

# London Fire Brigade (LFB) - New Headquarters (HQ) Project

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**Report to:**

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

**Date:**

01 June 2023  
13 June 2023  
27 June 2023

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**Report by:**

Laura Birnbaum, Assistant Director Property and TSS

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**Report classification:**

For decision

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**For publication**

I agree the recommended decision below.



Andy Roe

London Fire Commissioner

**Date** This decision was remotely signed on 18 August 2023

# PART ONE

## Non-confidential facts and advice to the decision-maker

### Executive Summary

The lease at London Fire Brigade (LFB) HQ in Union Street (US) comes to an end in March 2027 and to address this, LFB have developed a Strategic Business Case presenting options for HQ accommodation beyond that date.

It is now necessary to commit expenditure to develop the options further so that planning permission can be sought, and an informed decision made on the way forward.

This paper's main purpose is to seek agreement to the initiation of a project to take this work forward and to delegate authority to make the necessary expenditure up to the next decision point in Summer 2024.

### For the London Fire Commissioner (LFC)

The LFC has considered the attached report and agrees that:

1. A project is initiated, and a project team is established to carry out the next phase of feasibility and planning work on a preferred site for a new LFB HQ, and to consider other options as detailed in the business case.
2. Authority is delegated to the Assistant Director of Property and Technical Support Services that expenditure can be committed in accordance with Part Two of this report.

In doing this it is recognised:

- A. That there is a risk (should planning permission not be forthcoming or a change of direction is necessary for other reasons) that significant portions of the work carried out during the next stage could be rendered nugatory.
- B. That key aspects of the project are as follows:
  - i. that it may be necessary to consider transitional arrangements between occupation of the current HQ and the new facility (e.g. a short extension at US or use of temporary office space),
  - ii. that the new HQ arrangements will be significantly smaller than US, designed to be an agile facility that supports hybrid working,
  - iii. that the options being progressed to the next stage include risks and costs etc. as detailed in the Strategic Business Case.

## 1. Introduction and background

- 1.1 The Lease for the current LFB HQ at 169 Union Street (US) expires in March 2027. Renewing the lease is for US is an option, although this would present significant

challenges. The building is much too large for LFB needs, with a number of sub-tenants including the GLA and MOPAC currently also based in the building, although sub-tenants are not committed to staying beyond the lease end. In addition, the building does not support effective energy performance or accessibility requirements. The building would be difficult to sub-let to multiple non-government bodies without significant work due to its lack of secure divisions between floors.

- 1.2 Discussions between the LFB property team and LFB corporate management in 2022 have identified an overriding requirement that a new HQ should have a strong brand to support LFB pride and purpose. Since then, the 2022 Independent Culture Review recommended that the expiry of the HQ lease in 2027 should be used as an opportunity to improve integration of LFB senior leaders and HQ staff with operations, while the Greater London Authority Group accommodation strategy indicates a moratorium on new leased space external to the GLA Group (subject to operational need). On this basis solutions have been sought which refurbish/ extend an existing fire station to create a new HQ.
- 1.3 The preferred option based on its fit with project objectives and the feedback from senior management, is to carry out a construction/refurbishment project at an existing fire station to provide a central HQ and augment this with additional HQ office accommodation in the remaining fire station estate. Further work is necessary in order to prove feasibility of this option and, until that is completed, other options as presented in the business case must be pursued concurrently.

