



LONDON FIRE BRIGADE

LFC-24-020

# LFB Estate Strategy 2024 - 2029

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**Report to:**

Service Delivery Board  
Commissioner's Board  
Deputy Mayor's Fire and Resilience Board

**Date:**

24 January 2024  
15 February 2024  
5 March 2024

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**Report by:**

Assistant Director, Property and Technical Support Services - Laura Birnbaum

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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 20 January 2023

# PART ONE

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

### Executive Summary

This report seeks agreement to a proposed Estates Strategy document which is an enabling strategy for the Community Risk Management Plan. It is based on the estate principles, vision, strategic themes and objectives. A preliminary paper with the principles was agreed through LFB Governance in July 2023 (LFC-23-074).

At the core of the delivery model is management and maintenance of the estate in order that it continues to support the objectives set out in this strategy (in particular the effective and efficient/ safe and secure themes). While projects and change initiatives are required, focus on core services (being at the center of estates delivery) is in accordance with the feedback received from estate users.

The estate strategy does not request approval for expenditure. Approval for spending on individual projects will be sought through the regular LFB governance process on a case-by-case basis.

### Recommended decision

#### For the London Fire Commissioner

That the London Fire Commissioner approves the London Fire Brigade Estate Strategy which is attached at Appendix 1.

# 1 Introduction and background

- 1.1 The Community Risk Management Plan (CRMP) sets out the services that London Fire Brigade (LFB) will provide over the period 2023 to 2029 to keep London safe. The LFB estate provides a vital platform for delivery of these services through the provision of fire stations and other buildings which support a wide range of activities including fire and rescue response, prevention and protection, training for all LFB staff, Brigade Control and Technical Support Services. The estate also supports provision of a headquarters office and community facilities in fire stations, while facilitating collaboration with internal and external partners.
- 1.2 The LFB estate comprises of 107 operational sites located throughout London, 103 of which are fire stations (including one river station). Requirements of the estate are constantly evolving in response to service delivery needs as well as expectations for provision of an inclusive workplace that aspires to be environmentally sustainable. These factors, together with the average age of the estate (around 60 years) underline the need for adaptation and investment as well as maintenance to meet the needs of a 21<sup>st</sup> century fire and rescue service.
- 1.3 A paper setting out the Estate Strategy Principles Vision, Strategic Themes and Objectives was approved by the London Fire Commissioner in July 2023 and formed the basis for the development of an Estate Strategy. This strategy is now complete and is attached for approval at Appendix 1.
- 1.4 The Strategy delineates the estate's characteristics, assesses the estate implications stemming from LFB corporate strategies, plans, and reviews (including the CRMP). It takes into account the perspectives of stakeholders, gathered through an extensive engagement process, involving meetings and workshops with over 100 individuals. The document presents a versatile delivery plan to ensure the implementation of workstreams, thereby steering the estate toward achieving the agreed-upon goals

## 2 Objectives and expected outcomes

- 2.1 The Strategic Themes and objectives for the estate that were agreed in July are reproduced below and are incorporated into the Estate Strategy attached.

### Strategic Themes and Objectives for the Estate

Proposed Strategic Themes for the Estate	Proposed Strategic Objectives for the estate
1) <b>Effective and Efficient</b> Supporting the delivery of LFB services and ensuring that the estate is well utilised and efficient.	1) Supports the delivery of LFB services. 2) Used Efficiently.
2) <b>Open and Recognisable</b> Ensuring that the estate is open to community and partner use and projects a clear LFB identity.	3) Available to community and partners 4) Promotes LFB's identity in the landscape of London.
3) <b>Safe and Secure</b> Providing a safe and secure environment for users.	5) Safe and compliant. 6) Secure for users.
4) <b>Inclusive and Sustainable</b> Inclusive for users and managed responsibly and sustainably.	7) Adapted to be inclusive to users. 8) Targeting carbon net zero.

### **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** LFB Equalities Support Groups were consulted as part of the stakeholder engagement for the strategy and equalities considerations figure strongly - being incorporated into the agreed estate objectives including the theme of "inclusive and sustainable" and the objective of "adapted to be inclusive to users". Equalities also figure in the strategy's delivery plan through projects like "Privacy for all" which is delivering gender neutral facilities in fire stations and a plan to conduct an equalities act survey of buildings across the estate.
- 3.9** Equalities Impact Assessments will be carried out as necessary for projects coming under the strategy.
- 3.10** An Equalities Impact Assessment (EIA) has been produced and is attached as Appendix 2.

## **4 Other considerations**

### **Workforce comments**

- 4.1** The strategy requires continued adequate resourcing of the LFB Property department through normal arrangements.

### **Sustainability comments**

- 4.2** A sustainable development impact checklist was completed and agreed with the sustainability team at the time of approval of the estate objectives in July 2023. The agreed estate objectives include the theme of "inclusive and sustainable" and the objective of "targeting net zero".
- 4.3** The delivery plan for this strategy includes a Carbon Net Zero workstream involving projects aimed at decarbonization of the LFB estate.

### **Procurement comments**

- 4.4** There is no direct procurement impact, but any future procurement activity will be undertaken in line with the Scheme of Governance and Standing Orders for Procurement as necessary.

### **Communications comments**

- 4.5** The final report will be subject to a lay-out and design process to ensure consistency with other CRMP Enabling Strategies and the property team will continue to work with the communications team over appropriate communications actions at the time of publication.

## **5 Financial comments**

- 5.1** This report recommends that the LFB Estate Strategy is agreed. This report does not request approval for expenditure. Any recommendations to incur expenditure based on this strategy will be considered in line with LFB Governance requirements.
- 5.2** The 2024/25 November Budget Submission to the Mayor included a Capital Strategy for the LFB covering a 20 year period. Any proposals to incur capital expenditure will be considered against the figures in that Capital Strategy.

## **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** Section 1 of the Fire and Rescue Services Act 2004 states that the Commissioner is the fire and rescue authority for Greater London. The Commissioner is also a 'best value' authority under the Local Government Act 1999 and must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. This report sets out the plans to do so in relation to the property estate, with reference to LFB duties under the CRMP.
- 6.3** Future reports will seek the requisite financial consents to enact some of the measures and expenditures outlined in the attached LFB Estate Strategy

# List of appendices

Appendix	Title	Open or confidential*
1	LFB Estate Strategy	Open
2	Equalities Impact Assessment	Open

## Part two confidentiality

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

**Is there a Part Two form:** NO



# LONDON FIRE BRIGADE ESTATE STRATEGY 2024 - 2029



A high-level plan for the London Fire Brigade Estate to support the needs of the Community Risk Management Plan.



# London Fire Brigade Estate Strategy

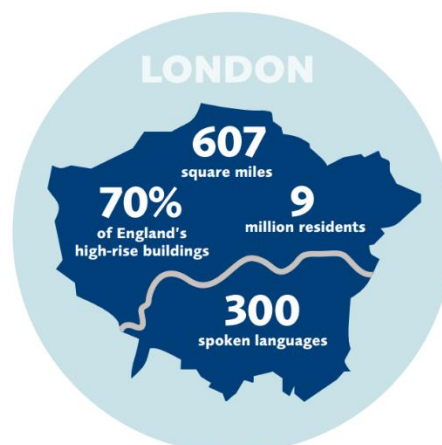
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# 1 Introduction

London Fire Brigade's Community Risk Management Plan (CRMP) sets out the services that London Fire Brigade (LFB) will provide over the period 2023 to 2029 to keep London safe. The LFB estate provides a vital platform for delivery of these services through the provision of fire stations and other buildings which support a wide range of activities including fire and rescue response, prevention and protection, training for all LFB staff, emergency response, control and technical support services. The estate also supports provision of a headquarters office and community facilities in fire stations, while facilitating collaboration with internal and external partners.



The LFB estate comprises of 107 operational sites located throughout London, 103 of which are fire stations (including one river station) which are occupied on a 24/7 basis every day of year. Requirements of the estate are constantly evolving in response to service delivery needs as well as expectations for provision of an inclusive workplace that aspires to be environmentally sustainable. These factors, together with the average age of the estate (around 60 years) underline the need for adaptation and investment as well as maintenance to meet the needs of a 21st century fire and rescue service.

This document provides a high-level strategy for the LFB estate for 2024 to 2029 including a set of principles and objectives to assess the strategic fit of proposals for estates projects going forward, and a delivery model and high-level plan to maintain and improve the estate through the life of the CRMP.

This Estate Strategy document will exist as an enabling strategy in support of service delivery needs and will exist alongside the other enabling service strategies across the LFB.

This strategy does not request approval for expenditure. Approval for spending on individual projects will be sought through the regular LFB governance process on a case-by-case basis.

## 2 About London Fire Brigade

### 2.1 The Brigade

The London Fire Brigade (LFB) is the busiest fire and rescue service in the country and one of the largest firefighting and rescue organisations in the world, protecting people and property from fire within the 1587 square kilometres of Greater London.

The LFB is run by the London Fire Commissioner (LFC) which is the fire and rescue authority for London. Employing over 5,000 people and operating from 103 fire stations (including one river station), LFB attended around 125,000 incidents in 2022.

LFB is split into broadly three occupational groups, Operational, Control and Fire and Rescue Staff (FRS).

## 2.2 Operations and vision

LFB is the only UK fire service where all fire stations are crewed on a full-time basis. To provide service for 365 days of the year, LFB operates a two shift, four-watch system at stations – red, white, blue and green leading to intensive use of the estate. Stations Commanders and above operate on an officer rota basis to assure fire cover operational command requirements. LFB's vision is to be a dynamic forward-looking organisation of fully engaged people at the centres of the communities we serve, adapting to the changing needs of London.

## 2.3 The Brigade's Community Risk Management Plan

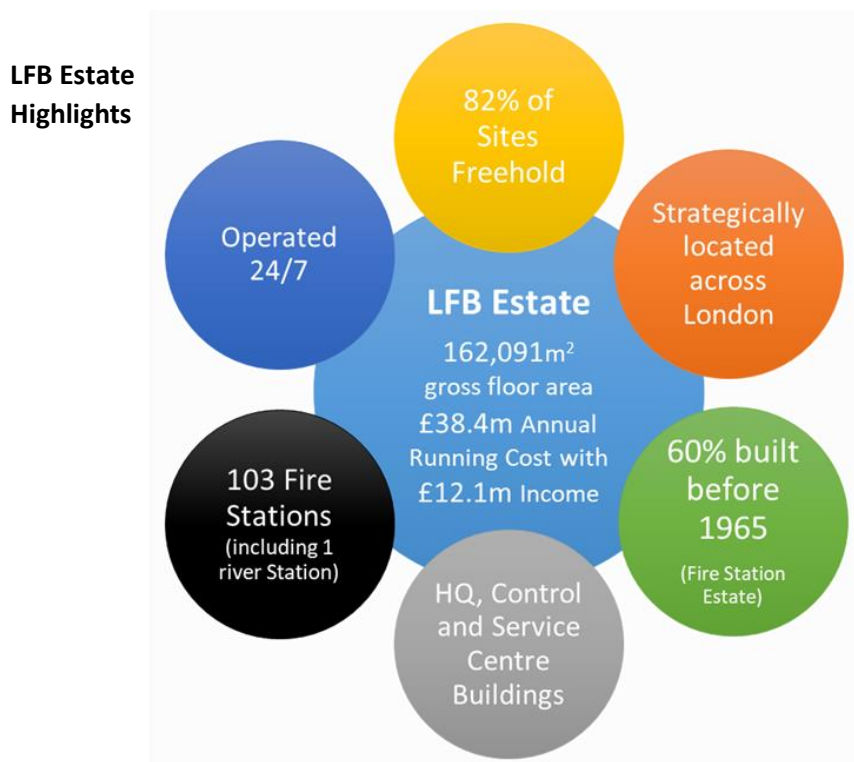
LFB's Community Risk Management Plan (CRMP) is the Brigade's Integrated Risk Management Plan, in accordance with requirements of the Fire and Rescue National Framework for England. The plan sets out the six services that will support delivery of the Brigade's vision. The services will work together to deliver integrated management of the risks identified in the Brigade's Assessment of Risk (AoR).



## 3 The LFB Estate

### 3.1 The Nature of the estate

Appendix 1 provides a detailed review of the LFB estate including tenure, functional categories, occupation models, location, size and value, age profile, historic buildings costs and functionality. Key information on the nature of the estate are highlighted in the following diagram.

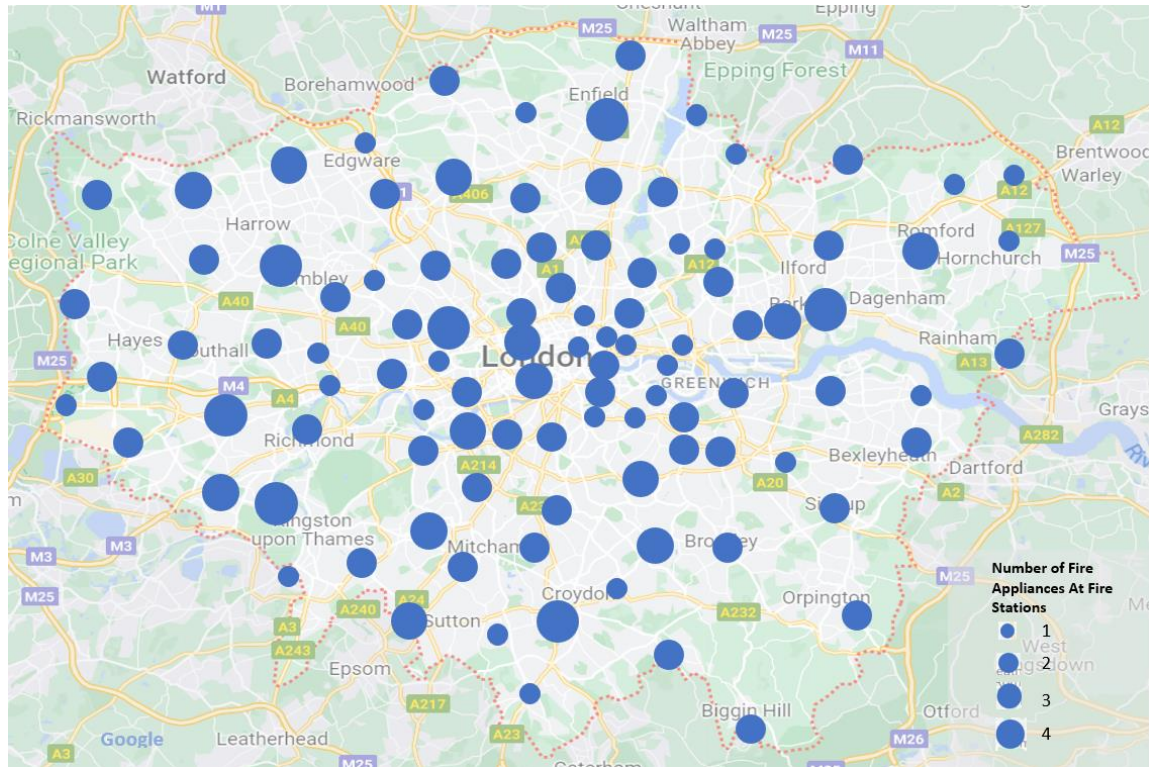


### 3.2 Fire Station Location and Appliance Numbers

LFB's 102 fire stations provide cover across London and accommodate around 200 fire appliances ranging from standard pump ladder units to specialised vehicles such as aerial appliances, command units etc. Accommodating these appliances and their crews to provide

emergency fire and rescue services is a key function of fire stations. The number of appliances based at each station (including these specialised vehicles) vary from 1 to 4 as illustrated by the map below.

### LFB Fire Stations: Number of Appliances



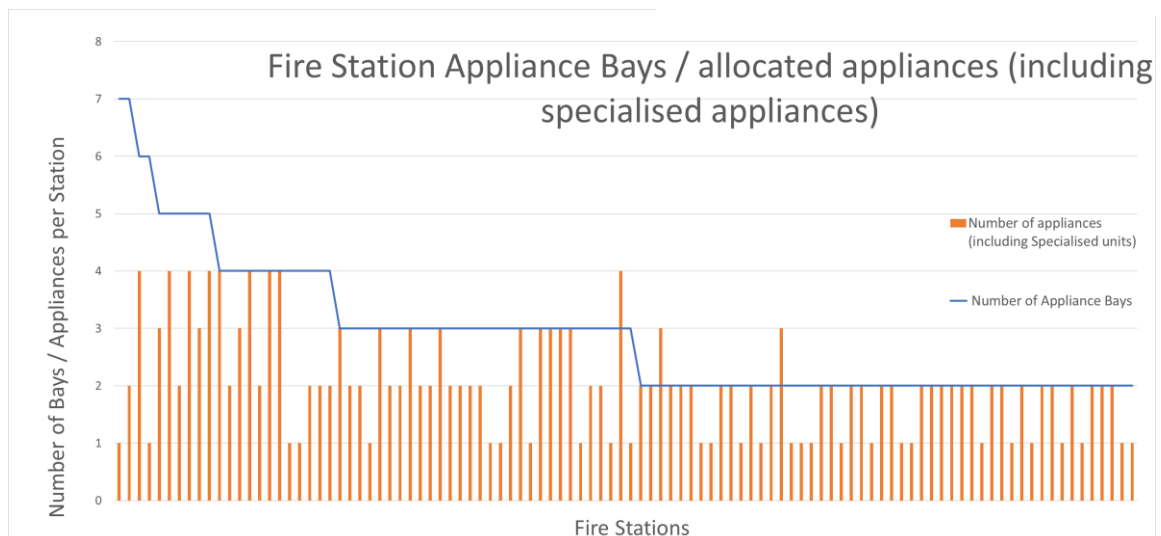
## 3.3 Appliances and Appliance Bays

Fire appliances are usually accommodated in fire station appliance bays.

