston FS												*								*	
Hillingdon FS				*																	
Holloway FS												*						*			
Homerton FS				*																	
Hornchurch FS								*					*								
Hornsey FS	*												*			*					
Ilford FS	*					*							*							*	
Islington FS														*							
Kensington FS															*						
Kentish Town FS								*					*								
Kingston FS	*																				
Lambeth RS																			*		
Lewisham FS								*		*	*				*			*			
Leyton FS			*													*					
Millwall FS													*		*						
New Cross FS				*									*		*			*	*		*
New Malden FS	*												*		*			*	*		
Norbury FS				*									*		*						
Northolt FS											*	*				*					
Paddington FS					*					*	*				*				*		
Park Royal FS				*								*									
Peckham FS				*								*									
Poplar FS							*		*				*	*					*		
Richmond FS							*						*		*		*		*		
Romford FS													*	*		*		*			
Ruislip FS											*	*	*	*							
Shoreditch FS					*					*			*								
Sidcup FS															*						
Soho FS					*					*			*			*					
Southall FS								*					*			*					
Stanmore FS													*			*					
Stoke Newington FS			*												*					*	
Stratford FS				*				*						*	*						
Surbiton FS	*	*	*												*	*					
Sutton FS			*		*			*					*								
Tooting FS													*		*				*		
Tottenham FS				*				*					*	*	*			*			
Twickenham FS				*		*							*		*			*			
Wallington FS													*		*			*			
Walthamstow FS													*		*		*				
Wandsworth FS													*		*		*				
Wembley FS								*					*		*				*		
Wennington FS								*	*				*		*				*		
West Hampstead FS													*		*						*
West Norwood FS													*		*				*		*
Whitechapel FS													*		*					*	*
Wimbledon FS	*			*	*								*		*		*				
Woodford FS													*		*		*				
Woodside FS								*					*		*		*				*

APPENDIX 2