## 2. Objectives and Expected outcomes

- 2.1 A detailed Strategic Business case for the project is attached to part two to this report and includes information on objectives, selection of options, costs, risks and plans for delivery.
- 2.2 The overall objective is to provide continuity of suitable LFB HQ accommodation beyond the end of the lease at US. This will entail having suitable accommodation ready by the end of 2026, although at this stage the options of putting in place transitional arrangements (eg serviced offices) has not been ruled out.
- 2.3 The objectives set out for the project in the business case are as follows:
- **Estate objectives (draft):** fully support the delivery of LFB services, be environmentally sustainable, used efficiently, shared with community and partners whilst retaining a strong LFB identity and inclusive to users.
  - **HQ specific Objectives:** allowing LFB branding to support LFB pride and purpose, attracting and retaining staff and facilitating collaborations (staff and partners)
  - **Independent Culture Review:** addressing recommendation 13 to consider greater integration of HQ with LFB operations.
  - **GLA Group accommodation strategy:** Delivering a Freehold or existing GLA leasehold option if operationally possible.
  - **Delivery objectives:** being deliverable by the end of 2026, being affordable for LFB, providing acceptable value for money overall.
- 2.4 The options for provision of an HQ facility beyond the end of the lease at US in 2027 are set out in the business case and fall into the following main categories:
- **Do nothing** – remaining in the whole of current Union Street building (US) (subject to any plans by the landlord which could preclude this)
  - **Remaining in US but using a smaller footprint** (needs landlord agreement and

action)

- **Moving to suitable rented office accommodation** in a commercial or GLA building
- **Refurbishing and extending a fire station** on the LFB Freehold estate to create a new HQ

### **Preferred option**

- 2.5 The preferred option based on its fit with project objectives and the feedback from senior management, is to carry out a construction/ refurbishment project at an existing fire station to provide a central HQ and potentially augment this with additional HQ office accommodation in the remaining fire station estate.
- 2.6 This option can help address the recommendation of the 2022 Independent Culture Review to integrate HQ with operations, as well as the objective of providing an LFB branded facility to support LFB pride and purpose. This option requires more up-front capital expenditure, but can also provide savings in rental costs over the long term. More information about this choice is contained within the Strategic Business Case.
- 2.7 Further work is necessary in order to prove feasibility of this option and, until that is completed, other options as presented in the business case must be pursued concurrently.

### **GLA Group collaboration**

- 2.8 An agreed principle of the GLA Group Accommodation Strategy is that moving to a GLA Group building should be considered a preferred option for office relocations. A divergence from this principle would require agreement with the GLA Group Collaboration Board, on which LFB is represented.
- 2.9 One option considered during development of the business case was a move to Transport for London's Palestra building. The feasibility of this option will be assessed, although at the present time it is considered unlikely to prove feasible. TfL's latest estates strategy makes provision for GLA Group organisations currently occupying space at US – other than LFB – to relocate to Palestra in late 2026. While TfL's current estates strategy doesn't allow for Palestra's use as the LFB HQ, it is important that costs and benefits of moving to a building such as Palestra are fully understood as part of investigating the "move to suitable rented office accommodation in a commercial or GLA building" option. On that basis, while the option for LFB to move into rented office accommodation is being retained for consideration alongside the preferred option, the potential location of this accommodation has not yet been determined and will be considered during the next stage as necessary.
- 2.10 LFB will continue to proactively engage with GLA Group and other existing US occupants, including in staff engagement exercises. We will remain open to modifying its plans to align with or accommodate partners' plans. Plans for a HQ at a refurbished and extended fire station on its freehold estate should, where possible, enable continued collaboration between operational and HQ staff and those of the other GLA Group organisations and key partners. This will help ensure that any collaboration gains enabled by co-location at US are not lost in any move. Enabling collaboration within the GLA Group will therefore be an explicit objective of, and criteria within, the assessment of options in the next phase of the project
- 2.11 Officers from the GLA Group Collaboration team have been consulted during the drafting of this decision.

## Potential use of fire stations for part of the office requirement

- 2.12 All options (except "do nothing") include an assumption that the main part of the HQ requirement will be provided in a central site with the remainder in refurbished parts of existing fire stations. This approach will be reviewed at the next stage as more information is made available on deliverability and design considerations for relevant sites.