The chart below shows the number of appliances allocated to stations (orange bars) against the number of fire station bays provided by each fire



**NORTH KENSINGTON FIRE STATION WITH TWO APPLIANCE BAYS**

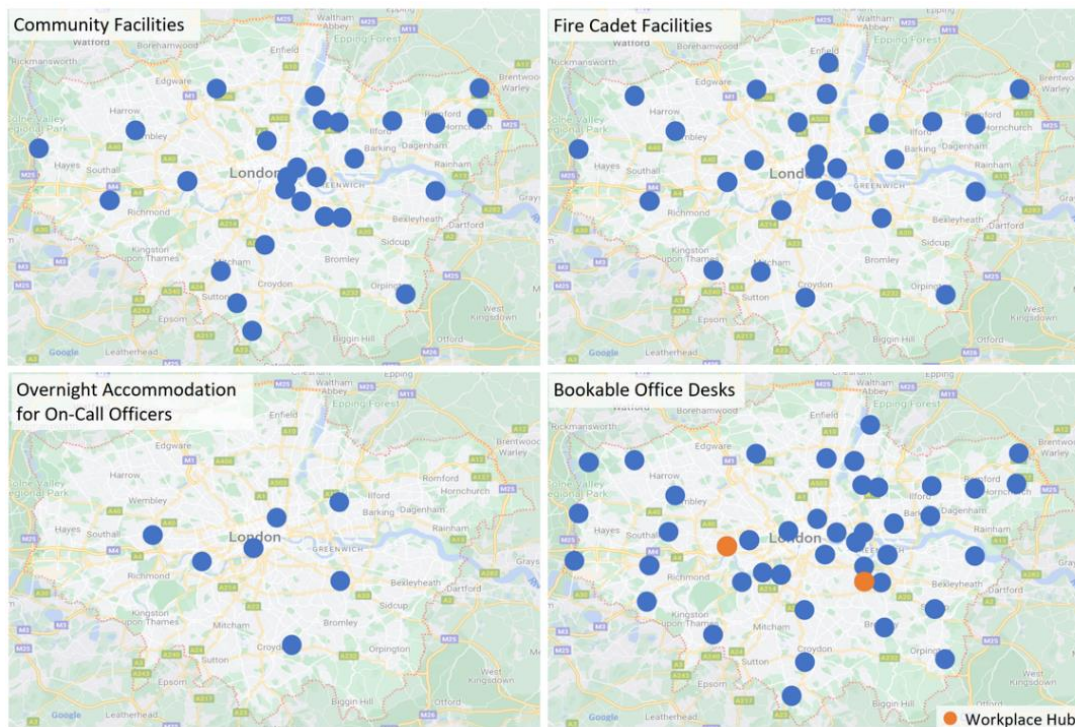




station (blue line). This chart illustrates that the estate provides more bays than the number of appliances allocated.

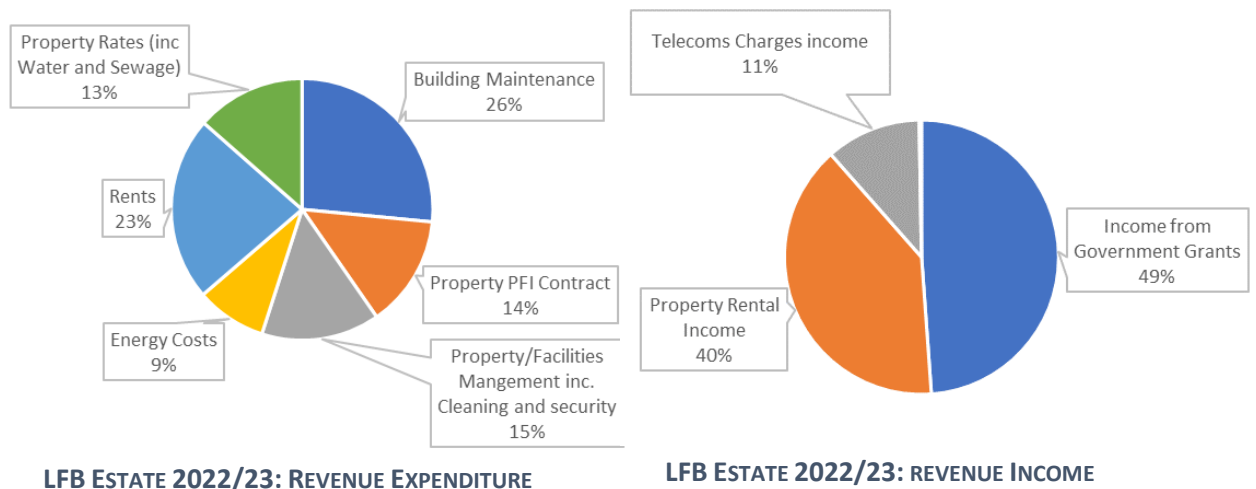
### 3.4 Other Functions of Fire Stations

Apart from fire and rescue, fire stations provide other important functions as set out in Appendix 1. These include specialised operational facilities, training, office facilities to allow agile working across the brigade, area command facilities, office hubs (for services such as fire safety), community engagement and wellbeing facilities and fire cadet facilities. In addition overnight accommodation for on-call officers and vehicle parking is provided. Some of these functions are illustrated in the maps below.



### 3.5 Cost of the Estate

Appendix 1 provides a breakdown of costs of the estate which amounted to c £34m in annual cost offset by c £12m of annual income in 2022/23 financial year. Charts showing a percentage breakdown of these figures are below.



## 4 Developing a Vision, Principles and Objectives for the estate

LFB's estate strategy has been developed in stages as follows:



- **Stakeholder Engagement and Strategy Preparation** is covered in section 4.5 and 4.2 below.
- **The principles, a strategic vision, themes and objectives** for the estate are covered in section 4.6 below.
- The **agreement of the Strategy** is covered by this document in its entirety and
- The **delivery model** is covered in section 7 below

Once complete and approved the Strategy will continue to be reviewed and updated as appropriate.

### 4.1 The Strategic Context for development of the Strategy

The LFB is undergoing a transformation programme to improve its culture, governance, and performance following the recommendations of the HMI review, and the ongoing risks created by climate change.

The LFB is facing new and emerging risks and challenges that require it to adapt and innovate its services and capabilities including climate change, population growth and security and resilience threats such as terrorism and the estate will continue to play a vital enabling role in this.

### 4.2 Preparation for the Estate Strategy

To assure the estate condition and services LFB is pursuing several initiatives. These include:

- developing the LFB Property Portal which provides a facilities maintenance management and reporting tool. The Property Portal will evolve to provide a property data repository to support evidence led decisions making and reporting
- progressing a de-carbonisation strategy to deliver Carbon Net Zero by 2030 (subject to funding availability),
- surveying the condition of the estate through an accelerated programme of detailed condition surveys from 2021 onwards.
- measuring and mapping the estate through preparation of detailed computerised plans for all buildings,
- developing a plan for a future HQ

Further information was gathered to inform the development of the estate strategy. Three information sets in particular have been considered:

- a) strategic drivers (i.e. corporate strategies and policies as mentioned above),
- b) stakeholder feedback, and
- c) property focused data.

The first two areas have been particularly useful for the development of the principles, vision, themes and objectives, while the property-focused-data together with close monitoring of market conditions in terms of construction costs and market value of land and buildings will be especially valuable for the next stage – producing and delivering this estate strategy document. Information sources are explained in more detail below.

## 4.3 Corporate Strategies, Policies and Reviews

### 4.3.1 The LFB Community Risk Management plan

The Community Risk Management Plan (CRMP) was introduced above in section 2.3 and is summarised in the diagram to the right.

The CRMP "Engaging with you" pillar is particularly relevant to the estate as it sets out a drive towards community led fire stations which are accessible and inclusive so that everyone can access LFB prevention, protection and response services.

The 6 LFB services identified in the CRMP will have service strategies which are covered below at 5.3.



LFB COMMUNITY RISK MANAGEMENT PLAN

Apart from the CRMP there have been a number of other important LFB Strategies, reports and reviews released in the run up to this Estate Strategy as illustrated below.

### 4.3.2 The LFB Togetherness Strategy and Independent Culture Review

The LFB Togetherness Strategy and the LFB Independent Culture Review underlined the need for LFB to continue to improve inclusivity for its people including accessibility of its buildings. The Independent Culture review made a specific recommendation on taking the opportunity of the approaching lease-end at LFB HQ to support improved integration of HQ based staff, with operational colleagues. This also includes the wider use of fire station premises by non fire station based staff where feasible.



INDEPENDENT CULTURE REVIEW AND TOGETHERNESS STRATEGY

### 4.3.3 LFB Environmental Policy and sustainable development strategy

The LFB Environmental Policy and Sustainable development strategy sets out key impact areas which affect the estate including reducing carbon emissions and managing the estate in a responsible and sustainable way. This is also supported through the CRMP's "adding value" pillar which includes a commitment to deliver environmental sustainability.



ENVIRONMENTAL POLICY AND SUSTAINABLE DEVELOPMENT STRATEGY



#### 4.3.4 The Government Estate Strategy 2022

This central government strategy aims to secure a smaller, better and greener civil estate.

#### 4.4 The Need to Ensure Efficiency, Safety and Security

LFB has a duty to maintain an efficient, safe and secure estate.

Under the Greater London Authority Act 1999 the London Fire Commissioner "must secure that the London Fire and Rescue Service is efficient and effective", while (as building occupier) LFB must ensure that premises are safe and secure for staff and visitors and comply with relevant legislation.

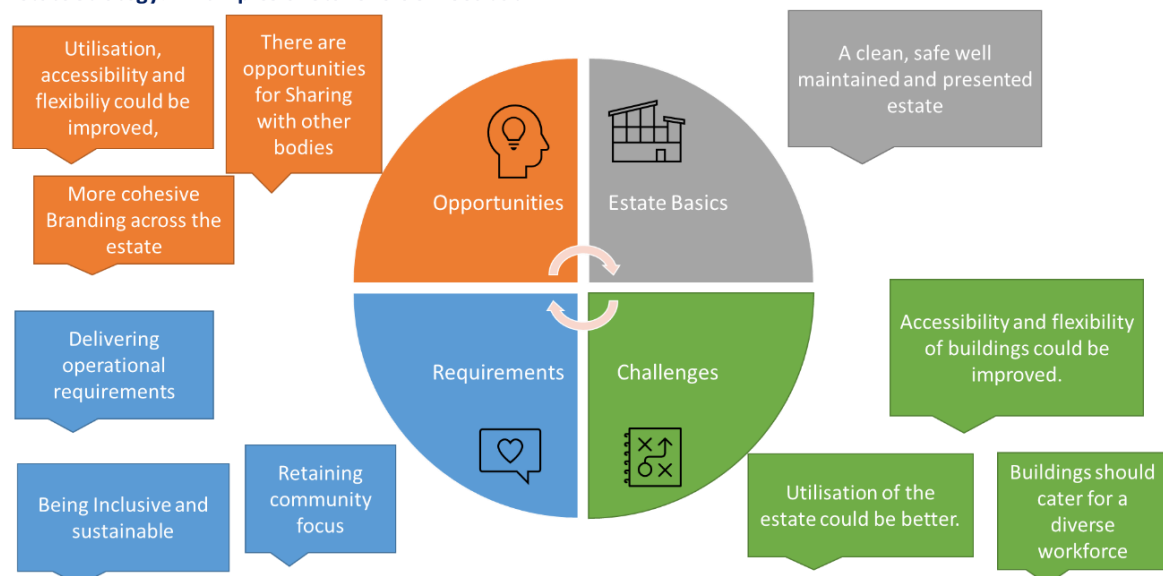
#### 4.5 Views from Stakeholders

Since early 2023 the Property Department has been engaging with nominated LFB teams and groups across the Brigade, holding over 20 meetings and workshops involving around 100 people. This engagement has covered all service delivery departments, enabling departments, equality support groups, LFB community forum and trades unions and has helped inform the development of a proposed vision and a set of principles, strategic themes and objectives for the estate. All stakeholders who took part in workshops have received feedback to reflect the conversation themes shared and how issues raised have been reflected with the principles, themes and objectives. An extract from this feedback showing comments gained from stakeholder groups is included at Appendix 2.

The engagement has revealed, as expected, that a key requirement from the estate is that it delivers essential requirements in terms of being clean, safe and well maintained. Challenges with the current estate were also discussed, for example, the need to ensure flexibility for changes in requirements and how the estate can best support inclusion priorities. Service delivery requirements gathering was a key aim of the engagement workshops and many general requirements for the estate were noted e.g. facilities to support a range of training/development and business continuity requirements.

Many opportunities were identified during the stakeholder engagement including the potential to better understand in detail the uses that each part of the estate is put to in order to drive improved utilisation of existing buildings. As departmental strategies emerge, the Property

##### Estate Strategy: Examples of Stakeholder Feedback



Department will continue to draw on this engagement and consult again with stakeholders to define and implement a more specific set of requirements on occupation and use of buildings.

## 4.6 Estate Strategy Principles, Vision and Objectives

### 4.6.1 Principles

Five principles were agreed through LFB governance in Summer 2023 alongside Strategic Themes and Objectives. The principles establish the basis for future estate plans and decisions and provide clarity of direction during the life of the estate strategy.

**Principle 1: Estate decisions should be made in consideration of the estate vision, strategic themes and objectives (set out in this strategy) in a way that is sufficiently flexible and agile to cater for future change.**

The vision for the estate as set out in the strategic themes and objectives is designed to align with the LFB strategic drivers and the feedback received through stakeholder engagement. An important part of this principle is that flexibility is built into any estate change to allow for future developments in requirements and that sufficient resilience is provided to support continued service delivery should individual buildings be unusable for any reason (eg flooding).

**Principle 2: All current fire stations should remain in use for LFB service delivery.**

There is no intention to close fire stations during the life of the strategy, however this principle does not preclude consideration of how utilisation of fire stations can be improved through e.g. siting of additional functions within them, or through development of the site for housing or other purposes, while retaining the service delivery function.

**Principle 3: Existing LFB freehold estate should be used for any new requirements unless it is necessary to take on additional freehold or leasehold estate for operational or security reasons.**

This provides clarity that, where possible, existing LFB estate should be used in preference to new estate. This is in line with the GLA Accommodation Strategy and will help to ensure efficiency.

**Principle 4: A clear understanding of the layout and use of buildings across the LFB estate should be held centrally by LFB Property department to work in partnership with operational teams to ensure efficient and effective allocation of estate resources.**

This principle will ensure that decisions about allocation of space across the estate are made in conjunction with the Property function who can provide specialist advice and coordination and have a requirement to maintain an awareness of uses and utilisation to support assurance and statutory compliance standards.

**Principle 5: Delivery of estates activities should be in-line with the Property Department's vision and objectives.**

This ensures that the Property's departmental vision and objectives are embedded in the way that the estate strategy is delivered.

#### 4.6.2 Estate Vision

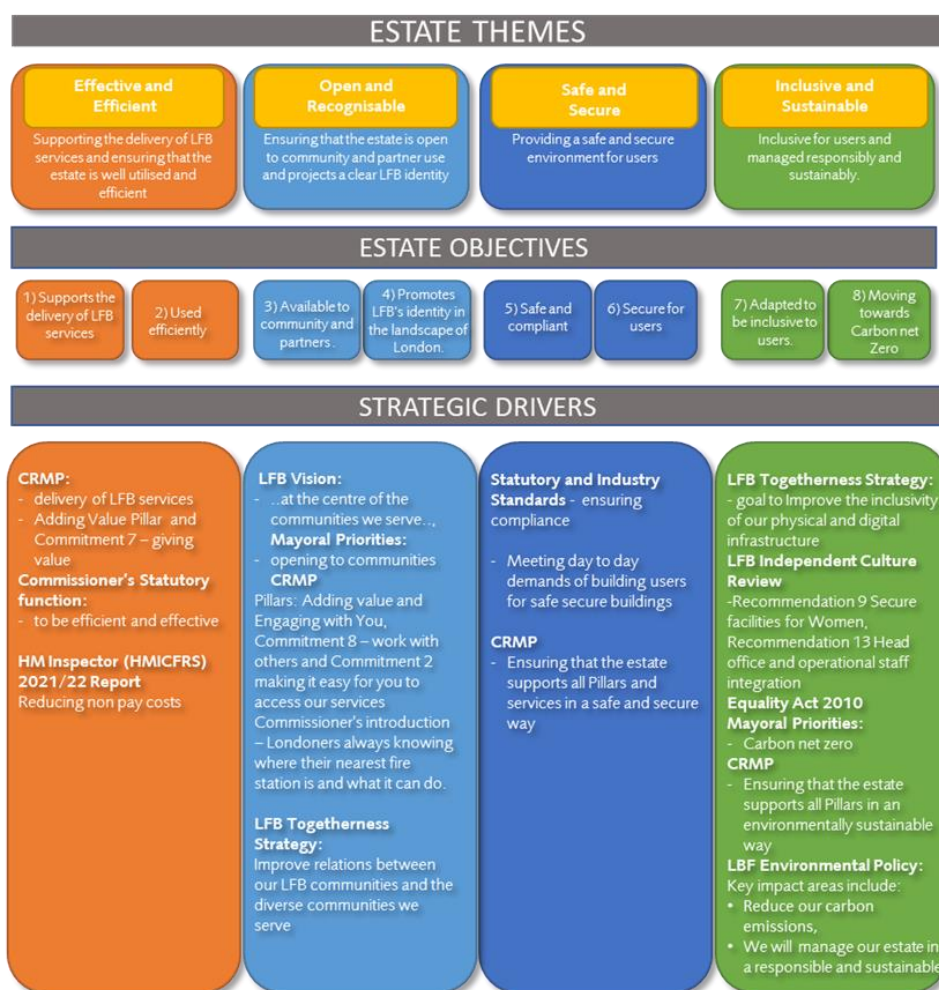
The agreed vision for the LFB estate is:

**An estate to be proud of which enables LFB service delivery.**

#### 4.6.3 Estate Themes and Objectives

Four estate themes support the vision providing clarity of purpose and direction. Each of the four themes generate two strategic objectives which will act as the basis for consideration and development of key performance indicators. The objectives will provide a reference for consideration of the strategic fit for investment decision making and other estate decisions going forward. The themes and objectives (together with a summary of the main strategic drivers) are illustrated in the following diagram:

## LFB Estate Themes and Objectives, with Strategic Drivers



## 5 Considerations affecting achievement of objectives

The following section reveals issues and considerations identified during development of the strategy which will have an influence on fully achieving the estate objectives set out.

### 5.1 Challenges Identified by Users of the Estate

During stakeholder engagement, challenges identified by users of the estate included:

- The need to continue to **improve inclusivity and wellbeing** in fire stations through programmes like privacy for all which is delivering gender natural facilities in fire stations. This includes rest areas which are designed to value individual's needs rather than the traditional communal resting and hygiene facility arrangements for firefighters.
- **Under-utilisation** of fire stations with rooms spending long periods vacant or under used
- The **need to provide flexibility** in the estate to allow for new initiatives and peaks and troughs of activity

- The potential to **improve the perception and understanding of fire stations and LFB services by local communities** and provide a more welcoming and accessible buildings

## 5.2 Challenges Identified by the Property Team

Discussions with the property team (responsible for maintaining and improving the estate) during the stakeholder engagement identified the following difficulties:

- delivering the **carbon reduction strategy** across a diverse estate including a wide range of ages and construction types often with limited electrical capacity is challenging
- **adaptation of fire stations**, (which are often heavily divided internally or are listed as historic buildings) to allow for changing requirements can be difficult.
- **Flexibility**: fire stations are often not able to easily accommodate additional crews and vehicles to protect business continuity due to short or long-term unavailability of an adjacent fire station.
- Measuring (and therefore improving) **utilisation** of rooms across the large fire station estate is challenging
- Aging **access control systems, site/building design and user requirements** create difficulties with ensuring security

## 5.3 Requirements arising from Service Strategies

Four of the six planned service strategies have been prepared to enable the CRMP and were agreed during the preparation of this strategy. Factors contained within these strategies which may have implications for the estate include the following:

- There is a strong focus on youth provision and a continued need for Fire Cadet facilities in fire stations
- Services need to be accessible to the community
- Increased fire protection work will arise from the 2022 Fire Safety Regulations and the new Building Safety Regulator regime which could have future estate implications
- Training requirements are still under development but include a need for urban firefighting training and real fire training.