## Approval sought and risks

- 2.13 Approval is being sought to commit expenditure and resource in order to continue to investigate the feasibility of the preferred option (refurbishing /extending an existing fire station to create an HQ) whilst keeping other options open. This will involve establishing a project team to develop the feasibility of options, prior to making a final decision in Summer 2024 (at the point where planning permission is expected on the preferred site).
- 2.14 Risks for the project going forward are detailed in the business case but at this stage it is important to note the following key points:
- **There is potential for transitional accommodation becoming necessary:** Due to the timescale imposed by the US lease end and the uncertainties inherent within planning processes and building projects there is a strong possibility of a delay causing the new facility to not be ready in time for the end of the US lease. This will lead to the potential for a temporary HQ office facility to be put in place pending the completion of the new facility.
  - **The new HQ footprint will be smaller:** The expectation is that the new HQ facility will be significantly smaller than the current HQ to take account of hybrid working and reflecting a move to a smaller more agile HQ design. There is a risk that the building could be under sized, particularly if staffing numbers (or average time worked in the office) increase between now and 2027.
  - **Potential for some of the work at the next stage to be rendered nugatory:** Because the work being carried out at the next stage involves uncertainties in respect of gaining planning permission there is a possibility that a proportion of the outputs will be rendered nugatory. This could happen if planning permission proves unachievable within the timescale, or a change of direction is necessary due to other factors. Much of the work (including the staff engagement and development of design concepts for the smaller more agile future HQ solution) will however be unaffected by issues concerning a specific site and will remain useful whichever option is pursued.

## Next Stage

- 2.15 The work necessary for the next stage between now and summer 2024 is:
- Ensure that a full staff engagement exercise takes place in order to inform an inclusive building design. This exercise will be drawn up in collaboration with colleagues from other existing US occupants, to ensure they can engage with their own staff on future accommodation plans.
  - Complete necessary site surveys and develop the building design to a sufficient detail for submission of a planning application (RIBA stage 3).
  - Make a planning application to the local authority.
  - Continue to work on all other options pending confirmation of the feasibility of a capital build option.
- 2.16 Progression through the next stage of the project will involve two main areas of expenditure:
- A. **Professional fees:** To support construction project management, development of the design brief, planning pre-application enquiry and stage 2 planning enquiry, full site

surveys, concept design of building to Royal Institute of British Architects (RIBA) Stage 2, Developed design (RIBA stage 3), Planning application and engagement/determination. In order to progress this, it is anticipated that a single multi-disciplinary service provider will be procured.

- B. **LFB Project team:** Overall Project Management, reporting, support for the project board, procuring construction PM, Architect and Cost Consultant, engaging with HQ based departments and staff, gathering full requirements, engaging with stakeholders including the local council, engaging with teams and team leadership, engaging with people services regarding smart working strategy and supporting policies, progressing the design and refurbishment of fire station estate to accommodate de-centralised capacity of the current HQ office solution as well as the main central part, ensuring full communication with staff and the establishment of support for the project across the brigade.

2.17 A breakdown of the estimated cost for this work is provided in the Part 2 report.

### 3. Equality comments

- 3.1 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.
- 3.2 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.
- 3.3 The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4 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.
- 3.5 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.
- 3.6 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.

- 3.7 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.
- 3.8 An early-stage Equalities Impact Assessment has been undertaken indicating that the project will have a Low impact on equalities because there are no adverse impacts predicted at this stage. The EIA will continue to be developed during the next phase the project which will put staff consultation and equalities at the centre of the design process to ensure alignment with the provisions of the Equality Act 2010.

## 4. Other considerations

### Workforce

- 4.1 The US building currently has c 780 staff assigned to it. The next phase of the project will include creation of a project team that will ensure that a full process of engagement/consultation takes place with staff, trade unions and equality support groups / users of HQ facilities. This will also require formal negotiation with the trade unions collectively (in particular this is because staff locations are a contractual term and condition for FRS staff). The team will work with LFB People services to ensure that new ways of working are taken into account and that the design of the office and additional facilities which support service delivery across all occupational groups is based on a thorough understanding of the needs and requirements of the workforce of LFB and other required uses of new HQ accommodation. As set out above, any staff engagement exercise will be drawn up in collaboration with colleagues from other existing US occupants, to ensure they can engage with their own staff on future accommodation plans.