The property team is engaging with service delivery teams to understand how these factors can be translated into hard and fast estate requirements and specifications.

## 5.4 Future Fleet Provision

### 5.4.1 Electrification

The LFB fleet is comprised of currently includes around 50 electric cars. There are already over 100 AC electric charging points on the estate.

Future electrification of vehicles such as fire appliance will entail the need for faster DC chargers which have a much higher demand for electric current and will require substantial upgrades to electrical supplies costing up to £500,000 or more for a typical installation.



EV CHARGING POINT

### 5.4.2 Future of Fire and Rescue appliance design

Babcock International is responsible for design, delivery, management, and maintenance of LFB's vehicle and equipment fleet under a 21-year contract awarded in 2014.

The LFB Fleet Strategy sets out the plan for cyclical asset replacement up until the end of the Babcock Contract in 2035.

In line with the Carbon Net Zero initiative (see section 5.8) this plan allows for replacement of existing internal combustion powered vehicles with zero emission vehicles.



TYPICAL FIRE APPLIANCE

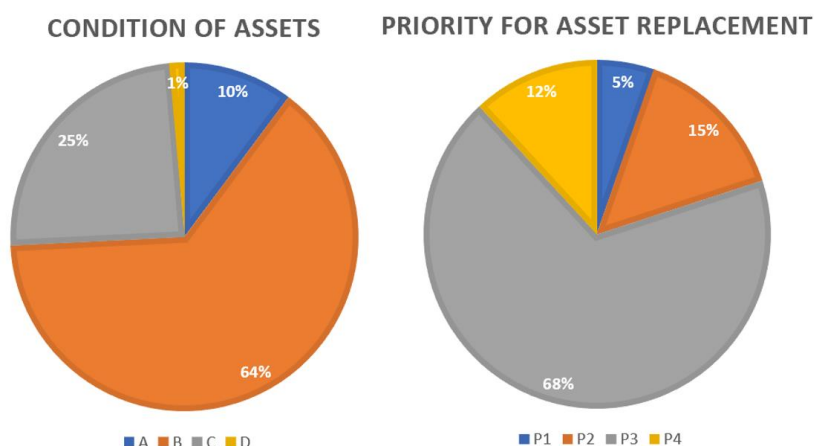
Potentially 40+<sup>1</sup> light vehicles and around 6 heavy vehicles would be replaced before 2029 and over 200 heavy vehicles between 2029 and 2035.

The expectation is that these replacements will use battery-electric drive systems and therefore require sufficient AC and fast DC charging points supported by sufficient electrical capacity at fire stations to power them (see carbon net zero section at para 5.8.2.4 – Electrical Power upgrades).

## 5.5 Building Maintenance and Condition

### 5.5.1 Condition survey

A condition survey was undertaken in 2021/22 for the entire fire station estate. 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 Standard.



CHARTS SHOWING PROPORTIONS OF ASSETS BY CONDITION CATEGORY AND PRIORITY

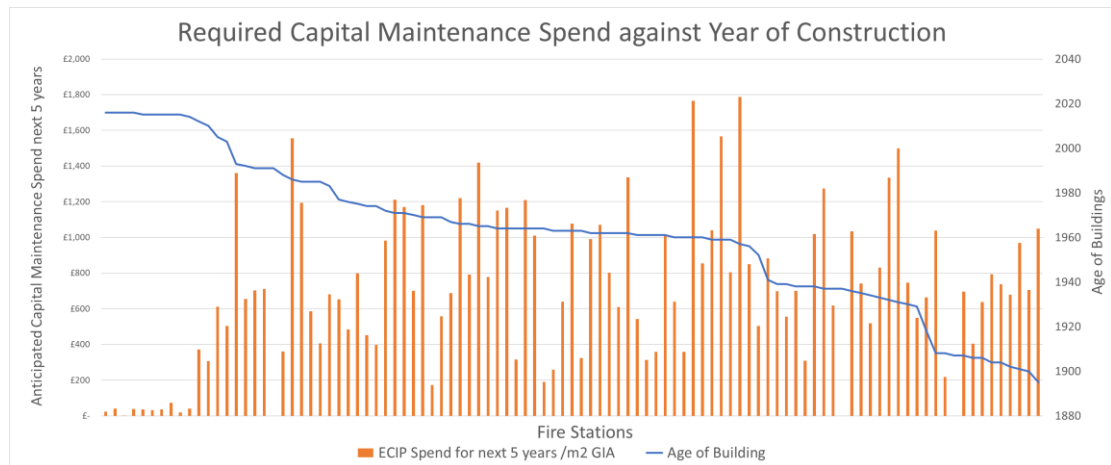
The charts above show the results, with 74% of assets falling into Grade A or B condition (Good or Satisfactory) and 26% shown to be in poor or bad condition at the time of the survey. This led to 5% of assets being classified as priority 1 – requiring immediate action and another 15% priority 2 – requiring action within 2 years.

<sup>1</sup> An additional c 50 cars that are already zero emission battery electric vehicles will be replaced on a cyclical basis during this period.

A forward maintenance register has been derived from this condition data showing estimated capital maintenance costs into the future. These cost items will include costs expected to be incurred for replacement of whole parts of buildings including roofs etc.

The model used shows a preference for refit and replacement of building elements as opposed to a demolition and rebuild approach reflecting funding limitations, need to maintain essential fire cover, difficulties in securing suitable sites and the need to consider embodied carbon in buildings.

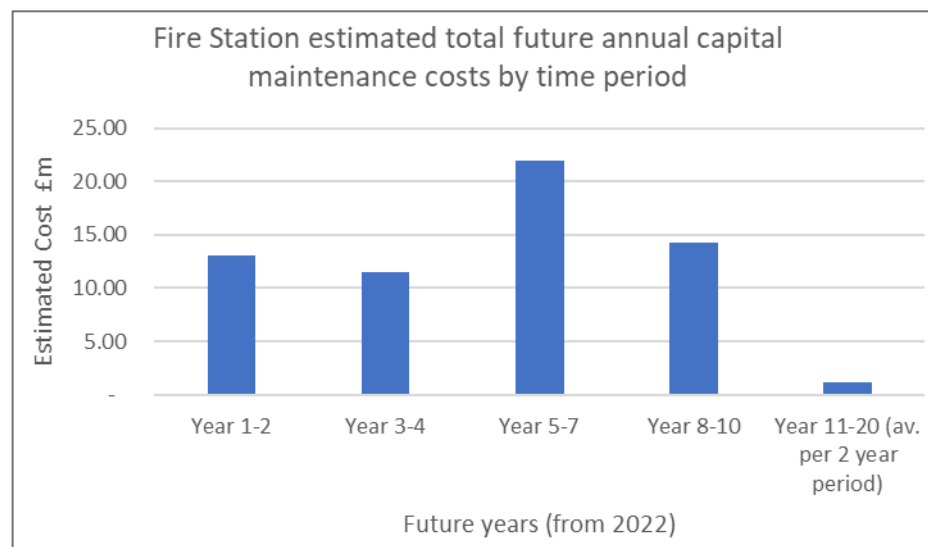
The following chart shows the required maintenance spend against age of buildings on the LFB Fire Station estate with recently built buildings to the left, the oldest buildings to the right, year of construction shown by the blue line and required capital maintenance spend shown by the amber bars).



As expected, this shows that expected capital maintenance cost is lowest for recently built buildings, however it also shows that there is no particular trend that the oldest buildings have a greater expectation of spend than newer ones. This may be because buildings built during certain eras (such as the 1960s) can be more expensive to maintain, while some older buildings can be well built, will have been subject to life cycle maintenance and refurbishment over their lifetimes, and are therefore not expected to be more costly to maintain than average.

## 5.5.2 Forward maintenance Register

The profile of required expenditure is shown below:





The above chart indicates the expected total capital maintenance costs based on the 2022 survey and at 2022 prices averaged out on a per year bases for the time periods shown. For years 1-10 the average capital maintenance cost indicated by the estimate is c£15.5m per year.

The overall estimated Gross Replacement Cost for the buildings covered by the condition survey is c£525m (based on the 2022 asset valuation) meaning that average capital maintenance costs equate to c 2.95% of replacement cost which is within expectations for an estate of this age range, especially taking into account the additional costs incurred for replacement of parts of a building as opposed to the replacement cost of a whole building (eg demolition / removal, site access, working around operations , integration with the remainder of the asset etc.).

### 5.5.3 Capital Investment Programme

The LFB Property Department operates an Estates Capital Investment Programme (ECIP) to cover capital maintenance as informed by the condition survey and forward maintenance estimates mentioned above.

The latest update of the programme was approved through LFB Governance in 2022 and is currently in operation to deliver required maintenance projects across the estate to address the forward maintenance requirement.

## 5.6 Maintaining building flexibility

Specialised fire station buildings can be somewhat inflexible – having been designed for purpose often decades previously with internal walls often of a heavy or structural nature.

Feedback received from stakeholders has emphasised that future demands are often hard to predict, and that flexibility is important in the estate to deal with initiatives as they arise.

## 5.7 Ensuring an inclusive workplace and flexibility

The requirement for gender neutrality and individual privacy within firefighter changing and rest areas of fire stations has led to additional single person room provision within buildings. This will support to increased flexibility of gender ratios for watches on stations. Adapting buildings in this way in-line with current watch strengths may impact the estate resilience and this strategy recommends a project to investigate this is undertaken.

Older fire stations are not built with accessibility in mind and often do not provide full accessibility to all areas for uses with specific physical requirements. This can be a challenge in terms of the flexibility of the building to cater for a variety of uses including community access and accessing office-based uses.

## 5.8 Energy efficiency and Decarbonisation

In order to contribute to action against global climate change , the Greater London Authority (GLA) and Mayor of London have set the Functional Bodies, including the LFB, the target of becoming carbon net zero by 2030.

The Mayor of London has also outlined that improving London's air quality is a key priority and this includes:

- i) reducing exposure of Londoners to harmful pollution across London;
- ii) achieving legal compliance with UK and EU limits as soon as possible and
- iii) establishing and achieving new, tighter air quality targets for a cleaner London, meeting World Health Organization (WHO) health-based guidelines by 2030 by transitioning to a zero emission London.



The LFC decarbonisation strategy was approved in 2023 and includes the following workstreams focusing on decarbonizing the LFB estate:

### 5.8.1 Smart energy use

Carbon Impact training will be implemented across the LFB, focusing on climate science, how climate change is impacting the Brigade - both now and in future - and the actions that can be taken as a Brigade to minimise the impact on the environment. The Brigade's Building Management System (BMS) will be optimised to bring a new energy saving strategy into place across the fire stations. This will ensure that the plant operates efficiently, and breakdowns and alarms are dealt with swiftly. The energy portal, which can be accessed on any LFB workstation, will show the present energy data use for every fire station. This will encourage energy saving by providing live data about each fire station's energy usage. Comparing this to year on year will give an indication of improvement. The LFB will continue to be involved in the National Energy Saving Competition, encouraging stations to implement best practice and reduce their energy consumption.

### 5.8.2 Premises Decarbonisation

#### 5.8.2.1 Premises Decarbonisation - The Plan

For the Brigade to achieve premises decarbonisation there will need to be a switch from reliance on fossil fuels to renewable energy. The recommended method is to use an electrically powered heating solution. The proposed model is the implementation of a hybrid system consisting of an energy efficient air-source heat pump (ASHP) and a secondary heating provider (electric). The hybrid system of heating the station spaces and hot water, would mean that the existing infrastructure (pipework and radiators) could be utilised to provide heating and hot water to the station occupants. Additionally, all gas cooking equipment and gas appliance-bay heaters will be replaced by electric.

Using the existing heating infrastructure will minimise disruption to operations 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 were replaced with heat pump technologies alone. The hybrid system additionally provides operational resilience by providing two separate heating mediums.

Where ASHP pumps are not feasible an electric boiler is the preferred solution. For sites to benefit from heat pump technology the insulation, glazing, appliance bay doors may have to be considered for replacement to make the buildings as thermally efficient as possible.

#### 5.8.2.2 Premises Decarbonisation - Progress

Decarbonisation works have commenced across the estate. The first phase is to replace gas cooking equipment and gas appliance bay heaters with electric models across 40 sites. These sites have been selected as they have the electrical capacity required to meet this change, and assets require replacement due to their remaining useful life. In addition, the LFC has retrofitted Walthamstow fire station as London's first carbon neutral fire station, with new technologies consisting of ASHP, LED lighting and Solar generation panels. A further five sites have been identified for SALIX grant funding and will be completed in 2024.

The LFC regularly invests in maintaining and replacing assets across the estate. There are limited opportunities ahead of 2030 to overlap the LFC capital investment programme with the delivery of net zero as the estate was upgraded to include Combined Heat Power (CHP) in

the last ten years. The LFC strategically works to achieve additional funding via public sector grant schemes aimed at reducing carbon emissions, for example Salix finance.

#### 5.8.2.3 100% renewable energy

The LFB Carbon reduction strategy forecasts a significant decrease in emissions (3,143 tonnes of CO<sub>2</sub>) from the baseline throughout 2025. This is the result of the planned switch by the GLA and LFB to a 100% renewable electricity Power Purchase Agreement (PPA) in 2025, meaning all electricity consumption complies with the zero emission target. The PPA is a project that TfL have already started to implement and LFB have been requested to join before 2023. TfL are leading this purchasing project due to their high electrical consumption 1.6 Terawatts when compared to LFB's 30 Megawatts and this joint purchasing allows for economies of scale.

#### 5.8.2.4 Electrical Power Upgrades

Delivering carbon net zero across LFB will need a very significant increase in electrical power that will require the District Network Operator (DNO) to install a dedicated substation at a minimum of 500kVA for LFB fire stations. This strategy requires LFB to successfully secure an upgrade to the Agreed Supply Capacity (ASC) as this is the essential part of all further Carbon Net Zero (CNZ) projects.

LFB have been in consultation with UK Power Networks and have been assured that where capacity is required the electrical capacity will be provided. The power capacity upgrade is fundamental to LFB carbon net zero ambitions and needs to be carried out in phase 1 as the fire stations are already very near the limit of electrical capacity. Improving head room would facilitate heat pump technology, electric cooking, and appliance bay heaters all of which are crucial for carbon net zero.

The power requirement for the estate, fleet (for electric vehicle charging) and operations accumulates to circa 500kVA for most fire stations, however in some cases additional power will be required in order to support the electrification of heavier vehicles.

### 5.9 Making Buildings welcoming to the public

Public presentation of buildings is important in order for the estate to fully contribute to LFB's stated purpose of being trusted to serve and protect London and aim for fire stations to be at the heart of the community.

Buildings play an important part in enabling engagement with the community. This could be assisted by appropriate signage and public presentation of buildings as well as ensuring that the estate supports community use and accessibility of stations where appropriate.

## 6 Opportunities identified

Based on the stakeholder engagement, a number of opportunities have been identified, both within the estate itself and with the strategic management of the estate. These are set out below.

### 6.1 Improved Building utilisation

Fire stations vary in size from around 435 m<sup>2</sup> gross internal area to over 5,000 m<sup>2</sup> and while many stations will be well utilised there is a noticeable degree of underutilisation in many. No data is currently held on this however a project is in the early stages of delivery to provide a room by room mapping and categorisation of all buildings on the estate which will identify where rooms are vacant and will lay the ground for better information and more flexible utilisation across buildings.

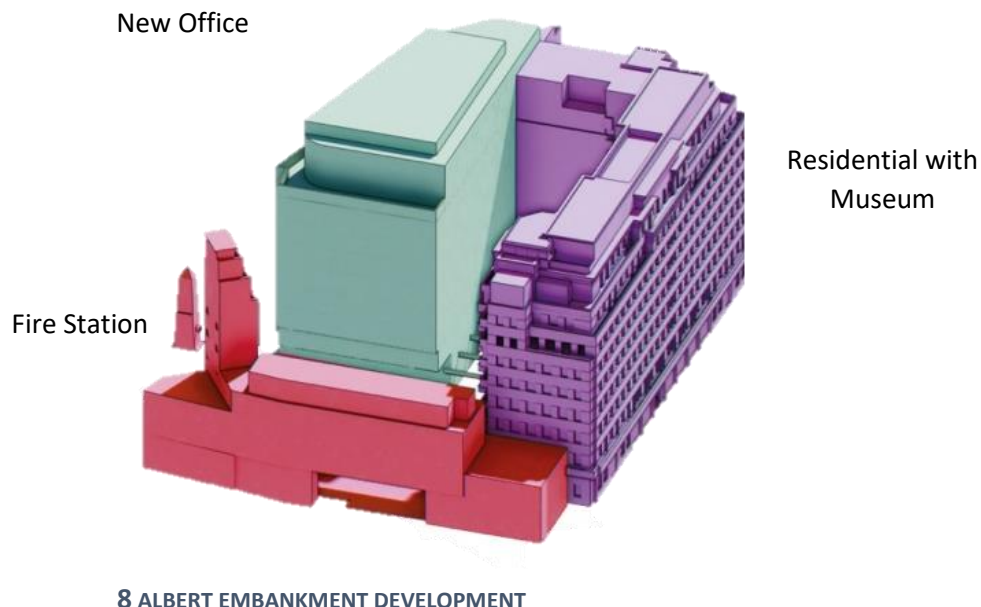
Better utilisation could enable more use to be made of the fire station estate for watch-based training or community/partner use and ultimately lead to opportunities to reduce the built area of the estate in the long term with consequent efficiency benefits as well as lower energy usage.

## 6.2 Potential for development alongside or above Fire Stations

Based on Principle 2 of this strategy no fire stations on the estate will be closed, however there may be potential for redevelopment to be investigated in some cases. Typically, this would involve developing residential or commercial developments around the existing fire station. This is considered in more detail below:

### 6.2.1 8 Albert Embankment Development Proposal

An example of a proposal to develop above a fire station on the LFB estate is at 8 Albert Embankment, which is a listed building built in the 1930s which hosts Lambeth Fire Station with office (originally residential) accommodation in the upper parts, and previously utilised as the LFB's HQ. Proposals for this site are for a 21<sup>st</sup> century fire station, a residential conversion of the existing building, a new office extension to the rear and accommodation for LFB's Museum. LFB are working with development partner U+I on progressing development of this site which is currently at planning stage.



### 6.2.2 Potential for other Fire Station developments

8 Albert Embankment is situated in a prime part of London and has the advantage of river views, which enhances the potential value of residential and office accommodation and therefore makes the development potentially viable.