### Sustainability

- 4.2 One of the project's objectives is to deliver environmental sustainability – capital build options will be aiming for at least a BREEAM Excellent rating and sustainability will be built into consideration during the process of design and / or selection of buildings. The project team are working with LFB Sustainable Development team and will carry out the necessary Sustainability Impact Assessment during the next stage of the project.

### Procurement

- 4.3 The current project team are working with Procurement and Commercial Department (Assets and Estates) on the development of a procurement strategy which is fully compliant with LFB Scheme of Governance and Standing Orders relating to procurement to ensure timely procurement of necessary services whilst providing sustainable and value for money solution.

### Communications

- 4.4 The next phase of the project will involve the production of a developed design (RIBA Stage 3) and planning application.
- 4.5 The main focus of communications for this stage of the project will be with the future users and defining LFB corporate and individual department requirements of a new HQ. It is intended that a comprehensive workplace survey will be undertaken allowing all staff to contribute. In addition, focus groups will be formed to seek further information on user requirements. Equalities Support Groups will also be engaged with.
- 4.6 Feedback from the staff engagement process will be used to directly inform the design process which will support new ways of working.
- 4.7 In the run-up to a planning application the correct levels of engagement with the local

community will be considered very carefully based on advice from architects and planning consultants and engagement with the local planning authority.

## 5. Financial comments

- 5.1 Under part two of this report, commercially sensitive information is disclosed. As part of this the requirement for both feasibility funding and potential capital funding is set out across the range of options.
- 5.2 The feasibility expenditure will be contained by drawing forward elements of the existing capital plan. There is already a sum set aside in 2025/26 for the HQ project.
- 5.3 In terms of longer-term capital costs, these will need to be incorporated into the future capital plan along with the associated financing of any such project once given approval and this will be developed throughout the budget setting process, with the next draft submission due in Nov 2023.
- 5.4 This will also have a significant impact on the revenue budget. Again, this will need to be incorporated into the budget setting process in terms of potential savings and investments required in order to deliver the preferred option.

## 6. Legal comments

- 6.1 Under section 9 of the Policing and Crime Act 2017, the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 6.2 By direction dated 1 April 2018, the Mayor set out those matters, for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience (the "Deputy Mayor").
- 6.3 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...".
- 6.4 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. Provision of a suitable headquarters building falls within this remit.
- 6.5 General Counsel notes that the proposed tenders will 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).



## List of appendices

Appendix	Title	Open or confidential*
1	Equality Impact Assessment	Open
2	Sustainable Development Impact Assessment Checklist	Open

**Part two confidentiality**

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

**Is there a Part Two form:** YES



LONDON FIRE BRIGADE

# Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

**NOTE – All boxes MUST be completed before the document will be reviewed.**

<b>1. What is the name of the policy, project, decision or activity?</b>
LFB HQ Project

Overall Equality Impact of this policy, project, decision or activity (*see instructions at end of EIA to complete*):

High		Medium		Low	X
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<b>2. Administration</b>			
Name of EIA author	Andy Holdsworth		
Have you attended an EIA Workshop	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Department and Team	Property Strategy		
Date EIA created by author	31/3/23		
Date EIA signed off by Inclusion Team			
Date Actions completed			
External publication	Are you happy for this EIA to be published externally?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>  If No state why:



LONDON FIRE BRIGADE

### 3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	To provide a Head Quarters accommodation for LFB beyond the end of the lease on the Union Street building in March 2027.
Who is affected by this work (all staff, specific department, wider communities?)	c780 LFB staff are currently assigned to HQ but usage of the building during Autumn 2022 averaged c200 people per day over a week with average peak usage of c270 staff on the busiest days during the week.  In addition to usage by people assigned to the building other LFB staff will visit HQ for meetings etc.
What other policies/documents are relevant to this EIA?	A Strategic Business Case for the LFB HQ Project has been prepared and was discussed and approved for progression through governance by LFB Change Group on 26 April 2023

### 4. Equality considerations: the EIA must be based on evidence and information.

What consultation and engagement has taken place to support you to predict the equality impacts of this work?  Consultation must take place with ESGs (including RB ESGs), Learning Support and affected groups.	At this stage of the project initial feasibility only of various options is being looked at and would not expect to start any developed design work until at earliest December 2023.  The location of the sites being considered has been informed by a postcode mapping exercise for the home locations of HQ staff in order to test potential locations against staff travel times with the front-running options coming out favourably under this criteria.  The initial feasibility study work has been carried out on a confidential basis due to sensitive pre-application discussions that are taking place with the local planning team. Subject to the outcome of those discussions and following consideration of the initial business case we would expect to start a process of engagement with staff and other stakeholders as part of the concept design process in September 23 onwards.
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## 5. Assessing Equality Impacts

**Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.**

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?
<b>Age</b> (younger, older or particular age group)	Positive	<p>The main proposal arising from this work will be to move LFB HQ from the current buildings into another building which will be centrally located and accessible to public transport.</p> <p>It is not expected to affect any particular age group adversely however it is notable that the design brief for the new office facility will include reference to the importance of providing an inclusive workplace which is designed to accommodate users from all age groups.</p>	
<b>Disability</b> (physical, sensory, mental health, learning disability, long term illness, hidden)	Positive	<p>The main proposal arising from this work will be to move HQ from the current buildings into another building which will be centrally located and accessible to public transport.</p> <p>One principle for the building design will be that access is allowed from street level to all floors via a wheelchair accessible lift.</p> <p>In fitting out the building accessibility for disabled staff will be fully factored in – allowing for ease of use of</p>	Based on LFB Data as at 20/2/23 out of 781 staff shown to be assigned to the existing HQ office building 100 out of 751 providing information identified as disabled representing 13%. This supports the need to cater fully for this large group of staff.

		<p>Kitchen facilities, toilet facilities – adjustable desks and furniture and meeting room sizes allowing wheelchair access etc.</p> <p>In addition blind and partially sighted people will be accounted for in terms of size of signage font, markings on floors and doors – clear circulation routes. People with hearing difficulties through hearing loops in meeting rooms and reception etc</p> <p>People with back/spinal issues through provision of standing desks</p> <p>Equalities support groups will be engaged with during the design process.</p>	
<p><b>Gender reassignment</b> (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	Positive	<p>A principle for the design will be that toilet facilities cater fully for a diverse workforce – ideally this would lead to a modern toilet arrangement with separate single toilet and WHB cubicles – some of which will be accessible for disabled people.</p> <p>Equalities support groups will be engaged with during the design process.</p>	
<p><b>Marriage / Civil Partnership</b> (married as well as same-sex couples)</p>	Neutral	<p>HQ project will not impact on this group.</p>	
<p><b>Pregnancy and Maternity</b></p>	Positive	<p>The main office design will include facilities to cater for nursing mothers as well as rest and first-aid facilities which could be used by pregnant mothers. Satellite office design will also be considered from this point of view but due to smaller size and constraints caused by use of existing buildings may include less complete or multi-purpose facilities. Equalities support groups will be engaged with during the design process.</p>	