To gauge the number of fire stations that may have potential for this type of redevelopment an analysis has been undertaken using a process of elimination as illustrated in the following table:

**Redevelopment Potential of Fire Stations- site evaluation table**

<b>Reason for Elimination at each stage</b>	<b>Explanation</b>	<b>Number of Fire Stations remaining</b>
Eliminating Leasehold sites	Leasehold sites were eliminated due to complexity and need to share land value	96
Eliminating PFI sites	These are subject to the PFI contract expiring 2041 and therefore would be more complex to develop	87
Eliminating Lower value sites (Land Value lower than range of £10m to £15m*)	Lower value sites have insufficient land value to be able to support the reprovision of the fire station**	Between 5 and 10
Eliminating Listed or Locally listed sites	Listed or locally listed sites are likely to be less viable and more complex to redevelop	Between 4 and 7

\*a range of £10m-£15m has been chosen as the land value cut off because lower value sites are unlikely to provide sufficient value to warrant consideration of a scheme which includes creation of a new Fire Station

\*\*Although if they needed to be redeveloped due to other reasons a mixed-use development could be considered.

The above elimination table shows that there may be around only 4 to 7 sites potentially suitable for this type of development which could be prioritised for further study (including gaining an understanding of operational impact).

### 6.3 Need for replacement HQ accommodation

The lease end in March 2027 presents an opportunity to create a new HQ which fully supports HQ operations and is right-sized for LFB into the future - meeting the property objectives set out in this strategy.

A project has commenced for this and will form an important part of the programme of work for the Estate for the property team into the future.

### 6.4 Improved building accessibility and support for equalities

Based on LFB equalities data (January 2024), 497 people across LFB report having a disability (relevant to accessibility around the estate) and 2,390 people report as having a religion (relevant to the need to consider provision of places to practice religious activities).

Currently there is no comprehensive data source providing information on adaptations or improvements to buildings across the estate that may be necessary to meet the needs of disabled people and address requirements under the Equalities Act 2010.

Because of this, and in line with estate objective 7 ("Adapted to be inclusive to users") and feedback received during our engagement activities, there is a need to carry out a physical survey of buildings across the estate to gather data on accessibility and support for the requirements of the Equalities Act 2010. This is addressed at section 7.4.

## 6.5 Other Opportunities where substantial progress is already being made

### 6.5.1 Increasing Collaboration

#### 6.5.1.1 Policing and Crime Act

The Policing and Crime Act 2017 places a duty on LFB as an emergency service to consider collaboration with other emergency services. So far, in terms of the estate this has taken the form of:

- sharing facilities to support emergency services resilience during key events in central London.
- sharing LFB HQ with GLA, Mayor's Office for Policing and Crime, London and Partners and London Pension Fund Authority
- identifying and delivering opportunities for collaborative estate sharing with blue light services such as London Ambulance Service and the Metropolitan Police .

#### 6.5.1.2 One Public Estate

The One Public Estate programme was established by the 2018 Government estate Strategy and brings public sector partners together to make the best use of public sector land and property in order to deliver efficiencies, local economic growth and more integrated customer services.

LFB continues to engage with this programme and will engage as necessary over development opportunities as they arise.

#### 6.5.1.3 Continued Engagement with Partners

During the life of this strategy LFB Property team will continue to engage with GLA and wider government bodies both directly and through the one public estate initiative to achieve mutual benefits in line with this estate strategy.

### 6.5.2 Ensuring that the LFB Estate Fully Supports Community Engagement

Community facilities are already provided at 29 buildings spread across London. Continued emphasis will be placed on provision of these community facilities and improvement where necessary in line with Estate Strategic Theme 2 ("Open and Recognisable").

### 6.5.3 Move towards Carbon Net Zero

The Workstreams mentioned above in the sustainability section offer an opportunity to create an estate which is far more environmentally sustainable.

## 7 A plan for the LFB Estate

The previous sections have outlined the nature of the LFB estate, explained the strategic context, drivers and considerations, identified a high-level vision and objectives and set out a range of opportunities.

This information has been converted into a plan for the estate going forward. This takes the form of a Strategic Delivery Model (7.2.1) a methodology for capturing developing LFB business requirements (Property Pipeline- 7.3) and programmes of work necessary to meet gaps between the current estate and the vision set out for the estate in this strategy (7.4 and 7.5) . The estate plan takes into account the CRMP Delivery plan which represents LFB's transformation plan (7.1) and LFB's project and programme management framework (7.6).

## 7.1 LFB's Community Risk Management Plan Delivery Plan

LFB's Community Risk Management Plan (CRMP) includes a delivery plan which sets out what LFB will achieve over the life of the CRMP. The eight commitments in the plan have been translated into programmes containing relevant projects. The following diagram sets this out in summary form:

### LFB Delivery Plan 2023- 2029 – Summary



The Estate provides a platform or enabler for a significant proportion of change proposed by the delivery plan. Some of the projects set out in the plan are led Property Department and others are supported by the Property department.

The New HQ project has recently been included in CRMP Programme 6 while the other projects including security upgrade, River Station refurbishment and 8 Albert Embankment are included in the CRMP delivery plan as "other key deliverables".

The diagram at 7.5 includes information on how estates projects link with CRMP programmes.

## 7.2 The Estate Delivery Model

### 7.2.1 The Strategic Estate Delivery Model

The Strategic Estate Delivery model is shown in the following diagram and provides a high-level illustration of property workstreams during the life of this strategy.

At the core of the delivery model is management and maintenance of the estate in order that it continues to support the objectives set out in this strategy (in particular the effective and efficient/ safe and secure themes). While projects and change initiatives are required, focus on core services first being at the centre of estates delivery is in accordance with the feedback

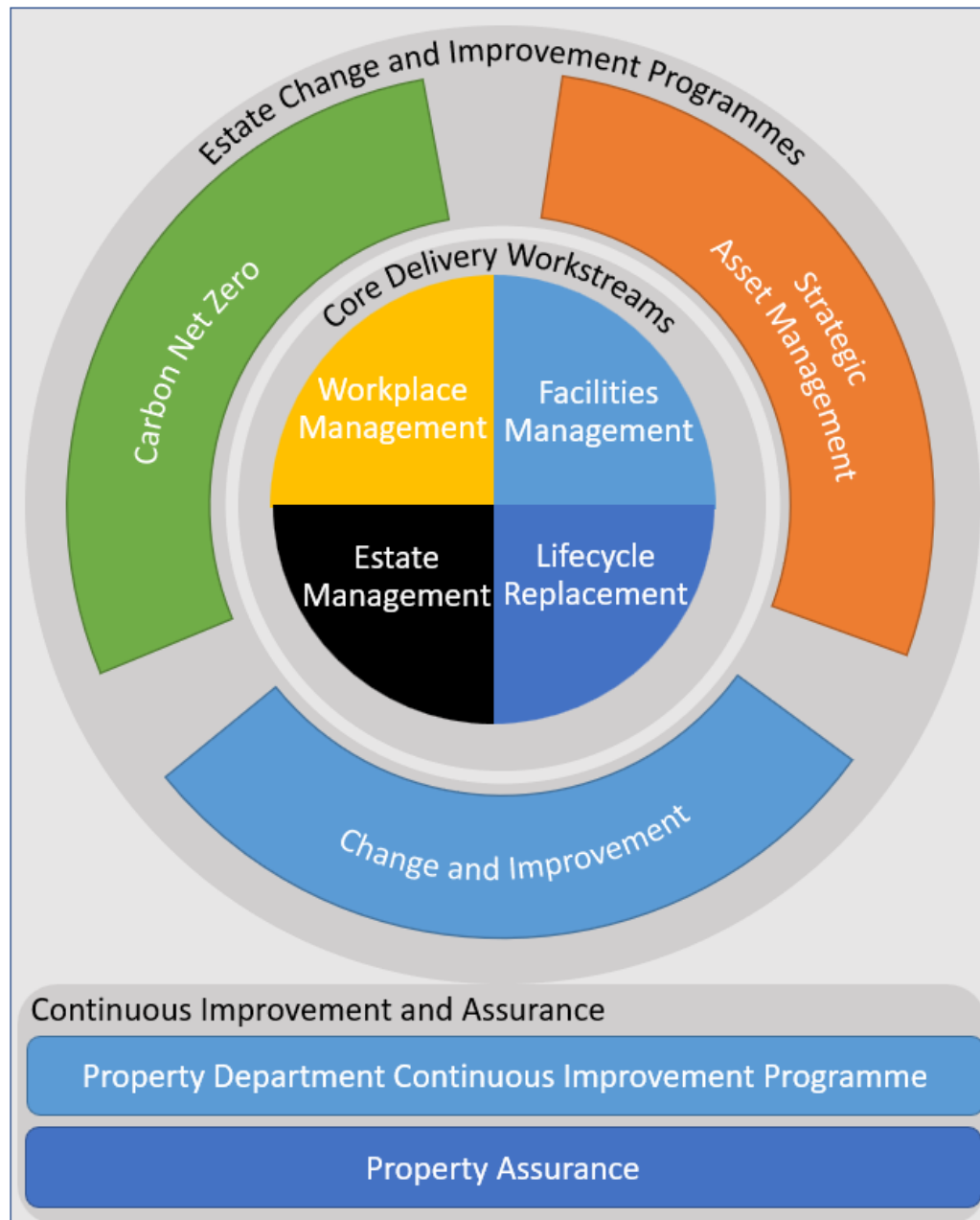
received from estate users. They were clear that good management, maintenance, safety and cleanliness are highly important to maintain operational effectiveness and support wellbeing amongst staff.

The other areas shown are also vital, but they relate more to the long-term performance of the estate to support the estate objectives.

Resourcing the core areas adequately is clearly a priority, however it is also important that the remaining areas are adequately resourced to ensure that necessary estate change and adaptation is delivered - ensuring that the estate supports operations into the future.

Descriptions of the components of this model are shown in a table below at 7.2.2.

### The Strategic Estate Delivery Model





## 7.2.2 Strategic Estate Delivery Model – Definitions and Descriptions

Definitions and Descriptions for the components of the model are shown in the following table:

**Descriptions and Definitions for the Strategic Estate Delivery Model**

<b>Delivery Classification</b>	<b>Workstreams</b>	<b>Description of key workstream components</b>
<b>Core Delivery Workstreams</b>	<b>Workplace Management</b>	Managing our working environment to ensure that it looks and feels right to users and meets their needs and expectations
	<b>Facilities Management</b>	Managing the estate to ensure that it provides a healthy and safe environment, is maintained correctly on a day-to-day basis and is compliant with building and workplace standards
	<b>Estate Management</b>	Managing and maintaining LFB's legal interests in the estate including third party interests. Optimising estate opportunities, providing periodic valuations of the estate for financial accounting and ensuring accurate business rates assessments.
	<b>Lifecycle Replacement</b>	Delivering projects to provide cyclical replacement of substantial building components (heating systems, roofs etc) informed by Forward maintenance Register.
<b>Estate Change and Improvement Programmes</b>	<b>Strategic Asset Management</b>	Estate change projects which are progressing through the estate "pipeline" (see below) but at a strategic development or discovery stage, potentially delivered in partnership with a third party.
	<b>Change and Improvement</b>	Estate change construction and improvement projects which are at later stages of delivery or under construction
	<b>Carbon Net Zero</b>	Projects directly contributing to the Mayor's Carbon Net Zero by 2030 strategy.
<b>Continuous Improvement and Assurance</b>	<b>Property Department Continuous Improvement Programme</b>	A programme of work aimed at continuously improving property intelligence, systems, processes and ways of working, as well as ensuring that property teams include people with the necessary skills and capabilities to support the Estate Strategy Delivery Plan.
	<b>Property Assurance</b>	Assurance of Statutory & Mandatory obligations. Monitor energy & utilities usage implementing Carbon Net Zero targets set by the Mayor of London. Supporting the wider teams with technical guidance across all workstreams and development of Capital programmes.

## 7.3 Property Pipeline

The estates team will continue to engage with stakeholders from CRMP Services as well as supporting and enabling services to gather potential requirements.

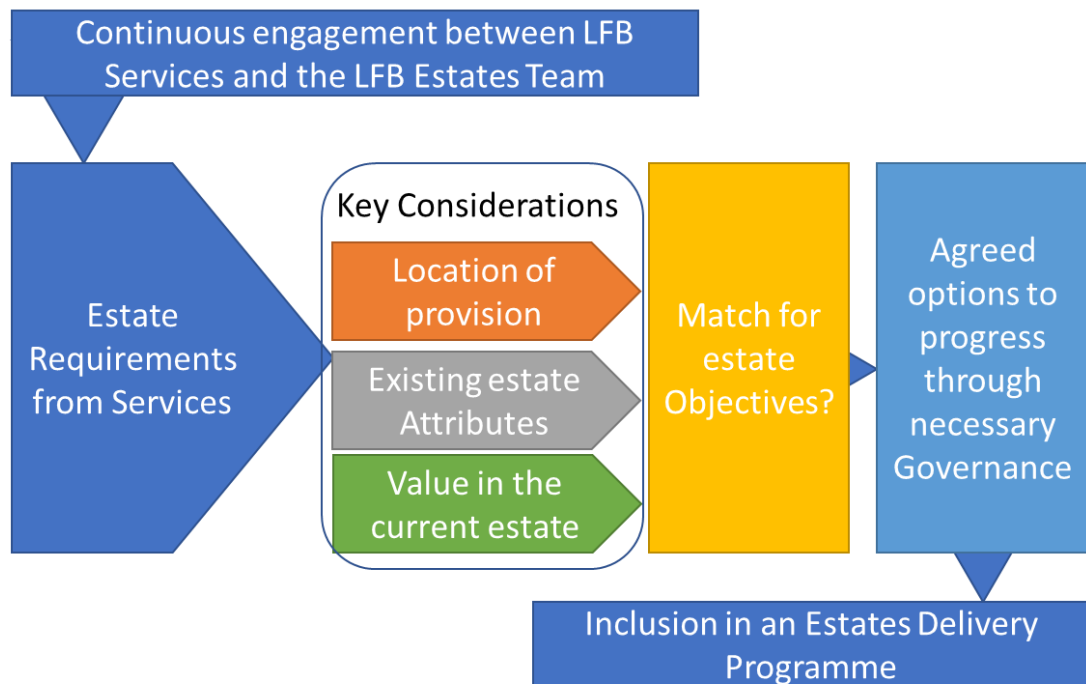
It is important that requirements are articulated as specific estate requirements, to fulfil a defined purpose and with a detailed specification that reflects the value of the project and the estate.

The options coming out of this process can then be tested against the estate objectives (including efficiency and value for money) and agreed solutions progressed. This pipeline work will usually take place initially under the Strategic Asset Management workstream in the Strategic Estate Delivery model above, with projects and initiatives potentially moving on to one of the other workstreams as the options and potential solutions become clearer.

The Property Pipeline process is shown in diagrammatic form below.



### Property Pipeline



## 7.4 Creating a Delivery Plan against Estate Objectives

The stakeholder engagement and other work carried out as part of the preparation for this strategy has identified areas of concern in meeting the agree estate objectives.

The "Strategy to Delivery" table below sets out to summarise the areas of concern against meeting each objective and show estate programmes and projects which will seek to address these and move the estate closer to meeting objectives.

The table is arranged with "Strategy" columns outlining areas of concern against each estate objective, followed by proposed actions and delivery routes, while the "Delivery" columns indicate the estate workstreams / programmes (from the Strategic Estate Delivery Model above at section 7.2) that will address this. Any specific change and improvement projects (including those currently at pipeline stage only) that are required, are included in the last column and appear in the "Estate Programmes, Projects and Workstreams" diagram at 7.5 below.

### Strategy to Delivery: Actions Proposed to meet estate objectives

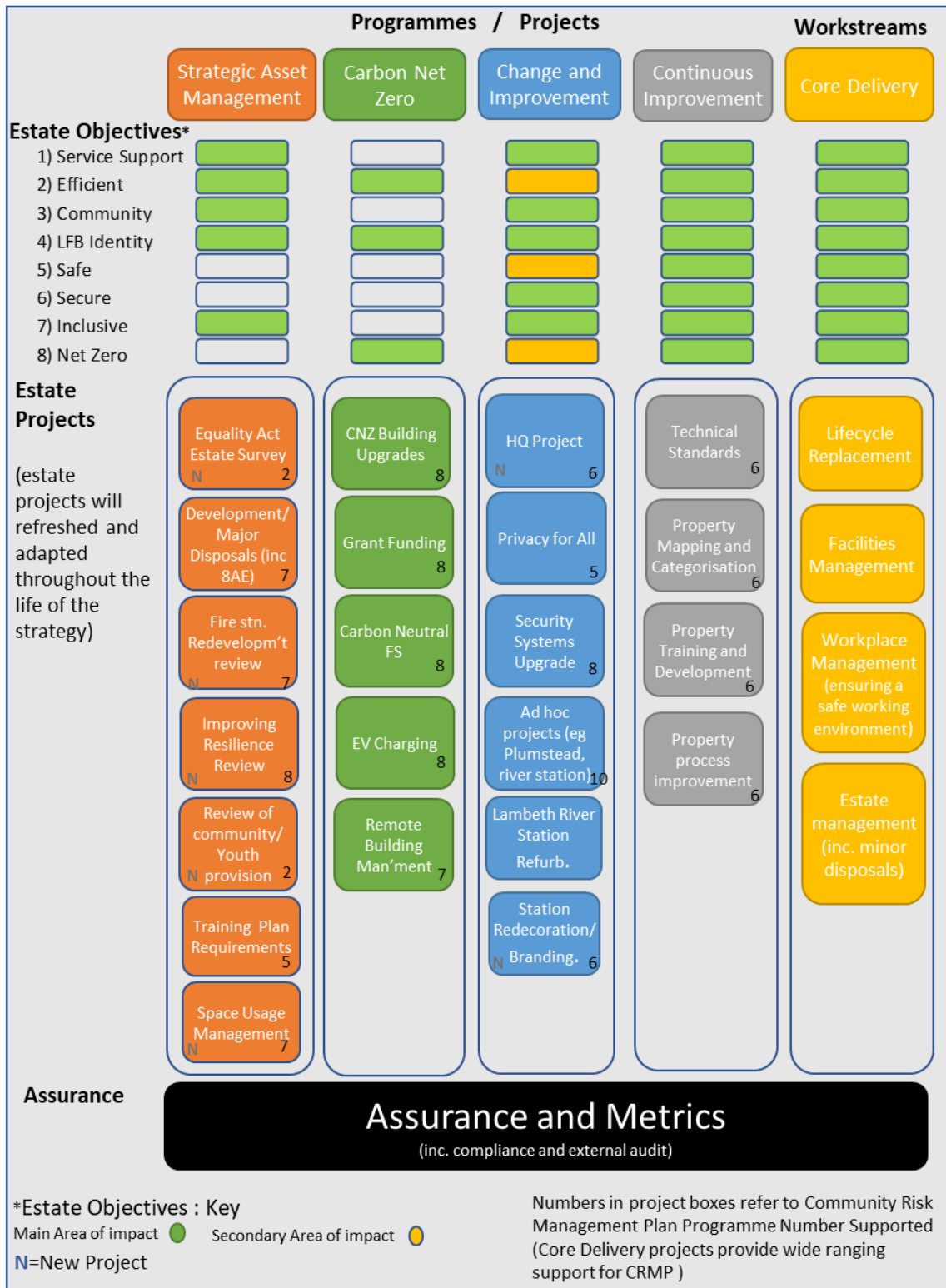
Strategy				Delivery	
Estate Objective/ Supports (CRMP programme No.)	Areas of concern	Action proposed to meet Objective	Proposed Delivery Route for Action	Main Estates Workstream/P programme (from Strategic Estate Delivery Model)	Estate Change and Improvement Projects*
<b>Supports Delivery of LFB Services</b> (Prog. 3, 4 and 5)	-Need for good maintenance and improvement where necessary, -Need to ensure resilience to building unavailability	-Continued maintenance and capital investment in existing facilities, agreed via change control/governance -review measures to improve resilience	Continuation of Estate Capital Investment Programme plus necessary improvements to meet organisational need (eg new HQ)	Core Delivery Workstreams, Change and Improvement, Strategic Asset Management	HQ Project, Plumstead and Lambeth River Stn. Refurb plus Training plan Requirements
<b>Used Efficiently</b> (Prog. 7)	Low utilisation identified, potential for development of some sites not yet realised	Development of measures of utilisation across the estate, action to bring forward sites with development potential	Utilisation measurement and improvement project to be commenced to define actions to improve utilisation	Strategic Asset Management (initially)	Development / Major Disposals, Fire Stn. Redevelopment Review, Space Usage management
<b>Available to Community and Partners</b> (Prog. 2)	Community facilities exist at around 30 sites but stakeholders concerned about accessibility and quality of space	Standard design of community facility to be developed and existing facilities tested against it.	To be delivered as part of the mapping and categorisation project with necessary works identified	Strategic Asset Management (initially)	Accessibility Review, Review of community/ youth provision
<b>Promotes LFB's identity in the landscape of London</b> (Prog. 2)	Feedback indicates that there are concerns that fire stations are not welcoming to the public	Review of fire station signage and public presentation – identify a standard specification initially targeting stations with community facilities	Set up a project	Strategic Asset Management (initially)	Station Redecoration and Branding plus: Review of Community and Youth Provision
<b>Safe and compliant</b> (Prog. 8)	Feedback indicates that this is a prime areas of concern for building users	Continue to drive FM service provider to carry out necessary planned and reactive maintenance to time	Through existing arrangements subject to continuous improvement	Core Delivery Workstreams	Core Delivery Workstreams
<b>Secure for users</b> (Prog. 8)	Some concern that security arrangements make fire stations unwelcoming	Continue with Security Improvement project	Through existing arrangements subject to continuous improvement	Core Delivery Workstreams, Change and Improvement	Security Systems Upgrade
<b>Adapted to be inclusive to users</b> (Prog. 2)	Concerns that fire stations are not always accessible to all users and in some cases can be improved to provide a wide range of facilities to suit the needs of a diverse user base	Understanding of deficiencies in the estate with regard to Equality through an Equality Act Survey (which will include a physical survey of buildings on the estate to record potential areas of improvement)	A new project to be put in place to survey and derive a programme of work to deliver on this objective	Strategic Asset Management Change and Improvement	Equality Act Estate Survey, Privacy for All
<b>Moving towards Carbon Net Zero</b> (Prog. 8)	A key area of concern is provision of funding for the works which are necessary to reach carbon net Zero	Continuation of Current Carbon Net Zero programme	Through existing arrangements subject to continuous improvement	Carbon Net Zero	CNZ Building upgrades, Grant Funding, Carbon Neutral Fire Stn., EV Charging, Remote Building management