<p><b>Race</b> (including nationality, colour, national and/or ethnic origins)</p>	<p>Neutral</p>	<p>This design of the new office will seek to be inclusive to all staff and is not expected to adversely affect any particular group. Equalities support groups will be engaged with during the design process.</p>	<p>Based on LFB Data as at 20/2/23 out of 781 staff shown to be assigned to the existing HQ office building 202 identified as BAME, 554 as White while 25 preferred not to say or did not provide information</p>																																	
<p><b>Religion or Belief</b> (people of any religion, or no religion, or people who follow a particular belief (not political))</p>	<p>Positive</p>	<p>The office design should include a room dedicated to religious purposes with appropriate wash facilities. Satellite office design will also be considered from this point of view but due to smaller size and constraints caused by use of existing buildings, may include less complete or multi-purpose facilities. Equalities support groups will be engaged with during the design process.</p>	<p>Based on LFB Data as at 20/2/23 out of 781 staff shown to be assigned to the existing HQ office building the following data applies (percentages apply to those who other than where "not provided" or "prefer not to say" applies)</p> <table border="0" data-bbox="1473 571 2085 975"> <tr> <td>No Religion</td> <td>259</td> <td>39%</td> </tr> <tr> <td>Christian</td> <td>341</td> <td>51%</td> </tr> <tr> <td>Buddhist</td> <td>5</td> <td>1%</td> </tr> <tr> <td>Muslim</td> <td>26</td> <td>4%</td> </tr> <tr> <td>Jewish</td> <td>2</td> <td>0%</td> </tr> <tr> <td>Sikh</td> <td>4</td> <td>1%</td> </tr> <tr> <td>Hindu</td> <td>18</td> <td>3%</td> </tr> <tr> <td>Other</td> <td>16</td> <td>2%</td> </tr> <tr> <td>Not Provided</td> <td>99</td> <td></td> </tr> <tr> <td>Prefer not to say</td> <td>11</td> <td></td> </tr> <tr> <td></td> <td><b>781</b></td> <td><b>100%</b></td> </tr> </table>	No Religion	259	39%	Christian	341	51%	Buddhist	5	1%	Muslim	26	4%	Jewish	2	0%	Sikh	4	1%	Hindu	18	3%	Other	16	2%	Not Provided	99		Prefer not to say	11			<b>781</b>	<b>100%</b>
No Religion	259	39%																																		
Christian	341	51%																																		
Buddhist	5	1%																																		
Muslim	26	4%																																		
Jewish	2	0%																																		
Sikh	4	1%																																		
Hindu	18	3%																																		
Other	16	2%																																		
Not Provided	99																																			
Prefer not to say	11																																			
	<b>781</b>	<b>100%</b>																																		
<p><b>Sex</b> (men and women)</p>	<p>Neutral</p>	<p>Appropriate facilities for Men and Women will be provided as part of the office design, equalities support groups will be engaged with during the design process.</p>																																		
<p><b>Sexual Orientation</b> (straight, bi, gay and lesbian people)</p>	<p>Neutral</p>	<p>Office will be designed to be inclusive to all users and equalities support groups will be engaged with during the design process.</p>																																		

<b>6. Impacts outside the Equality Act 2010</b>	
<b>What other groups might be affected by this policy, project, decision or activity?</b>	
Consider the impact on: carers, parents, non-binary people, people with learning difficulties, neurodiverse people, people with dyslexia, autism, care leavers, ex-offenders, people living in areas of disadvantage, homeless people, people on low income / in poverty.	
The office will be designed to be inclusive to its users, for example office design will take neurodiversity into account by considering decals and colour schemes etc as well as taking account of the types of office space that neurodiverse people require.	

<b>7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)</b>	
How does this work help LFB to:	
<b>Eliminate discrimination?</b>	By fully accounting for diverse groups of people during design the new office will ensure that discriminations doesn't occur through the provision of discriminatory office accommodation
<b>Advance equality of opportunity between different groups?</b>	The office will be designed to be inclusive to all users enabling meeting and collaboration including between diverse groups.
<b>Foster good relations between different groups?</b>	The HQ design will include consideration of community room facilities, potentially shared with the fire station.

<b>8. Mitigating and justifying impacts</b>
Where an <b>adverse</b> impact has been identified, what steps are being taken to <b>mitigate</b> it? If you're unable to mitigate it, is it <b>justified</b> ?



Characteristic with potential adverse impact (e.g. age, disability)	Action being taken to mitigate or justify	Lead person responsible for action

<b>9. Follow up, actions and evaluation</b>		
Where the Inclusion Team or other stakeholders have recommended <b>actions</b> in order to demonstrate due regard, these must be recorded here and delivered in accordance with time scales. Additionally, what is the organisational learning in relation to this piece of work in regards to the Equality Act 2010.		
Action recommended and person responsible for delivery	Target date Action to be completed by	Date action completed
<b>Lessons learnt and evaluation</b>		
Free text		

**Now complete the RAG rating at the top of page 1:**

**High:** as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

**Medium:** as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

**Low:** as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

## Document Control

Signed (lead for EIA / action plan)	Andy Holdsworth	Date	26/5/23
Sign off by Inclusion Team	Reviewed by the inclusion team 26/5/23	Date	
Stored by			
Links			
External publication	Are you happy for this EIA to be published externally?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/> If No state why:

# Sustainable Development Impact Assessment Checklist

**Project Name/ Policy Name & No:** LFB HQ Project

**Contact Person:** Andrew Holdsworth

**Date completed:** 11/5/23

Please send through the completed checklist with a copy of the project PID or the draft policy to [environment@london-fire.gov.uk](mailto:environment@london-fire.gov.uk). For existing policies undergoing minor amendments, please send through a marked up copy of the policy, with the original SDIA.

Other impact assessments completed				Yes	No
1. Has an Equalities Impact Assessment been completed?				<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Has a Health, Safety and Wellbeing assessment been completed?				<input type="checkbox"/>	<input checked="" type="checkbox"/>
Environmental Impacts					
3. Will this consume any of the following (please tick those that apply and state how and if this would increase or decrease our consumption):					
Gas	<input checked="" type="checkbox"/>	Electricity	<input checked="" type="checkbox"/>	Water	<input checked="" type="checkbox"/>
Petrol or diesel	<input checked="" type="checkbox"/>	Hazardous chemicals	<input checked="" type="checkbox"/>	Other natural resources e.g. timber	<input checked="" type="checkbox"/>
<b>Comments:</b> The project will include provision of office accommodation to replace Union Street after lease end in 2027 and could involve a construction project and / or an internal building fit-out project. The project will be targeted at achieving as close to net zero as possible taking into account issues including affordability and constraints from the need to refurbish existing buildings. The project is currently at "Pre Project stage" and is seeking approval to progress through "Define" and "Plan" stage prior to gaining further approvals to progress to delivery stage. As part of the next stage environmental considerations will be explored in detail including investigations into the appropriate construction standard to adopt (BREEAM) for construction taking into account the nature of the potential sites (shared with fire station and partially refurbished existing buildings)					
4. Will this produce or reduce our production of (please tick those that apply and describe what and how):					
Non-hazardous waste	<input type="checkbox"/>	Hazardous waste (see PN 862)	<input type="checkbox"/>	pollutants to air, land or water?	<input type="checkbox"/>
<b>Comments:</b> We will be aiming to reduce the size of HQ provision considerably compared with our present accommodation and will move to a buildings with a better energy performance which will have the effect of reducing pollutants including Co2 emissions.					
5. Will this impact (positively or negatively):				Yes	No
a. Operational/business travel by staff				<input type="checkbox"/>	<input checked="" type="checkbox"/>

b. Travel/deliveries by our suppliers	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Environmental protection at incidents	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. a Site of Special Scientific Interest	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Gardens or other wildlife at stations/brigade sites (e.g. nesting birds or bats)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Comments:</b> It is unlikely that any of these will be affected significantly – however this will be kept under review during the first phase of the project.		
<b>Procurement</b>	<b>Yes</b>	<b>No</b>
6. Will this result in the purchase of goods, services or works or influence how they are procured?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Is this for a purchase of greater than £1m?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
g. Will this use/result in a tender for manufactured goods such as electronics, textiles, and building materials?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
h. Will this service require low skilled/low paid employees?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
i. Will the goods consume utilities or consumables?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
j. Does this involve major works taking place?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
k. If so are BREEAM and Ecological surveys required?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
l. Will this support future cost avoidance?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
m. Could all or part of the purchase be provided by small or local businesses?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
n. Could this be delivered by a voluntary/community sector organisation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
o. Has a Request For Tender been submitted to Procurement through hotwire?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Comments:</b> The project will include a construction and/ or fit out project – more detail will be known after the next stage as detailed in the business case.		

**For the SD Team to complete:**

Policy sustainability risk rating: H

Inputs/outputs/ impacts to address in Full SDIA: A Full SDIA will be required as this Project Progresses

Date completed: 22/05/2023