Only projects with a direct impact on the estate have been included here – Continuous improvement projects (estate process and systems) are not included

## 7.5 Estate Programmes Projects and Workstreams

The following diagram shows how the projects mentioned in the table above fit into the four estate programmes (including continuous improvement) and the core delivery workstream (delivering a safe compliant and well-maintained estate). And plots how they support the estate objectives.

### Estate Programmes Projects and Workstreams



Projects and initiatives shown will be subject to change and update during the life of the strategy in response to organisational requirements.

## 7.6 LFB's Project and Programme management framework

The majority of estate change will be required and delivered through projects as part of LFB's Project Categorisation Framework which provides guidance on the correct governance route. This framework is summarised in the following table with information on estate implications

### Overall LFB Project Categorisation

LFB Project Category	Title	Estates implications
A	Transformational Change	Major estates projects only*
B	High investment but not transformational	Programmes such as the Estates Capital Investment Programme
C	Low investment but high input needed and/or high impact	Smaller estates projects under £150k
Continuous Improvement		Covers change within the property department.

## 7.7 Funding

Projects designated as "New" will require funding requests through the normal approvals routes as set out in the LFB's Project and Programme Management Framework, however in all cases substantial preparatory and scoping work can be carried out using existing budgets, with any capital works etc. arising being subject to the approval process.

## 7.8 Management and assurance

The projects set out in the delivery plan will be managed in line with the LFB's project and programme management framework and the property department's performance management processes and subject to support and assurance from the property technical assurance team as appropriate.

# 8 Benefit Realisation, Performance Monitoring and Risk

## 8.1 Monitoring Benefit Realisation

Benefit realisation for individual projects will be monitored through normal project management processes and governance assisted by recognition of the framework provided by the Estate Strategic Objectives.

## 8.2 Monitoring Estate Performance

A set of Key Performance Indicators is being developed to go alongside this strategy with the aim of measuring performance of the estate against the objectives set out in this strategy. These will be monitored through normal estate governance.

### 8.3 Risk Management

Risks will be monitored and managed through project Risk registers and through programme level risk registers feeding into the Property Department Risk register and as appropriate CRMP programme risk register and Brigade wide risk registers.

## Appendix 1 The LFB Estate

### A 1 Estate Functional Categories

The estate is comprised of 102 Fire stations with a handful of other specialised buildings.

#### A 1.1.1 Fire Stations

LFB operates out of 102 fire stations spread across London plus one river station. These provide the operating base for fire and rescue activities and are strategically situated in order to facilitate a fast response to emergency call outs.

##### A 1.1.1.1 Functions of fire stations

The primary function of fire stations is to support LFB's Fire and Rescue response capability by providing a base for firefighters and associated fire and rescue appliances and equipment. In addition many fire stations provide additional facilities both ancillary to the fire station use and in some cases separate from it or serving a number of fire stations. More on the functionality of fire stations is contained below at A 1.6.

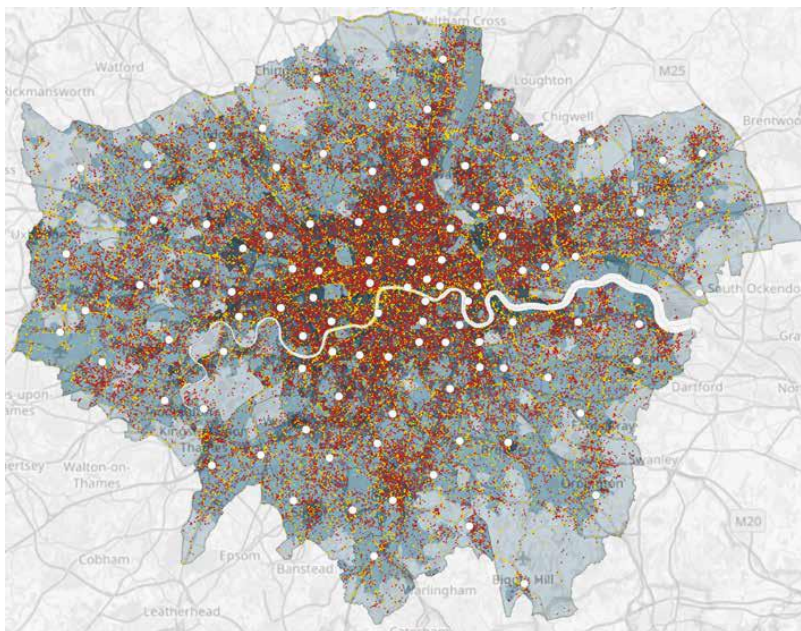


SHADWELL FIRE STATION

##### A 1.1.1.2 Location

London Fire Brigade Fire stations are strategically located across London to allow LFB to meet its target of achieving a pan London average incident arrival time of 6 minutes for a first appliance and 8 minutes for a second appliance with fire cover modelled on provision of acceptable attendance times locally as well as on a pan-London average basis.

Fire stations are widely distributed across London to support achievement of this target as shown by the following map which also shows population density, fires and non-fire incidents:







All stations contribute to attendance time compliance, but some make a larger contribution than others due to e.g., being in high population density areas and so able to reach large numbers of premises in a short time, or being in a location more isolated from other stations and so able to attend areas where otherwise it would be difficult to provide this level of service .

### A 1.1.2 River Fire Station

A floating fire station with mooring facilities is located opposite Lambeth Fire Station. This station with its two specialised fire boats operates between Hampton Court and the Dartford Crossing providing a fire fighting and rescue capability on the river.



**FIRE BOAT**

### A 1.1.3 Operational Support

The Brigade maintains an operational support facility converted from a large industrial unit in Croydon. This facility includes office space, workshops and warehousing and supports the Brigade through provision and maintenance of critical technical equipment and consumables. This building is held on a lease expiring 2038.

An additional facility in Ruislip is leased by LFB's partner organisation Babcock which supports vehicle and equipment maintenance requirements.



**OPERATIONAL SUPPORT CENTRE - CROYDON**

### A 1.1.4 London Operational Control Centre

LFB operates its 999 London Operations Centre and control facility out of a building in Merton which was originally designed as a regional fire control centre supporting the regional "FIReControl" project. This building is held on a lease expiring in 2035.

### A 1.1.5 Headquarters

LFB HQ is situated in 169 Union Street a former Royal Mail sorting office converted into office accommodation in the year 2000. The building is leased until 2027 and houses the whole of the LFB headquarters function as well as accommodating the Greater London Authority, the Mayor's Office for Policing and Crime, London and Partners and the London Pension Fund Authority. A project has commenced with the objective of ensuring continuation of HQ accommodation beyond the lease end, potentially through an extension to the lease or moving to new accommodation.



**LFB HQ ENTRANCE**

### A 1.1.6 Vehicle Workshop – Ruislip

LFB own a large vehicle workshop in Ruislip. This is let to Babcock International in association with their 21-year contract to manage and maintain LFB's vehicle fleet (awarded in 2014) and is therefore expected to continue to be used by Babcock for the life time of this strategy.

### A 1.1.7 Single Persons Quarters

LFB operates 21 Single Persons Quarters (SPQs) facilities at 3 fire station sites. Acton provides a 5-bedroom flat, Clapham provides two four bedroomed maisonettes and West Hampstead provides four two bedroom cottages. This accommodation supports the attraction and retention of talent for LFB staff who would otherwise face potential barriers to accessing accommodation in London. Occupiers are allocated a bedroom and share other facilities under a licence based on equitable access and affordable rent (based on the definition by the Mayor of London).



**SINGLE PERSON QUARTERS WEST HAMPSTEAD**

### A 1.1.8 LFB Museum collection

LFB is extremely proud of its rich heritage in protecting London and has curated an extensive array of historical artifacts including vehicles with a requirement for a fit for purpose permanent building in which to present them for the benefit of London's communities and its visitors. The current working assumption is that a museum space will be created as part of the redevelopment of LFB's former HQ at 8 Albert Embankment site by LFB in partnership with developers U+I with latest plans expected to be submitted for planning approval in 2024.

## A 1.2 LFB Estate profile – Occupation Models

The LFB estate is operated through the following models (in-use properties only):

Occupational Model	Number of Sites	Comments
Freehold	88	These are all operational fire station sites plus the Ruislip Vehicle Workshop which is let to LFB's service provider.
Long leasehold	5	These are all fire station sites with leases expiring between the years 2058 and 3002 on a nominal rent basis.
Freehold subject to PFI arrangement	9	These 9 fire stations were developed as part of a Private Finance Initiative (PFI) agreement which provided for the construction and subsequent maintenance and facilities management of the buildings. These agreements expire in 2041 at which point the buildings and land revert to LFB. A PFI unitary charge is paid on these fire stations covering the construction of the building and the ongoing maintenance services provided.
Standard operational headlease	5	These properties include Heathrow Fire Station, Lambeth River Station, Brigade Control at Merton, the Operational Support Centre in Croydon and the HQ in Union Street – all occupied on operational leases subject to rental payment.

The table shows that the vast majority of the fire station estate is occupied on long-term arrangements with only one fire station held on a standard leasehold arrangement. This ownership model is highly suited to the specialised nature of the fire station estate where suitable buildings cannot be found easily on the open market. Some of the more unusual occupation models are picked out below.



### A 1.2.1 PFI arrangements

The PFI arrangement for 9 LFB stations was put in place in 2013 and is due to expire in February 2041. This arrangement was successful in creating 9 new fire stations in order to provide a more modern estate with improvements over previous accommodation such as larger appliance bays and dedicated community facilities as well as purpose designed accommodation for fire fighters. The new facilities also allowed for improved energy efficiency.



PURLEY FIRE STATION (PFI)

### A 1.2.2 Stations which form part of other developments

Very few stations on the estate form part of other developments. The two exceptions to this are London's busiest fire station at Soho situated in a mixed-use building including office and retail and Millwall which is part of a residential development.

Co-location of fire stations with other uses can present some issues for the fire station such as overlooking of station yards from flats as well as issues for the residents of flats such as the noise created by fire sirens. However, in densely developed parts of the capital, combining a fire station with other uses can be a way of maximising the use of land and is an option of facilitating the redevelopment of stations to improve the quality of workplaces within the estate. Further potential for use of this model is covered in the main body of this Strategy at 6.2.



MILLWALL FIRE STATION

### A 1.2.3 LFB HQ – Leasehold Expiry

Of the leasehold assets held by LFB the one which expires soonest is the Brigade HQ in Union Street SE1 (covered in the main body of this Strategy at section 6.3) which is held on a lease expiring in March 2027. As mentioned above a project is in place to ensure continuity of HQ accommodation.

### A 1.2.4 Surplus Assets

LFB currently has 2 surplus assets which are in the process of being disposed of with assistance from LFB's professional advisors and are covered immediately below.

#### A 1.2.4.1 Bounds Green Former Fire Station

Bounds Green former fire station is jointly owned by LFB, Haringey Council and a residential freehold tenant. It was leased /licenced to London Ambulance Service until December 2023. LFB is working with Haringey council to find a new use for the site with the intention that LFB divests itself of its current interest.

#### A 1.2.4.2 206 Brompton Road

Through historic civil defence working structures LFB also owns a small freehold interest in a store which is part of a former toilet block at 206 Brompton Road and is of very limited value. The property has a complex ownership profile and will be disposed of in due course.

## A 1.3 Size and Value of the estate

### A 1.3.1 Size of the estate

#### A 1.3.1.1 Size by Category

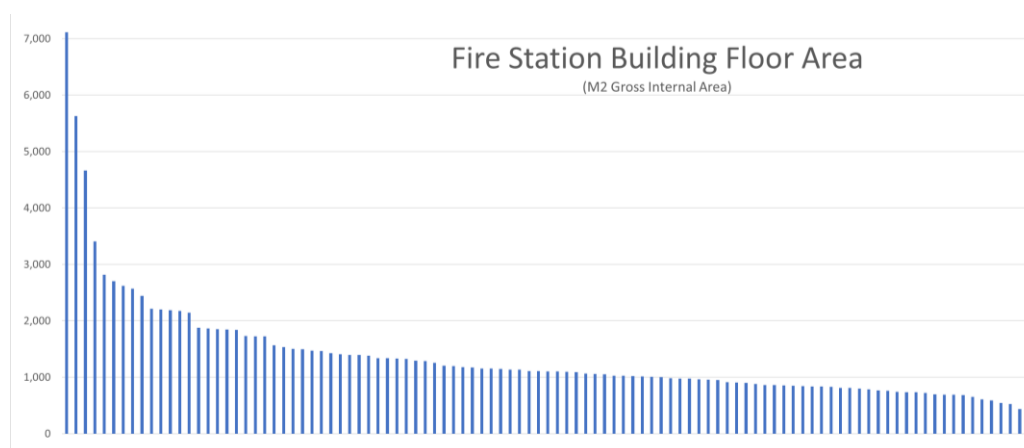
The following table shows overall floor areas for the LFB estate:

**Size of the Estate by floor space (m2)**

	<b>Building Area (m2 Gross Internal Area)</b>	<b>Land Area of Sites (M2)</b>
Fire Station	140,710	248,741
River Fire Station	450	-
Operations Centre	1,219	1,219
Operations Support Centre	3,169	4,929
HQ Office	10,968	2,322
Vehicle Workshop	5,575	16,200
<b>Total</b>	<b>162,091</b>	<b>273,411</b>

#### A 1.3.1.2 Size Profile

The following chart shows the building size profile of fire stations (excluding the river station) – showing that 14 stations are above 2,000m2 Gross Internal Area another 49 stations are between 1,000 and 2,000 m2 and the remaining 39 stations are below 1,000m2



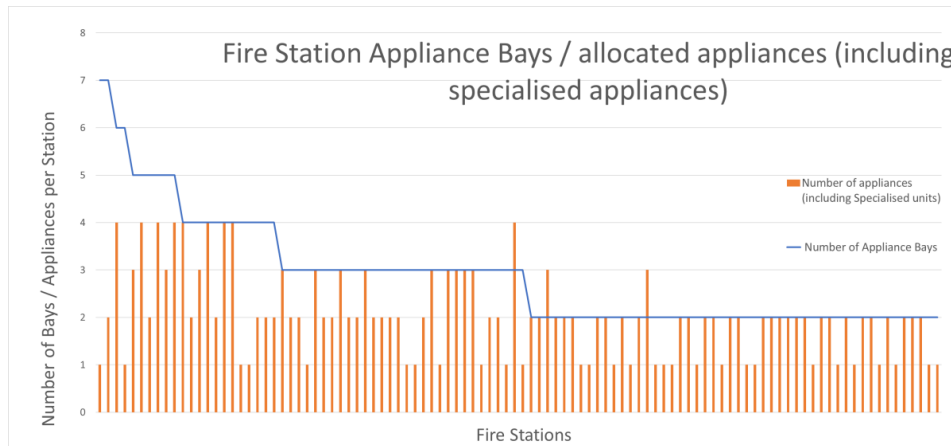
The largest station shown here is Lambeth which is currently subject to a development proposal, however the size profile shows that there are a number of larger buildings on the estate. While these are larger than standard fire stations, they also support additional activities such as regional office facilities, training, candidate assessment and temporary on duty overnight accommodation.

#### A 1.3.1.3 Numbers of Appliance Bays at Stations

The fire appliance bays enable stations to operate as they are the base for fire appliances, equipment and other specialised emergency response vehicles.

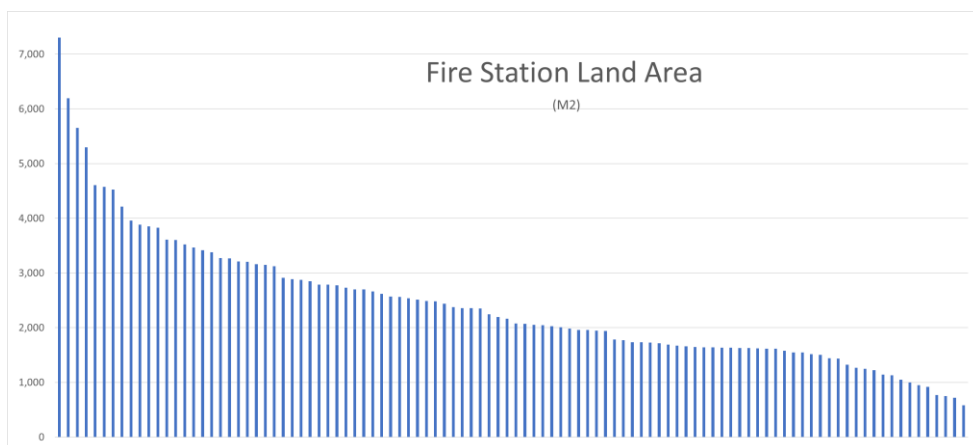
All fire stations are assigned a standard "Pump Ladder" appliance with some stations assigned an additional pumping appliance and/or one or more of a range of different fire and rescue vehicles including turntable ladders and command units.

The chart below shows the number of appliances allocated to stations (orange bars) against the number of fire station bays provided by each fire station (blue line). This table illustrates that the estate provides more bays than the number of appliances allocated. This can provide operational flexibility however the limiting factor in decisions to allocate resource to a station may lie elsewhere, for example the station's capacity to accommodate crews to operate the resources or in some circumstances the size of the rear yard, accessibility to specific training facilities/equipment or access/egress for larger vehicles.



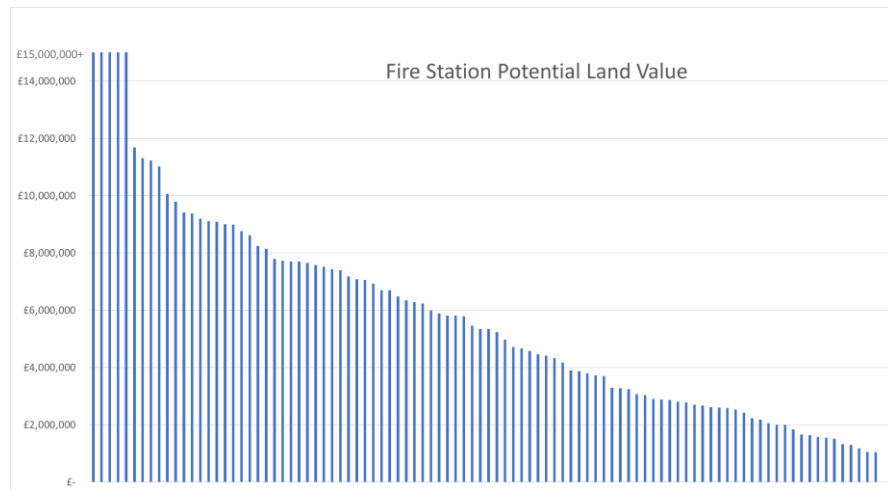
#### A 1.3.1.4 Site Area

The following table shows the profile of land areas with 8 stations having over 4,000m<sup>2</sup> of land and the remainder having a fairly straight-line distribution of land areas down to the lowest at 581m<sup>2</sup>



### A 1.3.1.5 Value of the Fire Station Estate

The following chart shows a distribution of estimated potential market values for the estate using typical residential land values for the relevant localities. This shows that all but 9 sites have an estimated value of lower than £10m with again a fairly straight-line distribution of potential values down to around £1m.

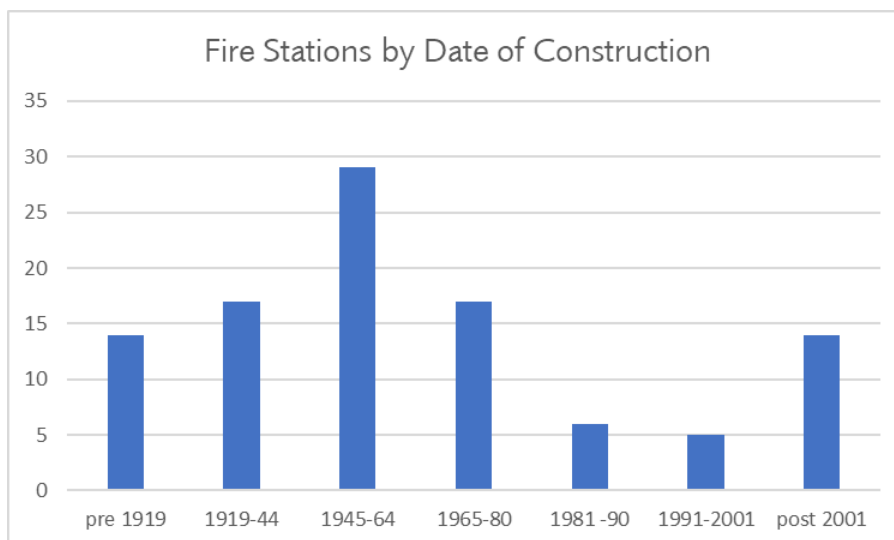


This data indicates that only a few stations have sufficient development value to make redevelopment of the fire station alongside other uses viable – this is covered below in the "Potential for development alongside or above Fire Stations" section in the main body of this Strategy at 6.2.

## A 1.4 Age profile and historic buildings

### A 1.4.1 Age profile

LFB Fire Stations cover a wide age range as illustrated by the following Chart for the fire station estate.



As illustrated by this chart around 60% of Fire Stations were built before 1965 with only 14 stations built within the last c21 years. While age itself does not necessarily lead to reduced function or higher maintenance in buildings, older buildings are less likely to be designed in a way which meets

modern requirements and are also more likely to have major components that are coming to the end of their life requiring increased investment and/or maintenance costs.

#### A 1.4.2 Historic Buildings

Of the 102 fire stations in the LFB Estate 22 are listed as buildings of special architectural/historic interest, 12 being on the Historic England national list and 10 being locally listed only.

Whilst embodying the proud history of the Brigade these buildings can present challenges in terms of being more difficult to adapt, upgrade and maintain and the presence of a listed structure leads to challenges in respect of any proposal to redevelop a site.



**EUSTON FIRE STATION BUILT 1902 GRADE 2 LISTED**

### A 1.5 Estate Costs

#### A 1.5.1 Estate Costs (and Income): Revenue

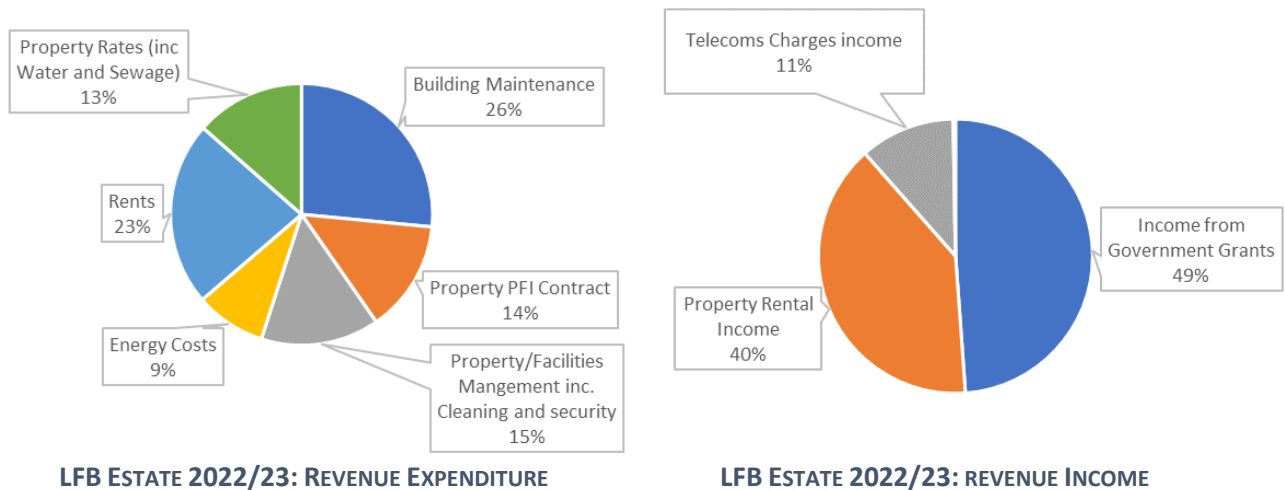
The majority of estate expenditure falls into the revenue category (day to day expenditure on maintenance, services, rent, business rates etc.)

The total revenue cost of the estate under this head for 2022/23 was £38.4m with an income of £12.12m. Summary tables and charts showing a breakdown of these figures are shown below.

#### **LFB Estate 2022/23: Revenue Expenditure    LFB Estate 2022/23: Revenue Income**

<b>Item</b>	<b>Cost £</b>
Building Maintenance	10,194,614
Property PFI Contract	5,305,606
Property/Facilities Mangement inc. Cleaning and security	5,619,462
Energy Costs	3,349,657
Rents	8,754,892
Property Rates (inc Water and Sewage)	5,192,259
<b>Total</b>	<b>38,416,490</b>

<b>Item</b>	<b>Cost £</b>
Income from Government Grants	5,921,800
Property Rental Income	4,803,984
Telecoms Charges income	1,362,645
Other Reimbursements	31,995
<b>Total</b>	<b>12,120,424</b>



Most of the heads of income and expenditure are self-explanatory but a number of items require more explanation which is provided below:

#### A 1.5.1.1 Rental

The vast majority of the rental amounts paid out relate to Union Street HQ, London Operations Centre (Merton) and the Operational Support Centre in Croydon. The only Fire Station with a significant rental cost is Heathrow.

The vast majority of the rental income comes from sharing of Union Street HQ with GLA and other bodies.

#### A 1.5.1.2 Telecoms income

Fire stations provide an attractive location for telecommunications masts which can be successfully sited on flat roofs or drill towers.

The rental received for these masts is shown above under Telecoms charges income.

#### A 1.5.1.3 Income from Government Grants

This covers specific grant income received from central government in relation to PFI costs and in respect of the reuse of the building which is now London Operations Centre (Merton) and originally acquired to support the regional FireControl project.

#### A 1.5.1.4 Property Rates

The main constituent of this is Business Rates paid on LFB property occupations. LFB has an active programme to check that the current level of rates is being paid and the figure shown here is net of any rebates received in the year and therefore, like all single year figures not necessarily representative of future year costs.

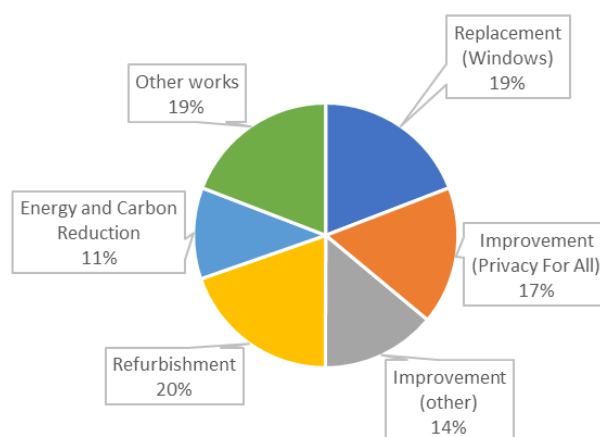
### A 1.5.2 Estate Costs: Capital

LFB's budget contains a capital programme for estates projects up until 2027/28 and capital ambitions for future years. This budget supports the Estates Capital Investment Programme which provides for targeted rebuild/refurbishment or major maintenance works as well as change / improvement projects such as a replacement for the Brigade's HQ after the end of the current lease in 2027.

Capital expenditure for 2022/23 was c£10.5m and is categorised in the table and chart below,

### LFB Estate: Capital Expenditure 2022-23

Item	Cost £
Replacement (Windows)	2,023,094
Improvement (Privacy For All)	1,780,420
Improvement (other)	1,480,017
Refurbishment	2,071,550
Energy and Carbon Reduction	1,179,271
Other works	2,023,061
<b>Total</b>	<b>10,557,415</b>



**LFB ESTATE CAPITAL EXPENDITURE 2022/23**

The heads of expenditure shown in the table are explained below.

#### A 1.5.2.1 Replacement (Windows)

The life expectancy of windows on the estate is around 30 to 35 years and therefore, given the age of the estate and with over 100 sites, an ongoing programme of window replacement is necessary.

#### A 1.5.2.2 Improvement (Privacy for All)

The Privacy for all programme is delivering gender natural facilities in fire stations (including rest areas which are designed for individuals rather than groups of firefighters). This is an ongoing programme of work which will extend across the LFB Fire Station estate and is expected to complete by 2028.

#### A 1.5.2.3 Improvement (other)

This covers other important improvement works including asbestos removal, security, roofing, rewiring, and EV charge point installation.

#### A 1.5.2.4 Refurbishment

The main project in this category is the refurbishment of the Grade 2 listed Plumstead Fire Station which was built in 1907. This project will provide modern and updated accommodation for the operational fire fighters.

#### A 1.5.2.5 Energy and Carbon Reduction

These projects support LFB's Carbon Net Zero Strategy and are aimed at energy efficiency and reduction of carbon emissions. The type of project included under this head include energy efficient (LED) lighting upgrades, solar power installation and replacement of gas-powered cooking equipment with more efficient electric models. See Premises Decarbonisation section (main body of the strategy at 5.8).

#### A 1.5.2.6 Other Works

These include other major works including to heating systems, appliance bays, lifts and fire safety improvements.

### A 1.6 Functionality of the Fire Station Estate

The LFB estate provides a platform for the delivery of LFB Services and therefore must maintain a high level of functional suitability which often translates into specialist property requirements (such as building elements unique to fire stations like appliance bays suitable for emergency



deployment of vehicles, specific facilities which support 24/7 occupation, officer duty rotas as well as training requirements). However, changing landscapes in terms of service delivery need mean that business requirements change, therefore flexibility is also important. This can be provided most easily in areas supporting office, training and community uses where spaces can be made changeable or multi-purpose.

### A 1.6.1 Fire Stations – Typical Functions

The following components are separately identifiable parts of typical Fire Stations across the LFB Fire Station estate

#### A 1.6.1.1 Operational Fire and Rescue Base

This is the heart of the Fire station and contains the operational Fire and rescue facilities including the following:

- Appliance bays ranging from 2 to 7 in number
- A base for fire crews including kitchen, mess room, rest and changing areas, washing and toilet facilities, gymnasium, briefing rooms.
- Facilities for equipment storage, fuel storage and cleaning / drying etc.
- Offices to support non-emergency response service delivery teams and other corporate support functions

#### A 1.6.1.2 Specialised Operational facilities

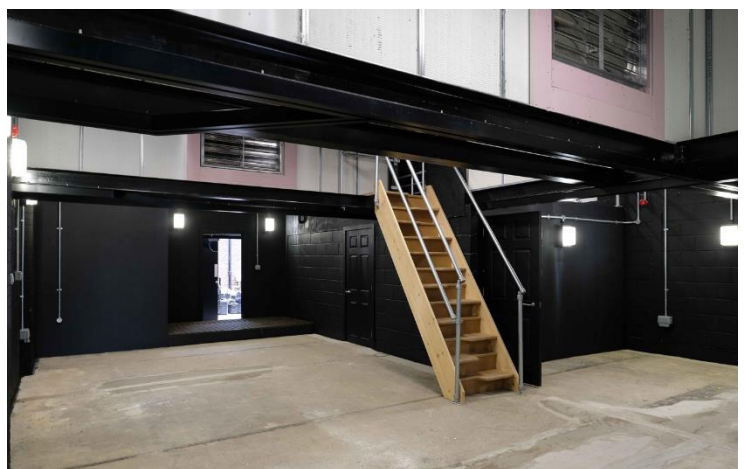
Some fire stations provide a base for specialised teams, vehicles and/or equipment including command units, aerial appliances, fire investigation teams etc. Fire stations playing host to these functions need space to house equipment and vehicles as well as facilities to provide a base for the relevant teams.

#### A 1.6.1.3 Training facilities (including Breathing Apparatus)

LFB is committed to providing quality, effective and forward-thinking training to its staff. As part of the training offer, a new Localised Training initiative aims to deliver a significant proportion of operational based training to staff groups as part of their watch with an increasing amount of training taking place in fire stations. This initiative will enhance training delivery that is already taking place by utilising training resources sited on stations and in station yards eg. drill towers, breathing apparatus facilities, as well as the use of fire stations to deliver a range of classroom-based training courses to staff to all occupational groups of LFB staff.

Increasing use of the fire station estate for training can deliver efficiencies, reduce reliance on facilities at HQ/external venues and effectively optimise fire station utilisation.

Eight fire stations contain breathing apparatus (BA) training venues to allow firefighters to train in immersive and realistic conditions. Three of these venue are being refurbished with a complete remodelling of the internal layouts to



ERITH FIRE STATION BREATHING APPARATUS TRAINING VENUE

simulate residential environments, adding new upper floor areas to permit training on navigating staircases and access / egress via new windows. The venues will benefit from many new functions and features, including powerful new oil-based smoke generation capabilities, internal method-of-entry training rigs, air-sourced heat pumps for intense but energy efficient heat and humidity conditions, a variety of entanglements and challenging surface areas to overcome during search and rescue, and an emphasis on making training experiences adaptable and continuously challenging to users. Erith (shown in the photo below) is now complete with Tottenham and Hayes due to be completed by 2025.

#### A 1.6.1.4 Office Facilities for Agile working

The fire station estate provides facilities for staff across LFB to book a workstation as an alternative to working in HQ or at home. Hammersmith and Lewisham fire stations contain "workplace hubs" which provide bookable workstations and collaboration spaces for around 40 people in total. Around 80 additional bookable workstations are provided across 40 fire stations.

#### A 1.6.1.5 Area Command Offices and Service Office Hubs

LFBs four regional "Area" command offices are located at Wembley, Stratford Hammersmith and Lewisham fire stations. These facilities include open plan office areas as well as meeting rooms and cellular offices. In addition a number of fire stations provide an office base for LFB Prevention and Protection services including fire safety visits, fire safety advice and support for businesses as well as fire investigation. These offices include similar facilities to the area management offices.

#### A 1.6.1.6 Community Engagement Facilities

Over 25% of fire stations have community rooms which provide a facility for engaging with the community and can be used by local community groups for meetings.

#### A 1.6.1.7 Wellbeing Facilities

Many of the facilities mentioned above under "Operational Fire and Rescue Base" cater for wellbeing for firefighters as well as supporting their readiness for deployment in an emergency. However, fire stations often include specific rooms or spaces set aside for firefighters to have a quiet space that has assist with wellbeing, particularly following a challenging emergency incident.

#### A 1.6.1.8 Fire Cadets

Fire cadet units containing training facilities are located in 27 Fire Stations and support young people to develop key transferable skills.

#### A 1.6.1.9 Overnight accommodation for on-call officers

Seven fire stations provide overnight or 'camp out' accommodation for officers who are on standby.

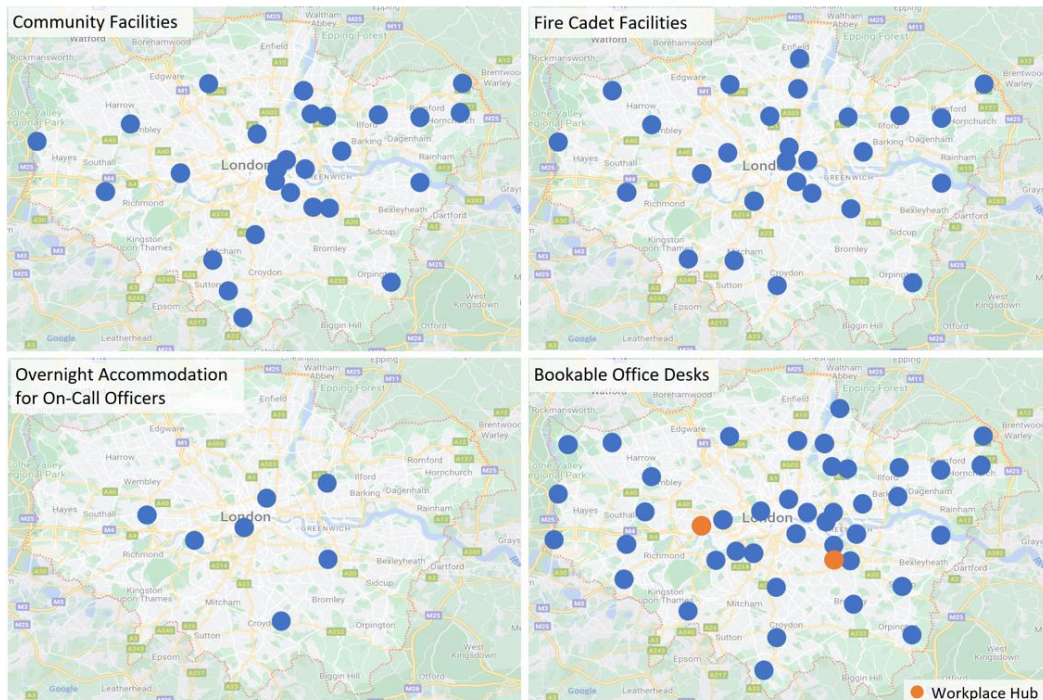
#### A 1.6.1.10 Vehicle parking and standing

Vehicle parking in fire stations is essential for operational reasons (for example to allow senior officers to get to major incidents across London on a 24 hour basis). This facility is usually provided in the yard to the rear of the fire stations which also acts as a training and wash down area.

Some strategically located fire stations provide a facility for vehicles and personnel from Fire Police and Ambulance to stand-by providing additional resilience during major events in London.

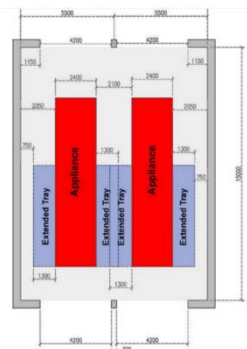
### A 1.6.2 Fire Station Additional Functions Mapped onto the Portfolio

The following Maps give an illustration of the locational spread of 4 of the key facilities mentioned above across the fire station estate.

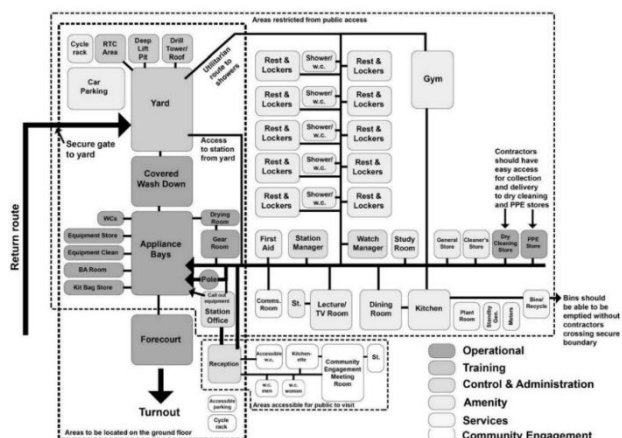


### A 1.6.3 Standard Station Design

The LFB Property Department maintains a Standard Fire Station Design Brief which was originally developed to support the build of xxx new PFI stations in xxx. This sets out the up-to-date requirements for fire stations and needs to be adapted to be used in a retrofit context as illustrated by the drawing and diagram below:



STANDARD APPLIANCE BAY DESIGN



FIRE STATION USE RELATIONSHIPS GUIDANCE

The Standard Station Design Brief focuses on the operational fire and rescue parts of fire stations but in addition, as part of a mapping and space categorisation project, it is intended to produce additional design briefs covering other typical uses of stations including office spaces (including those for functional teams such as fire investigation, operational resilience teams, fire cadets), training facilities, camp out, etc.

## A 1.7 Functionality of the remainder of the estate

### A 1.7.1 Brigade Control and Operational Support Centre

Premises supporting LFB's Brigade Control and London Resilience functions (see para A 1.14) were adapted for purpose in 2012 and provide an acceptable level of functionality and adaptability. Recent improvements have been made to support specific incident command requirements including a training suite. The Operational Support Centre (see para A 1.13) was adapted in 2020 combining technical Protective Equipment Teams and Distribution Centre functions and is similarly functionally fit for purpose. Changing requirements will entail the need to continue to monitor these buildings and adapt them as necessary however there is no requirement at present for any radical change or redevelopment.

### A 1.7.2 LFB Headquarters

As mentioned (para A 1.2.3) the lease on LFB HQ comes to an end in 2027 and it is expected that a new HQ solution will be in place at that date which meets LFB requirements (with potential for an extension of the current HQ lease for a limited time if necessary). In the meantime the current building provides good quality modern office accommodation, and is sufficiently flexible to continue to be meet LFB's needs until 2027.

## Appendix 2 Stakeholder Feedback

### Stakeholder feedback – methodology

- 1) The approach to stakeholder engagement and a list of the groups engaged with is shown in slide 6.
- 2) Over 20 meetings and workshops engaging c100 individuals (mainly nominated by department leads) were held in the early months of 2023.
- 3) Separate meetings were held with departments and groups from across LFB (including all LFB service delivery departments) as well as discussions with representative from equality support groups, representative bodies, and the LFB Community Forum.

### Stakeholder feedback - themes emerging

- 1) Themes emerging have been grouped in line with the categories shown in the diagram to the right, Estate Basics, Challenges, Requirements and Opportunities.
- 2) The themes emerging so far have been grouped onto separate slides (the next 5 slides) covering different groups of stakeholders as indicated in the headers and at the top right of each slide.
- 3) Each theme shown on the following slides includes a blue circle containing a number referring to the proposed objective associated with that theme (the objectives are shown on slide 13).



### Continuing Engagement

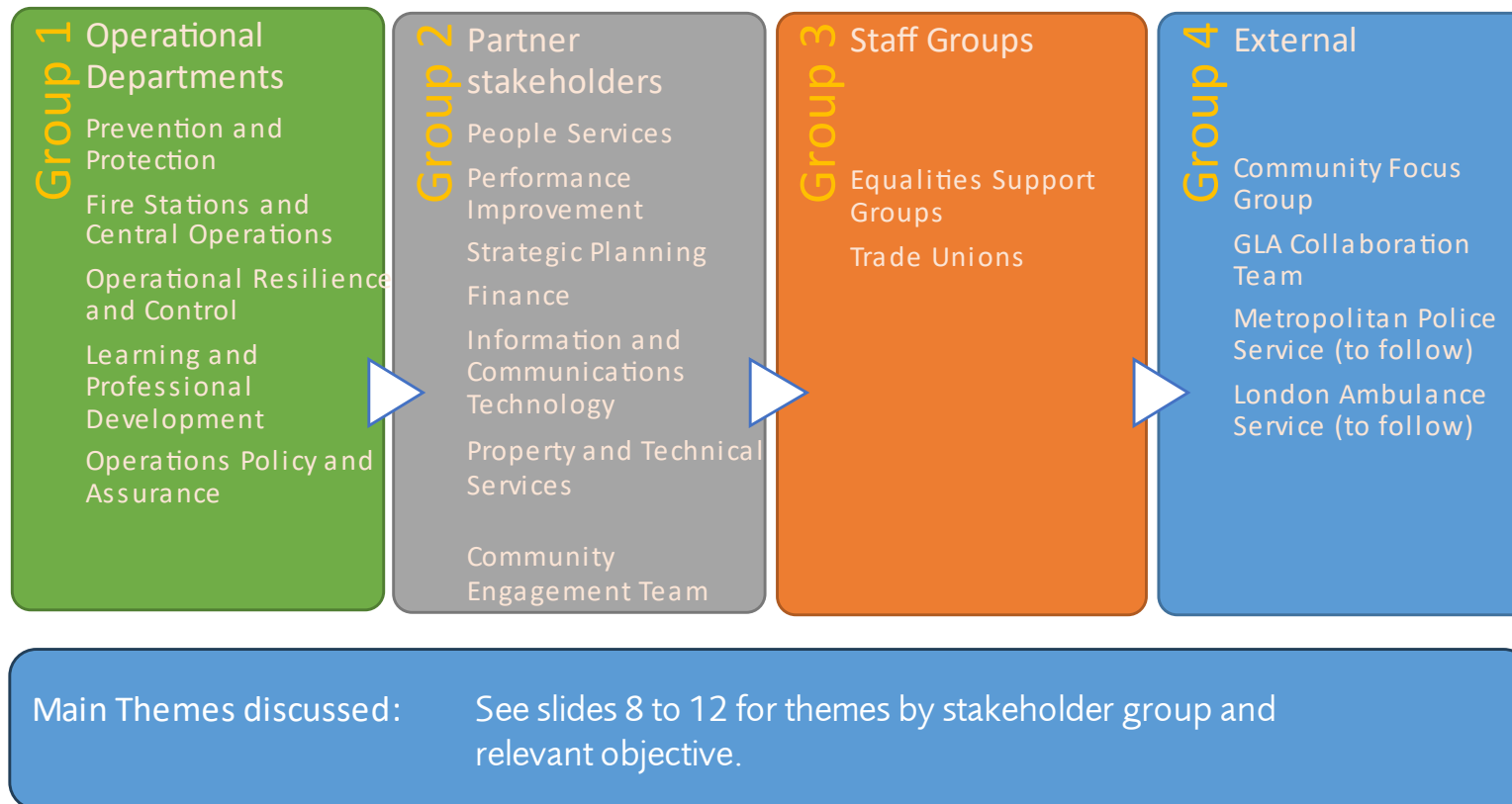
The property team will continue with targeted engagement as the estate strategy is developed.



## Developing the Estate Strategy: Stakeholders

Stakeholder engagement took place mainly in February to May 2023. Over 20 meetings were held and over 100 people were included in the engagement. The Graphic below shows overall stakeholder groupings (1 to 4) and individual stakeholder groups engaged.

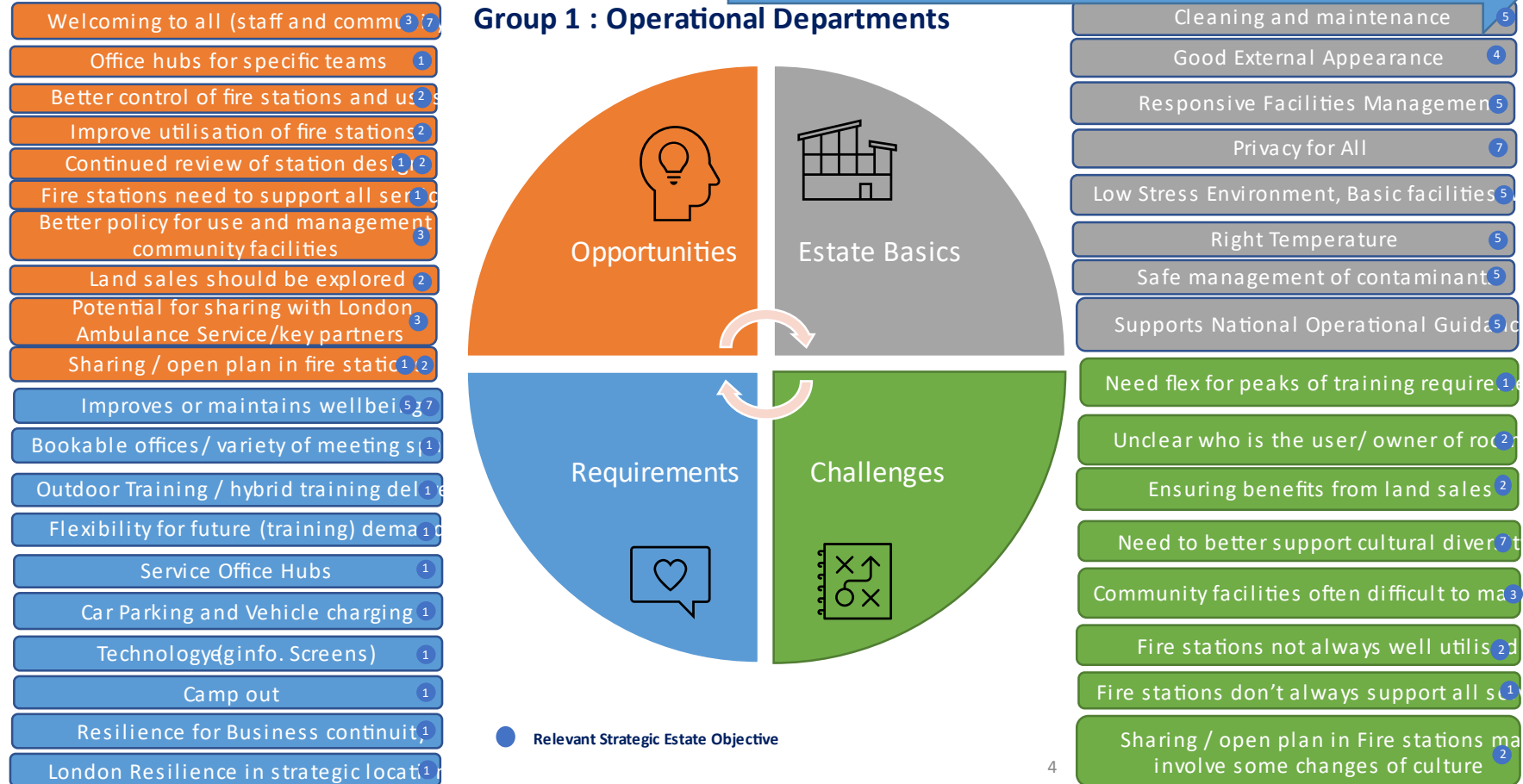
Stakeholders engaged with:



## Estate Strategy: Stakeholder Engagement Feedback

Fire Stations and Central Operations, Prevention and Protection, Operational Resilience, Operational Policy and Assurance

### Group 1 : Operational Departments





## Estate Strategy: Stakeholder Engagement feedback

Strategic Planning , Performance Improvement, People Services, Finance, ICT, Learning and Professional Development

### Group 2: Partner Stakeholders

- Work with performance improvement team on KPIs and measurements <sup>2</sup>
- Work with Information Technology close on an integrated service support model <sup>2</sup>
- Understand and control estate better to assist with budget planning and efficiency <sup>2</sup>
- Possible to reduce hotel use for training <sup>2</sup>
- Surplus land sales can assist with Finance <sup>2</sup>
- Integrating Building systems and performance measures <sup>2</sup>  
(Building Management - Security - booking - KPIs - performance)
- Integrate availability of community rooms into a wider programme of improvement to community outreach from fire stations <sup>3</sup>
- Need to retain Assessment Centre facilities <sup>1</sup>
- Facilities needed for leadership training <sup>1</sup>
- Information Technology space important for HQ and Control <sup>1</sup>
- Security of buildings important for equipment <sup>6</sup>
- Buildings need to support all CRMP services <sup>1</sup>
- Radio Workshop need is reducing <sup>1</sup>
- Capital and Revenue planning important <sup>2</sup>



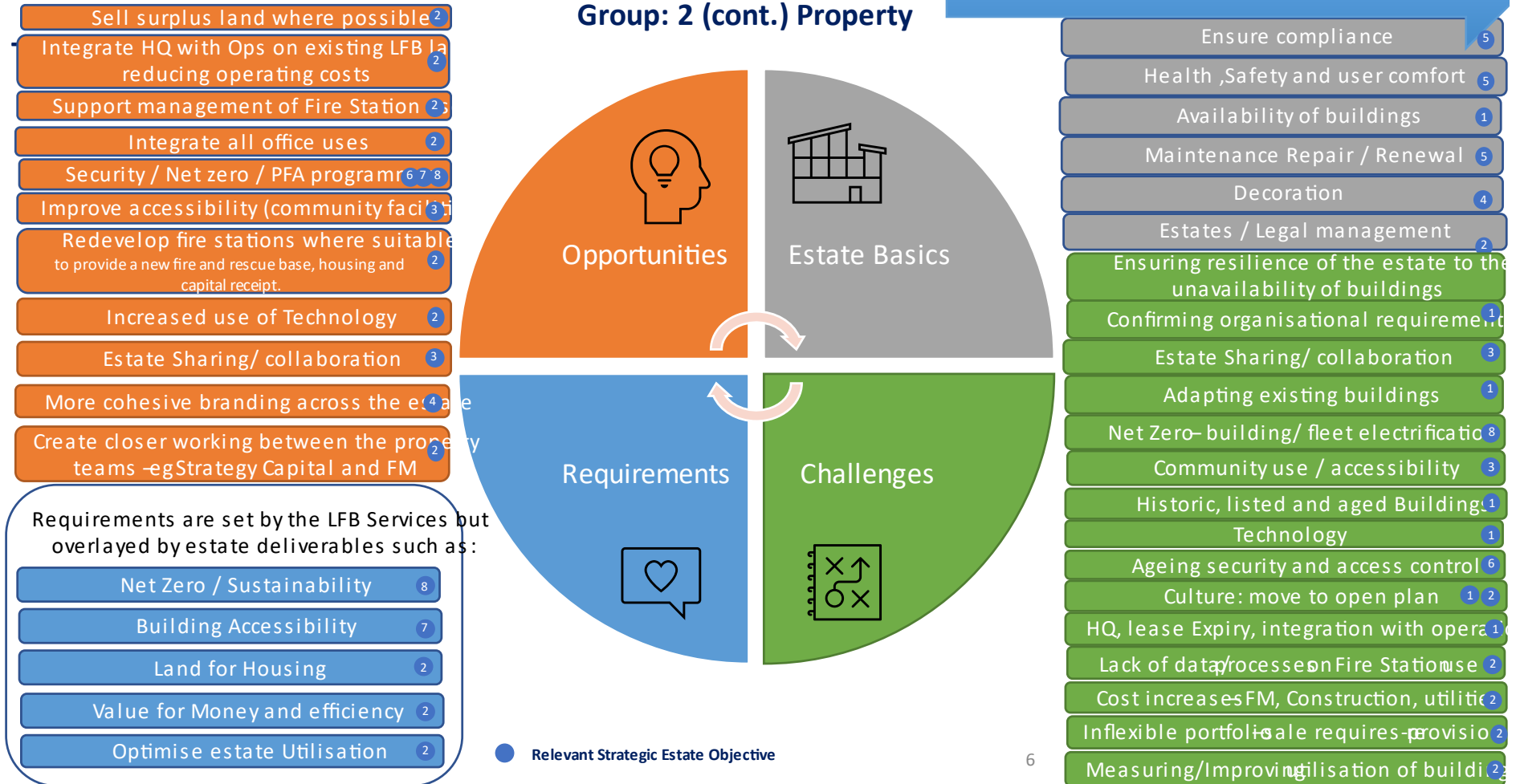
● Relevant Strategic Estate Objective

- Good Appearance to public important <sup>4</sup>
- Good signage for public outside FS <sup>4</sup>
- Fire Stations are a challenging environment for ICT equipment <sup>1</sup> <sup>2</sup>
- Important for ICT and estates to work closely together <sup>2</sup>
- Future estates measurement methodology should be agreed with Performance team <sup>2</sup>
- Need flex for peaks of training requirements <sup>1</sup>
- FRS staff do not always feel welcome <sup>7</sup>
- Land value often not cover cost of FS repairs <sup>2</sup>
- Being @ heart of community not just community rooms also presentation/perception <sup>4</sup>
- Future Funding challenging due to inflation etc. <sup>2</sup>
- Having a fixed estate footprint leads to lack of flexibility to prioritise resources <sup>2</sup>
- Lack of Accessibility impedes community engagement <sup>3</sup> <sup>7</sup>
- Not clear re. standard fire station functions <sup>2</sup>
- Need to improve debate on prioritisation <sup>2</sup>

5

## Estate Strategy: Stakeholder Engagement feedback

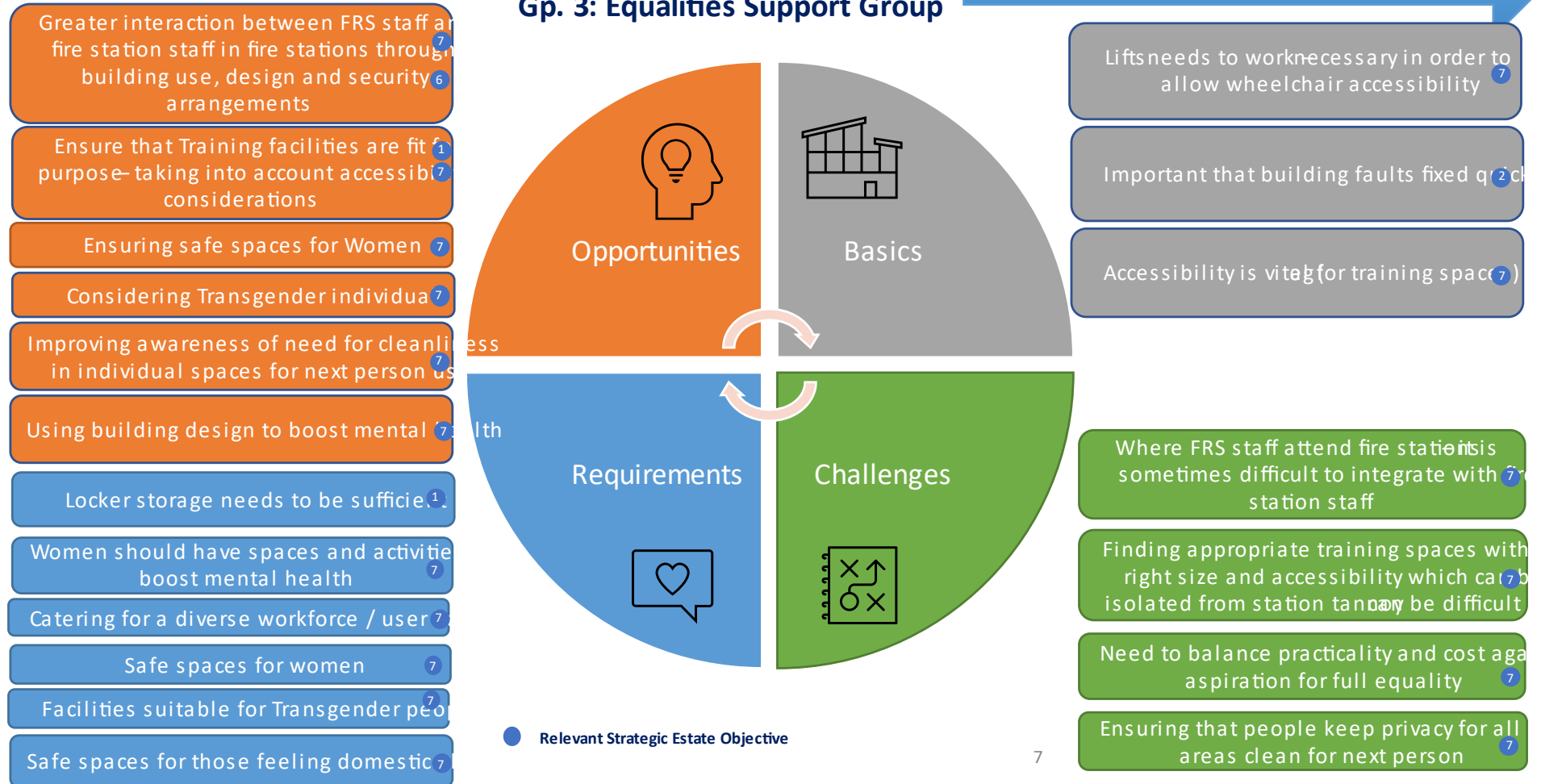
### Group: 2 (cont.) Property



## Estate Strategy: Stakeholder Engagement feedback

### Gp. 3: Equalities Support Group

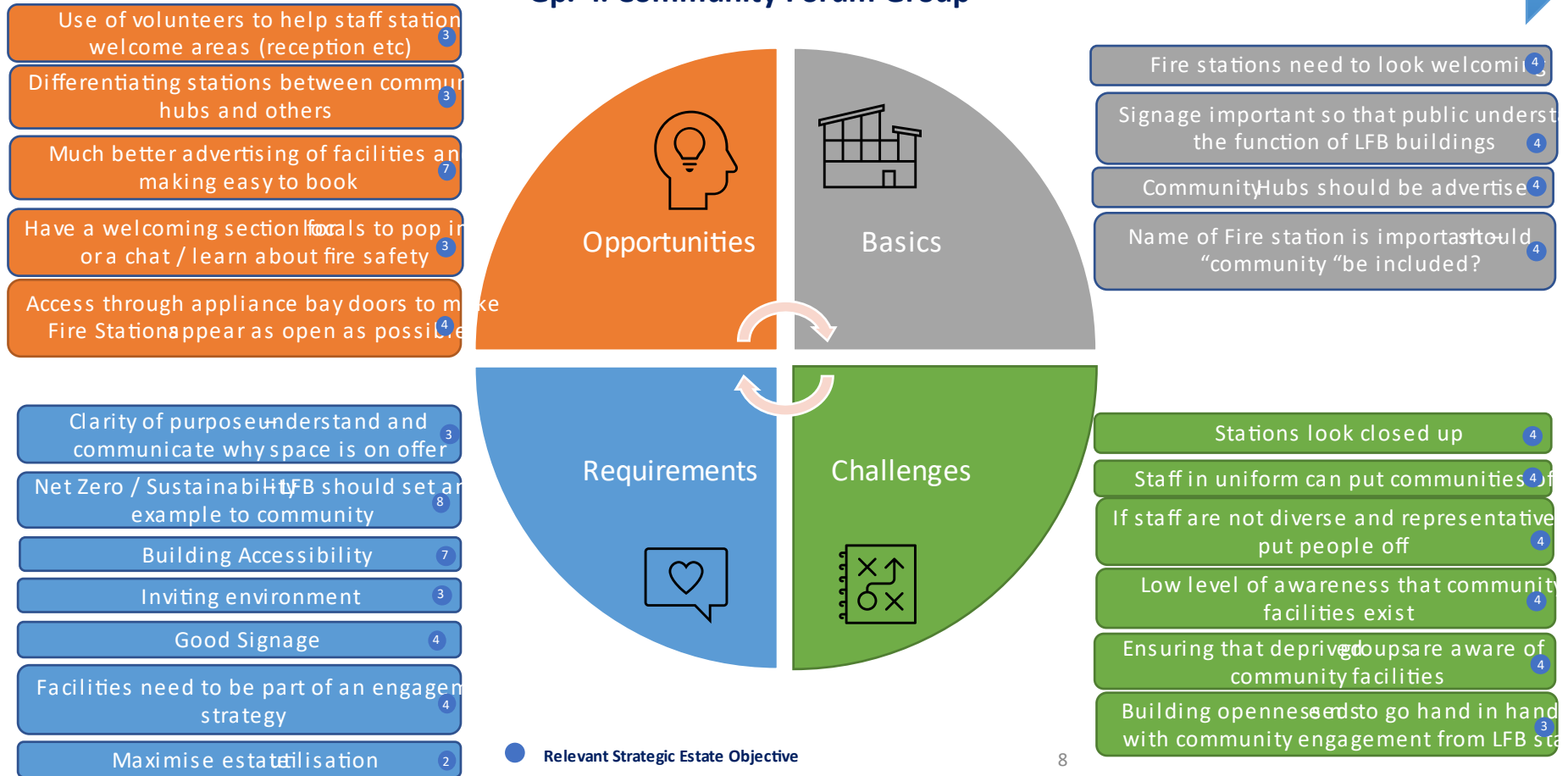
Equalities Support Group



## Estate Strategy: Stakeholder Engagement feedback

### Gp. 4: Community Forum Group

Community Group



8

## Part 1: Equality Impact Assessment – submitter to complete

Before carrying out an Equality Impact Assessment (EIA), you should familiarise yourself with the guidance notes (see Appendix) and our other resources located within the [EIA section on Hotwire](#)

An EIA should be carried out whenever you are starting (or reviewing) any major new activity/programme/policy/project/strategy/campaign \*, or where you propose changes or a review of the previous one.

\*In this document, any kind of activity/programme/policy/project will be called an ACTIVITY for an easy read, while you specify the type of your event from your end.

The purpose of an EIA is to meet and justify the legal obligation required under the [Public Sector Equality Duty](#) (PSED), namely, the ‘DUE REGARD’ that documents that your activity/programme/policy will:

- 1. eliminate discrimination, harassment, and victimisation
- 2. advance equality of opportunity
- 3. foster good relations between people who share a relevant protected characteristic and people who do not share it.

In the EIA, you need to show that your activity meets the 3 conditions of the due regard, as listed above, and provide any relevant information showing that your activity caters for people with protected characteristics (where applicable), but also that it promotes equality and eliminates potential discrimination and offers additional opportunities to advance equality.

Where you identified any possible negative impacts on individuals and groups with protected characteristics, you need to complete a mitigating action plan (Section F below). After your mitigating action plan has been implemented, you need to inform the EAI Team by sending the same form again with the notification of the date when the mitigation action plan was completed.

### A. Name, goal and the expected outcomes of the programme/ activity

This EIA concerns a report seeking agreement to a proposed Estates Strategy document which is an enabling strategy for the Community Risk Management Plan. It is based on the



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estate principles, vision, strategic themes and objectives. A preliminary paper with the principles was agreed through LFB Governance in July 2023 (LFC-23-074).

The estate strategy is intended to be a high – level document and does not request approval for expenditure. Approval for spending on individual projects will be sought through the regular LFB governance process on a case-by-case basis.

#### **B. Reason for Equality Impact Assessment**

To support a report being issued through LFB Governance seeking approval of an Estate Strategy.

#### **C. Names of the team responsible for the programme/ activity**

##### **Responsibility for the EIA:**

Name: Andrew Holdsworth

Job title: HQ and Property Strategy Lead

Department: Property and TSS

##### **Responsibility for the whole activity:**

Name: Laura Birnbaum

Job title: Assistant Director of Property and TSS

Department: Property and TSS

#### **D. Who is this activity for, who is impacted by it (all LFB staff, specific department, external communities)**

The high-level plan provided by the Estates Strategy will provide a strategic framework for the LFB estate for the next 5 years with projects and initiatives arising out of it having an impact on users of the LFB estate including staff and visitors as well as continued services provided by LFB under the Community Risk Management Plan.

Any specific Projects or initiatives will be subject to further LFB governance with preparation of a specific Equalities Impact Assessment where required.

#### **E. What other policies/documents are relevant to this EIA?**



Relevant Policies / Documents include the

- Community Risk Management Plan,
- LFB Togetherness Strategy,
- Independent Culture Review of London Fire Brigade,
- LFB Environmental Policy and
- Sustainable Development Strategy.

#### **F. Equality and diversity considerations**

Describe the ways how your activity meets the conditions of the due regard of the PSED and how LFB employees and communities of London may be affected by your activity, especially those ones with protected characteristics. Explain whether your programme/ activity may disproportionately affect any group named below?

#### **Protected characteristics Equality Act 2010:**

- Age
- Disability/Barrier
- Gender and gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race including ethnicity and nationality
- Religion or belief
- Sexual orientation
- Socio-economic backgrounds
- Caring responsibilities

Do not provide databases, graphs, or tables in this Section, just key findings and the outcomes of your learning about these different groups. For detailed evidence and lists of data used, use Section E 1.

The Strategy records the Estate Objectives which have been agreed through LFB governance (LFC-23-074) in Summer 2023 and include “Adapted to be inclusive to users”.

This objective purposefully does not pick out any specific protected characteristics but rather is intended to cover all of the characteristics in so far as they can be impacted by the LFB estate.

The Estate Strategy document is set at a high level and covers all aspects of the estate. The plans and projects that derive from the strategy will consider equalities implications on a case-by-case basis.

## G. Evidencing Impact

Please answer the following six questions:

1. How have you gathered and utilised information from various sources, including consultations with individuals, wider research, and resources from the EIA website, to comprehensively understand the people involved in or impacted by the activity, particularly those with protected characteristics?

Since early 2023 the Property Department has been engaging with nominated LFB teams and groups across the Brigade, holding over 20 meetings and workshops involving around 100 people. This engagement has covered all service delivery departments, enabling departments, equality support groups, LFB community forum and trades unions and has helped inform the development of a proposed vision and a set of principles, strategic themes, and objectives for the estate which have been agreed through LFB Governance. All stakeholders who took part in workshops have received feedback to reflect the conversation themes shared and how issues raised have been reflected with the principles, themes and objectives.

2. Are there any gaps in evidence for assessing your activity's impact, and if so, can you justify proceeding with the EIA without addressing them or are you considering a mitigation action plan?

Further information is required on physical adaptations that may be necessary across buildings in the estate in order to fully meet the requirements of the Equality Act 2010.

In response to this, the high-level delivery plan in the strategy includes such a building survey which will be used to inform any necessary specific projects and programmes of work to be delivered after approvals through normal LFB governance arrangements.

On this basis it is justified to proceed with the Strategy and this EIA.

3. What adjustments have you considered for people with protected characteristics? How does your activity promote equality of opportunity and caters for equity?

- 1) The proposed building survey will identify where adjustments to the estate are necessary in order to accommodate people with protected characteristics. A substantial level of stakeholder engagement has already occurred as part of the development of the strategy (see section 6) and any changes / projects which arise from the survey will be discussed with relevant stakeholders as necessary.

- 2) The Strategy caters for equality through identifying this as an objective for the estate going forward and proposing a review of accommodation through a building survey.

**4. How does your activity foster positive relations promoting equality between different groups, and what specific examples facilitates this interaction, highlighting the benefits for individuals with protected characteristics?**

A key project mentioned in the Strategy which promotes inclusivity is Privacy for All, which is delivering gender natural facilities in fire stations (including rest areas which are designed for individuals rather than groups of firefighters). This is an ongoing programme of work which will extend across the LFB Fire Station estate and is expected to complete by 2028.

The Strategy also mentions the LFB HQ project which will replace the current Brigade HQ in 2027 with a new HQ which is in line with the estate objectives set out in the strategy, (including being adapted to be inclusive to users). Work on this project includes consideration of whether it is feasible to site the new HQ building adjacent to a Fire Station in order to improve links between HQ and operational staff.

The Strategy includes the objective “to be available to community and public”. Work under this will focus on community facilities in the fire station estate which will assist in promoting interaction between LFB and communities across London.

**5. How do you communicate the activity to those involved, especially with protected characteristics, and have you considered diverse formats such as audio, large print, easy read, and other accessibility options in various materials?**

Communication of individual activities and projects will take place with the relevant stakeholder groups at the appropriate time and in a format which is appropriate to the circumstances as well as the groups of people involved.

**6. List all the internal/external stakeholders contacted in relation to this activity. What information did you get from these?**

**Operational Departments**

- Prevention and Protection
- Fire Stations and Central Operations
- Operational Resilience and Control
- Learning and Professional Development
- Operations Policy and Assurance

**Partner stakeholders**

- People Services
- Performance Improvement
- Strategic Planning

- Finance
- Information and Communications Technology
- Property and Technical Services
- Community Engagement Team

#### Staff Groups

- Equalities Support Groups
- Trade Unions

#### External

- Community Focus Group
- GLA Collaboration Team

Appendix 2 of the Strategy provides a summary of the feedback received and an illustration of some of the comments is shown below:

#### Estate Strategy: Examples of Stakeholder Feedback



#### Data

Data on Protected Characteristics has also been taken into account – including the following figures for LFB employees as at January 2024:

- 1) 497 people report having a disability
- 2) 2,390 people report as having a religion.
- 3) 345 people report their sexuality as being LGB.

**H. Mitigating action plan** (where an adverse impact has been identified, please record the steps that are being taken to mitigate or justify it?)



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**No adverse impacts have been identified.**

Protected characteristic and potential adverse impact	Action being taken to mitigate or justify	Lead person/department responsible for the mitigating action
1.		
2.		
3.		
4.		

**I. Signed by the Submitter**

**Name:** Andrew Holdsworth

**Rank/Grade:** Strategy Lead

**Date:** 16/1/24

## Part 2: Inclusion team to complete - feedback and recommendations

### J. EIA Outcomes

Select one of the four options below to indicate next steps:

**Recommendation 1:** No change required – the assessment showed that the activity is/will be robust.

**Recommendation 2:** Continue and correct the activity accordingly following our feedback – this involves taking steps to remove any barriers to better advance equality and/or to foster good relations.

**Recommendation 3:** You must complete the mitigation action plan and continue the activity despite the potential for adverse impact with mitigation in place.

**Recommendation 4:** Stop the activity as there are adverse effects which cannot be prevented/mitigated.

### K. Feedback

Please specify the actions required to implement the findings of this EIA and how the programme/ activity's equality impact will be monitored in the future. It may be helpful to complete the table.

[text to be completed by the EIA Team]

### L. Sign off by EIA Inclusion team

Date: