

Examination of Draft Revised Lambeth Local Plan 2020 - 2035

Matter 5 – Social Infrastructure

**Examination Statement on behalf of the London Fire
Commissioner**

Overview

1. This statement has been prepared by Nexus Planning on behalf of the London Fire Commissioner (the LFC), who is currently working in partnership with U+I Group PLC to deliver the redevelopment of its former headquarters site at 8 Albert Embankment (including land to the rear), and has fire stations across the Lambeth Borough including at Brixton, Clapham, Lambeth and West Norwood.
2. A summary of the key issues that are of relevance to this Matter are provided below, but the LFC also continues to rely upon its representations to the Regulation 19 consultation (March 2020).

Matter 5: Social Infrastructure

5.1 Section 7: Are policies S1-S3 positively prepared, justified, effective and consistent with national policy?

3. Section 7 of the draft Local Plan identifies social infrastructure, which includes emergency service provision by the LFC, as being essential to deliver services to the community.
4. Policy S1 seeks to protect such social infrastructure and community facilities across the borough, including property assets of the LFC.
5. However, fire stations in the borough should not be considered in the same way as other community uses for a number of reasons:
 - i. whilst fire stations do provide a function with significant local benefit, the location of any fire station within a particular area is determined by strategic matters including response times, fire cover and other operational requirements, with the purpose of ensuring that the whole of London is properly covered;
 - ii. with the LFC there may be instances where the closure of facilities on one site is to enable the improvement or consolidation of facilities on another site. This would be informed by the LFC's strategic emergency planning function to ensure London-wide resilience – improvements or consolidation may not be within the borough but elsewhere in London; and

- iii. the sale of any surplus sites by the LFC often provides much required funding for the continued development of fire-fighting and emergency facilities across London as a whole.
6. Reference is made to the LFC's 'Asset Management Plan – Delivering Property Improvement & Management' (2017), as enclosed at **Appendix A**. This presents key principles and priorities that support the LFC's management of its assets (paragraph 17) including:
 - to opening up fire stations so they become community assets / hubs, offering meeting and activity space for local groups;
 - to take opportunities to share buildings and facilities with other emergency services;
 - to explore how available space can help tackle the housing challenges facing London; and
 - to invest in fire stations that present the best opportunities and options for the future.
7. The Asset Management Plan identifies (paragraph 38) significant challenges being faced by the LFC, including that:
 - its accommodation needs to respond to significant new risks facing London, including climate change, population growth and the threat of terrorism;
 - there has been a significant increase in the number and size of specialist vehicles and equipment needed at fire stations; and
 - many current fire stations are out of date with a large number originally designed for horse-drawn appliances. There is a need to work to replace such infrastructure with that fit for the modern demands and purpose of the LFC.
8. The Asset Management Plan (paragraph 38) further explains that:
 - to be effective, a fire station must be well located to achieve appropriate attendance times; house the appliances, equipment and personnel in a proper manner; and provide a professional and welcoming image as an increasingly important community hub;

- it is only possible to substantially rebuild fire stations if suitable decamp arrangements can be implemented to ensure fire cover and other operational requirements are maintained;
 - suitable alternative fire station sites are usually expensive as the site search area is limited and the LFC is competing with other sector purchasers; and
 - the potential to release latent value for the redevelopment of a site, and for that value to be reinvested in the estate (to re-provide fire stations, vehicles and equipment etc.), is a proven strategy, especially as property demands have to be managed within the capital and revenue funding available.
9. Where the LFC has stations located in higher value areas, the Asset Management Plan (paragraph 59) is more specific that latent value released from development of properties in higher value areas is then used to re-provide new fire stations with the capital receipts obtained. Of course any new fire station would still need to be best placed to meet the operation requirements and community role of the LFC.
10. Thus the development and investment into the property assets owned by the LFC is underpinned by a clear strategy and transformation plan.
11. The draft Local Plan (paragraph 7.3) states that its social infrastructure policies are intended to facilitate the strategies of the Council or other public bodies for the provision and improvement of community premises, including by the LFC as part of the emergency services.
12. However, for Policy S1 to be responsive (and effective) to the LFC's strategic London wide approach to managing its assets, the exceptions of paragraph b) (where an existing community premises need not be safeguarded) should be amended to be more explicit to the intention of paragraph 7.3 and the LFC's requirements:
- b ii) *"replacement facilities are proposed on or off site of equivalent or better functionality to serve the needs of the area, or for the emergency services an alternative use of the site is informed by their wider strategic objectives; or"*

- b iii) *"development of the site/premises for other uses, or with the inclusion of other uses, will enable the delivery of approved strategies for service improvements, including of the emergency services."*
13. At paragraph c) of the policy text, for it to be consistent with paragraph b) above it should be amended to:
- c) *"In exceptional circumstances, where tests (i) ~~and~~ or (iii) are not met; ~~and~~ or it is demonstrated to the satisfaction of the council that it would not be feasible and/or effective to include replacement facilities on or off site; or the reuse of a site is not informed by the wider strategic objectives of the emergency services in the proposed development; a payment in lieu may be accepted."*
14. The sought changes to draft Local Plan Policy S1 would also ensure greater consistency with draft London Plan (December 2019) Policy S1 (Developing London's Social Infrastructure). Draft London Plan Policy S1 (F) allows for the loss of social infrastructure where *"the loss is part of a wider public service transformation plan which requires investment in modern, fit for purpose infrastructure and facilities to meet future population needs or to sustain and improve services."*; and Policy S1 (G) explicitly excludes the need for existing social infrastructure to be considered for reuse as other forms of social infrastructure where it is part of a wider public service transformation plan.
15. Overall the changes required to Policy S1 would provide the LFC with the certainty required that the draft Local Plan will be effective in ensuring the benefits of its Asset Management Plan can be delivered.

Appendix A: Draft Asset Management Plan – Delivering Property Improvement & Management (2017)

Appendix 1 (DRAFT)

ASSET MANAGEMENT

PLAN. (2017)

Delivering property improvement &
management

17 March 2017

Contents

1. Introduction
 2. Our Asset Management Approach
 3. Challenges Facing the Estate
 4. What we plan to do
 5. Improving the Fire Station Estate
 6. Development Value Opportunities
 7. The location of our fire,- stations
 8. Priorities for Improving the Fire Station Estate
 9. Standard Station Design Brief (SSDB)
 10. Collaboration with other emergency services
 11. Affordable Housing
 12. Improving other parts of the estate
 13. Compliance
 14. Environmental sustainability
 15. Financial Implications and Capital Investment Strategy
 16. Performance Management & Monitoring
-
- Appendix A What we have done since the AMP(2011)
- Appendix B Estates Analysis
- Appendix C Priorities for improvement to the Fire Station estate

1. Introduction

1. The London Fire and Emergency Planning Authority (LFEPA – the Authority) currently runs the London Fire Brigade (LFB). We are London's fire and rescue service - the busiest in the country and one of the largest firefighting and rescue organisations in the world. We are here to make London a safer city
2. In January 2016, responsibility for fire and rescue policy in England was moved from DCLG, to the Home Office. Subsequently the government published the Policing and Crime Bill which received Royal Assent on 31st January 2017.
3. The Policing and Crime Act 2017 will bring fire and rescue services in London under the direct responsibility of the Mayor of London by abolishing the London Fire and Emergency Planning Authority (LFEPA) and creating the London Fire Commissioner, as a corporation sole. It provides the option for the Mayor to for the create a Deputy Mayor for Fire. It will also create a new Committee of the London Assembly, that will provide scrutiny and oversight. The abolition of LFEPA is currently due to come into effect on 1 October 2017. Apart from the change from LFEPA to the London Fire Commissioner, it is not anticipated at this point that there will be other substantial revisions to internal structures or reporting lines affecting this Asset Management Plan (2017).
4. Our 102 fire stations and one river station are operated 24 hours a day, 365 days a year. LFB deploys 142 pumps and a further 102 specialist operational vehicles to provide an efficient and effective response to the wide ranging risks facing London.
5. The last Asset Management Plan (AMP) in 2011 established priorities for investment in the estate based on the following three criteria
 - 1) deliver improvements in attendance times,
 - 2) property improvement and
 - 3) to release the latent financial value of existing fire station sites.
6. These priorities formed the basis for the construction of new fire stations at Walthamstow, West Norwood, and a Private Finance Initiative (PFI) project for the design, build and maintenance of nine new fire stations at Dagenham, Dockhead, Leytonstone, Mitcham, Old Kent Road, Orpington, Plaistow, Purley and Shadwell.
7. During the life of the AMP(2011) investment in the estate has resulted in the maintenance backlog being reduced with the percentage of fire stations with a condition rating below the acceptable standard falling from 44% to 32%. Two new Training Centres at Beckton and Park Royal have been constructed and the Ruislip workshops has been refurbished in collaboration with Babcock.
8. Having secured an agreement for lease with Central Government following the termination of the Regional Control Centres (FiReControl), the central 999 facility formerly in Greenwich was moved to the London Control Centre at Merton in 2012. Property requirements for LFB's presence for the Olympics and Paralympics in 2012 were also successfully provided.
9. A review of the way property services were being managed and delivered was commenced in

2012 to identify the extent of savings possible as a result of an alternative service provision. In March 2015, Kellogg Brown & Root (KBR) were appointed to provide shared FM Integrator Services using the framework agreement developed by the Mayor's Office of Policing & Crime with a forecasted saving of £6.3m over 8 years.

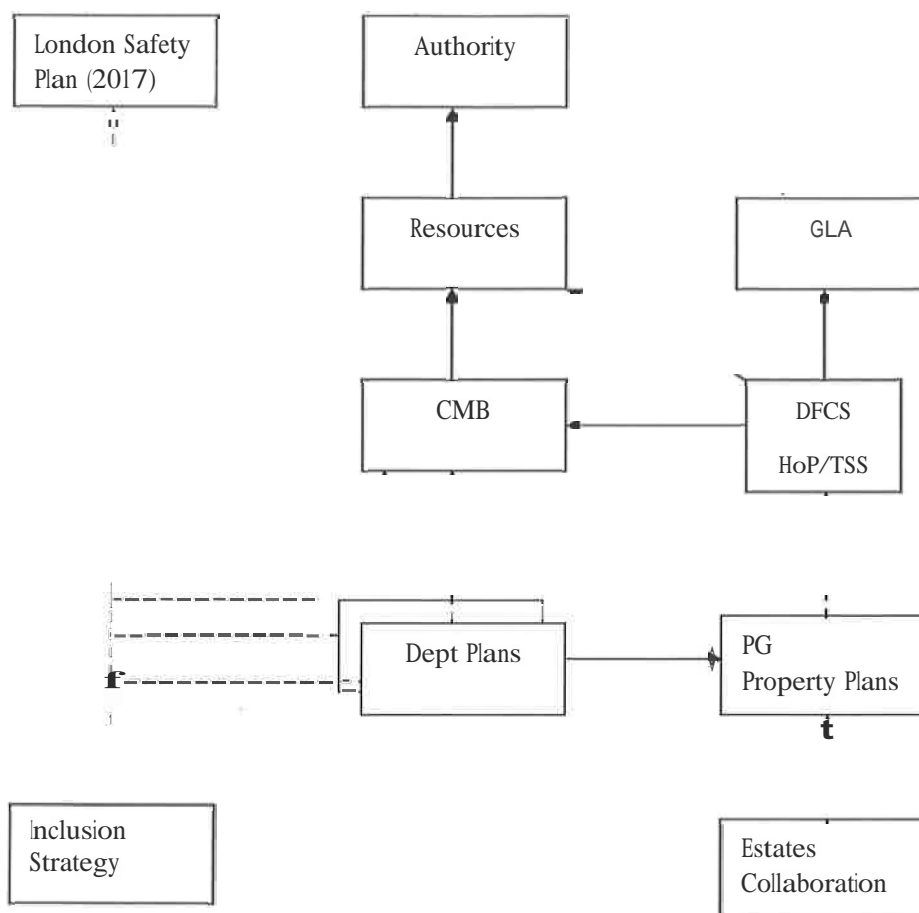
10. A new development agreement was entered into for the sale of the Authority's former Headquarters which includes provision of both the LFB fire museum and a working fire station.
11. In total £6.8m property revenue savings have been achieved over the lifetime of the AMP (2011) mainly from savings in maintenance, utilities, cleaning, staff costs and increased property income. In addition £55.8m has been received from the sale of sites that have been declared surplus to requirements. Property expenditure over period 2012/13 to 2106/17 has also been funded partly from income generated from residential lettings, the sublease of space in the Headquarters building and telecoms interests totalling £16.4m.
12. Looking ahead, the next few years will present different approaches to the way LFB administers and delivers its services. These are to be driven by London Safety Plan 2017, the new Inclusion Strategy 'Safer Together', the duty to collaborate with other emergency services and the Mayor's Homes for Londoners agenda. This will all be in the context of the planned new governance arrangements and the ongoing budget challenges.
13. This AMP (2017) builds on the approved AMP (2011) to allow the Brigade to meet these challenges and opportunities for our estate. It provides the framework for establishing new priorities for capital investment in a time when we can expect to see changing service demands and alongside an ongoing need to balance the requirement to make savings as well as continuing to provide an effective service and suitable accommodation.
14. Details about how we have done against what we said we would in the last AMP can be found in **Appendix A**.

2. Our asset management approach

15. LFB wants to help make London the safest global city. Our London Safety Plan (2017) sets our vision as *"to be a world class fire and rescue service for London, Londoners and visitors"*
16. We will always respond to fires and other emergencies but our work has changed over the years, with a much stronger emphasis now on fire prevention and community safety.
17. There are a number of factors in the London Safety Plan (2017) which are important to and will influence our asset management approach. These are summarised as follows:
 - Looking to open up our stations so they become community assets/hubs. For example, using stations as blood donation centres, meeting spaces for healthy eating groups, health outreach or screening services, coffee mornings, social contact groups for the elderly and meeting space for community volunteers.
 - Identifying potential opportunities that the estates can offer to providing accommodation to further our prevention priorities with local authorities e.g. the health agenda and crime prevention
 - Aligning our estates strategy with other emergency services and using every opportunity

to share buildings through colocation or integrating estates services.

- Delivering a third training centre at the Croydon fire station site subject to consultation and obtaining planning permission to provide a high rise real fire training capability.
 - Providing appropriate accommodation that responds to our new Inclusion Strategy 'Safer Together'
 - Looking at the available space that we have on some of our station estate to explore what we can do to help tackle the housing challenges facing London.
 - Using our fire stations and other buildings such as our temporary museum for opportunities to launch safety initiatives and share campaign messages following the success of our celebrations for the 150th anniversary of LFB in 2016.
 - Ensuring our estates strategy drives investment in stations that present the best options for the future
18. The role of the Authority's estate and how it is managed plays a crucial part in supporting and delivering this vision and the principles of inclusion, safety, sustainability, accountability and collaboration.
19. The overall responsibility for the Authority's estate is currently vested in the LFEPA. The day to day and strategic management is delegated to the Property Group (PG) - part of the Technical & Service Support Department (TSS) within the Finance and Contractual Services Directorate of the LFEPA.
20. The Head of Procurement and Technical & Service Support (HoP/TSS) maintains an awareness of operational developments across the LFB, including the potential changes to the provision of fire cover and the most effective deployment of operational assets. This ensures that the PG are appraised of, and involved in all new initiatives that will impact upon the Authority's needs for accommodation both operationally and for support services. Cross organisation co-ordination of property assets is undertaken by PG through the HoP/TSS reporting to the Director of Finance and Contractual Services (DFCS) and the Corporate Management Board (CMB). Expenditure on capital projects is monitored by the Directorate against the approved annual Capital Programme.
21. Elected Members of the LFEPA currently have the responsibility to approve property projects and initiatives through the Resources Committee.
22. This AMP links with and is informed by other strategic decisions and plans for LFB, including the London Safety Plan (2017), the Inclusion Strategy and the duty to collaborate. The diagram below sets out this relationship and will be reviewed as part of the implementation of the new governance arrangements.



23. The AMP and the process above feeds into the Greater London Authority (GLA) and the Deputy Mayor's Housing Investment and Policy Panel and the Homes for Londoners Board.
24. The project governance and consultation process for PG depends on the size and/or value of the project and for this AMP we have streamlined this process.
25. Projects are defined as temporary structures, each unique in terms of its outputs, yet all follow a similar lifecycle where they are envisaged, initiated, defined, planned, delivered and closed.
26. We have a bespoke project lifecycle with four primary stages: Define, Plan, Deliver and Close. These stages are preceded by pre-project activity and lead to a period of post-project activity to ensure that outputs are translated into benefit delivery.
27. Property projects are classified as Minor, Major and Corporate. A project is distinct from reactive or planned maintenance works (FM services).
28. A minor project can be approved in line with officer's financial limits and within the Director of Finance & Contractual Services delegated authority of £156k for a revenue project and £310k for a capital project. If several projects are to be delivered as one package and total more than the Director's delegated authority, then these are considered a major project
29. A major project is valued over the Director's delegated authority. These projects can be

expected to be complex, high profile and /or may involve a number of stakeholders from other departments as well as station staff and their managers. These projects require approval from CMB and Resources.

30. The consultation process for minor and major property projects generally follows the preparation of the Project Brief/Requirements and Project Initiation Document (PID) with the User i.e. the Head of Service (HoS), Station Manager and watches. Formal consultation for each project is carried out at Feasibility and Outline Design stages through AC Fire Stations, Head of Service (HoS) or Corporate Management Team (CMT), with Representative Bodies (RBs) including the FBU and appropriate sub groups. Thereafter to Detailed Design Stage, consultation is at a local level by AC Fire Stations, HoS or CMT, borough, station and watch managers and through them the fire station and FRS staff. The degree to which this process is implemented depends on the size and nature of the project and will be agreed at the Brief/Requirements and PID stage
31. A corporate project can be defined as a project that requires additional or redirected funding, requires additional resources, impacts on more than one department and requires resources from more than one department. It would typically be a large and complex project such as a new training centre or fire station(s). In such instances, the project's inception and funding would be agreed by Resources, following which a project board and project team would be assembled by the project sponsor and project manager. The project board typically includes representation from the Director of Operations and HoS, and the project team is typically made up of Operational (including Borough Commanders and Station Managers when applicable) and FRS staff from relevant departments. Further consultation with station staff and other working groups is carried out, but it is via the project team and project board structure that PG report and decisions are made.
32. Paragraph 148 sets out how our projects are prioritised to ensure that our resources are managed efficiently and effectively explains how the governance and priority levels are assigned.
33. Reporting on progress of all projects follows the RIBA (Royal Institute of British Architects) stages of work and compliance against the Standard Station Design Brief and project specific brief.
34. The governance and consultation process will be updated in the Standard Station Design Brief during 2017. This will take into account any changes required by the creation of the London Fire Commissioner.
35. New contract arrangements are underway to align the three project types set out above. These are explained in paragraph 44 later in this plan.

3. Challenges facing the estate

36. The Authority's estate is currently valued at £344m based upon depreciated replacement cost (DRC) in 2016. It occupies some 74.70 acres (30.23 hectares) providing building space of some 1.75m sq ft (162,580 m²) consisting of 102 land fire stations, one riverboat station, offices, training venues and various specialist facilities.
37. This Brigade's estate has been created progressively over the history of the London Fire Brigade and presents several advantages to the organisation. These include:

- The number and location of fire stations ensures that the speed of attendance to emergency incidents are better in London than anywhere else in the country;
- Fire stations are generally located in prominent locations that not only provide for effective operational deployment but present a positive and reliable public image, and a strong civic presence. Most members of the community will know the location of their local fire station and the reputation and status of the Brigade in the eyes of the public is undoubtedly aided by the nature and location of fire stations in the community.

38. Conversely managing the estate presents the following challenges:

- Our accommodation needs to respond to new risks facing London such as terrorist threat, climate change, the increased risk of flooding, and population growth. The changing pattern of risk, particularly over the longer term, will drive the need to consider new locations for stations, within a finite level of resourcing, to be sure they are in the best places.
- There has been a significant increase in the number of our specialist vehicles and equipment since the last AMP and which now provide for national emergencies. The recommendations which are set out in the London Safety Plan (2017) and the way we manage the availability of some specialist vehicles and skills may impact on accommodation needs in the future. This takes into account the findings from the Mayer review into LFB's resources and the Harris review into terror preparedness across London ;
- Our fire stations are ageing with 38 stations more than 60 years old (pre 1960) representing some 37% of the fire station estate. The age of our fire stations is one of the most significant factors in their suitability, and a large number of our existing fire stations were originally designed for horse-drawn fire engines. Whilst much has been done to catch up with the present station maintenance backlog, we are aware that we need to plan for others that will require replacement or refurbishment as they become the next tranche of ageing stock. Fire stations are often located in very dense areas of London, are expensive to maintain and require improvement or refurbishment to provide appropriate accommodation for our employees who deserve good working conditions and equitable facilities for a modern fire and rescue service;
- 29 fire stations (some 29%) are listed or locally listed and/or in a Conservation Area, 12 of which are Grade II listed. Although we have agreed guidelines for upgrading our fire stations with English Heritage, the listing status still severely limits our ability to improve this element of the estate to suit modern operational needs at an economic cost;
- To be effective a fire station must fulfil a number of different needs. Not only must it be well located to achieve effective attendance times to incidents, it must house the stations appliances, equipment and personnel in a manner which affords effective space and facilities for operational training, maintenance and a dignified working environment. At the same time stations must be "public facing", provide a professional and welcoming image as well as being able to be opened up as community hubs where a range of activity can take place and which incorporates fire service functions and the potential for education centres or outreach offices; Our Sustainability Strategy sets out a number of objectives which include expanding the use of electric vehicles and introducing smaller vehicles to handle specific risks, both of which may mean future accommodation changes.

- Investment in new or refurbished stations has not been consistent during the history of the Brigade. Major building programmes, for example, during the 1950's/60's means that a large number of stations or their components require renewal at a similar time; It is not always possible to simply upgrade or rebuild a fire station as operational cover has to be maintained during the construction period. Suitable sites are rarely available for temporary or alternative fire stations, either in the required locations or timescales. They are also usually expensive as the site search area is limited and the Authority is competing with other sector purchasers.
- There are significant costs and disruption associated with the retention of an operational fire station on site throughout a major refurbishment. The principle of relocating off-site whilst the works are carried out is an approach that has been taken most recently at Walthamstow and the PFI stations where it resulted in significant savings by avoiding construction phasing and/or the provision of temporary accommodation on site. It may be possible to relocate resources i.e. staff, vehicles, specialist equipment on a temporary basis to address these limitations.
- Whilst the potential to release latent value from the redevelopment of a site and to re-provide a fire station, to reinvest in the estate is a proven strategy, market and planning consequences mean a significant time (up to and beyond 5 years) to realise a capital receipt. This may go beyond the scope of this AMP and contribute to the planning for future years budgets.
- Looking ahead, service and property opportunities will be provided by the Mayor's priorities such as Homes for Londoners and the Authority's duty to collaborate with other emergency services now being included in the Police and Crime Bill. When other asset management considerations are factored in, this will potentially mean undertaking projects across a number of locations in collaboration with other emergency services as well as providing affordable accommodation for our staff.
- Property demands have to be managed within the capital and revenue funding available together with the natural constraints on the number of major fire station developments that can take place simultaneously, as the imperative to maintain fire cover across London limits the number of stations that could be redeveloped at any one time.

39. Alongside every other public sector body the LFB needs to make well informed assessments of what it is able to afford when addressing the challenges above alongside maintaining and upgrading its current estate. The plan will have to be managed within the Capital and Revenue funding available which is one of the most limiting factors in the scope of this AMP and its delivery.

4. What we plan to do

40. The key objectives of the AMP are linked to our corporate aim of

".....managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money".

41. Our key objectives are:

- To ensure our fire stations and other buildings are fit for purpose, are in a satisfactory condition and are energy efficient.

- To ensure our fire stations and other buildings are well placed to enable us to reach incidents effectively and to the attendance standards we have set.
- To use the approved Standard Station Design Brief (SSDB) for all new builds and as a basis for refurbishments and to keep it under review to ensure it's appropriateness for future flexible working, inclusion and diversity for a modern fire service providing a consistent and suitable standard of accommodation.
- To identify a flexible approach to the design of our future fire stations by working with the Mayor, other bluelight partners and local authorities that will enable them to be community hubs where a range of activities can take place
- To maintain our properties and preserve their value by refurbishing or replacing them every 60 years where possible and to refurbish to extend their life where not.
- To maximise the use of space in our estate including training facilities.
- To continue to unlock the potential latent value in our estate, where appropriate, through engaging private sector developer partnerships on appropriate sites.
- To continue to take steps to reduce our carbon footprint, with sustainable development in design, and strive for the Excellent BREEAM rating for new designs.
- To continue to ensure compliance with Statutory and Regulatory Codes.
- To continue to identify income generating opportunities, where appropriate.
- To continue to develop effective joint working through partnership arrangements, and where appropriate co-location, with other emergency services and the community, including shared services and functions with other local government organisations.
- To contribute to the Mayor's Homes for Londoner's agenda by providing affordable housing for our staff, and, where we do release land for development, that the provision of affordable housing is always considered.
- To continue to deliver good value for money for our property assets and make further efficiency savings.

5. Improving the fire station estate

42. Our maintenance strategy provides for prompt action when a health and safety matter needs to be addressed and/or the operational capability will be impaired. It consists of tactical (day to day reactive maintenance), cyclical (routine maintenance) and strategic (non-cyclical/planned maintenance). It is informed by undertaking regular condition surveys including assessing the anticipated life of the individual assets. It includes for the redecoration of stations internally and externally *every* six years, which is delivered via a 3 + 2 year framework contract.
43. To deliver the annual programme of Revenue and Capital projects, currently we have in place a multi-disciplinary consultant framework contract whose role is to design, specify and administer the contracts for those projects through to its completion. We have an in-house team of project managers whose role is to manage the projects and the performance of the consultants,

from the client's side. The performance of the framework is measured using Key Performance Indicators which are used to drive continual improvement within the framework.

44. New arrangements for delivering projects are underway for minor projects under £150k, major and corporate projects. These are as follows:

- i. Minor projects under £150k will be mainly managed by the FM Integrator (KBR) from August 2017.
- ii. A new professional services framework for projects of up to £1 m in construction value for minor and most major projects will be set up in 2017/2018. The emphasis will be on a building surveying and building services led multi-disciplinary frameworks.
- iii. For larger projects over £1 m in construction value, a suitable professional services framework or route to market will be identified on a case by case basis. This shall consider the project complexity, procurement strategy, construction value, timeframe for delivery, contract requirements, and the frameworks and routes to market available at the time. This will include carrying out feasibility studies, project management, quantity surveying and design services.

45. Our property portfolio requires a higher than normal level of maintenance than "9 to 5" occupied buildings due to their 24/7 operation.

46. Assessment of the condition of the fire station portfolio was previously collected from stock data information previously collected via a rolling programme of stock condition surveys carried out by external consultants over 4 years. This was considered too long a cycle to complete the whole estate and in 2013 a new in house system was introduced that provides yearly inspection of all building stock. This new system endeavours to identify any health and safety defects and ensure they are dealt with immediately, thereby reducing reactive calls and possible litigation from third party's if these remain unattended. There is an emphasis of gathering more up-to-date data, e.g. we now collect information on energy conservation measures to inform energy targets contained in LFB's Sustainability Strategy which were not considered previously.

47. Towards the end of 2017 we will change the way condition surveys and the calculation of the maintenance back log are undertaken. Condition surveys will be undertaken bi yearly on a rolling programme. The condition surveys will assess the building fabric, finishes and all the mechanical, electrical and plumbing services and break these into main element groups such as roofs, windows & doors, renewables, heating plant etc. Then each of the element groups are broken down further into sub elements i.e. roof finish, rainwater goods, PV arrays etc. All the stock condition data will be held in the KBR SharePoint database system. The information obtained will populate the Forward Works Register, which will detail the overall maintenance back log of the estate, to ensure asset depreciation does not occur.

48. Each sub element that has been surveyed will be given a condition rating based on life expectancy and level of dilapidation as follows:

Grade A	Element in excellent condition (almost new)
Grade B	Element in a satisfactory condition
Grade C	Element below acceptable standard (Urgent works required).

The priority in regard to when a repair or replacement will be required will then be assigned as follows:

Priority 1	Defined as work that is of the highest importance and unless
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undertaken, may lead to closure of the building or a serious breach of H&S legislation. This work is defined as requiring completion immediately.

Priority 2 Defined as work required to be carried out within a year that falls outside the scope of priority 1 works.

Priority 3 Defined as work required to be carried out from 2-5 years

49. The present stock condition data has been analysed to provide an overall condition of each element based on the cumulative condition scores for the sub elements and an overall condition rating for each station. The results of the analysis are shown in *Appendix B*.

50. Analysis of the stock data has identified a maintenance backlog. This backlog expressed in financial terms represents the level of capital investment required to the fabric and services in fire stations so that they remain operational for the next 5 years. This is summarised below against the level of investment that was reported in the previous AMP (2011).

2011		2017	
Year of Investment	Investment Required	Year of Investment	Investment Required
Year1	£6.0m	Year1	f 3.5m
Year 2-5	£31.5m	Year 2-4	f 16.5m
Year5+	£33.5m	Year5	f 10.0
•Total Estimated Investment	£70.0m	Total Estimated Investment	f 30.0m

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51. The table above indicates that a substantial in road has been made *over* the lifetime of the AMP (2011) with a reduction in the capital maintenance backlog to £30m forecasted for the next 5 years. This has been mainly achieved through delivering a focused programme of works for building services following detailed feasibility studies and updating condition surveys.

52. The table below gives an indication of the changes between C and B ratings for key elements which have been categorised as unsatisfactory and requiring investment (both capital and revenue). In 2011 it was found that 44% of the then 113 fire stations had an overall C rating condition. This has improved to 32% of fire stations of the current 102 fire stations with an overall C rating condition in 2017 and takes into account the sale of 8 former fire stations from March 2015 to July 2016.

AMP 2011			AMP 2017		Change
Element	Number of C Grade	Number of B Grade	Number of C Grade	Number of B Grade	Improvement Decline Similar
Yards	47	63	12	89	Improvement
Heating pipework	44	42	19	62	Improvement
Heating plant	44	46	32	70	Improvement
Appliance Bay Floors	25	39	14	88	Improvement
Ventilation & AC	20	89	8	94	Improvement
Security & Fire	19	68	9	93	Improvement
Appliance Bay Doors	20	63	31	43	Decline
Small Power	4	81	41	61	Decline
Lighting	8	83	7	95	Decline
Roofing	12	100	19	83	Improvement
Windows	12	76	10	92	Similar

53. Whilst there has been considerable improvement since 2011, there is still a need for high

levels of expenditure to bring the appliance bay doors, windows, mechanical and electrical elements of the stations up to satisfactory standards across the estate, particularly small power, heating plant & distribution, and lighting.

54. As the age of the stock increases, other elements will deteriorate to levels where more investment is required, such as roofs and windows which show a requirement for moderate investment over the next 5 years. In particular the surveys identified a high investment requirement for lighting and power to stations as those systems begin to come to the end of their anticipated life cycle. The intention is that replacements will use more efficient LED lighting systems. A further enhancement of the new surveys and data capture system is that it helps identify the investment required for energy conservation measures and the continuing need to monitor renewable installations and ensure their condition and operational effectiveness is maintained.
55. It is clear that the current and projected future funding will not meet the levels of investment identified by the stock condition data over the period of this plan and therefore a clear strategy is required to ensure that the funds made available are used in the most efficient manner and deal with those stations most in need.
56. A desk top study of the functional suitability of every fire station has been undertaken and the results are shown in **Appendix B..** The criteria used for the assessment included the following:

Utilisation	How well each station is used. e.g. a station with vacant space (derelict flats above) and/or space not used for operational purposes (empty appliance bays). Generally our stations are well utilised.
Functionality	How well each station complies with the Standard Station Design brief. About 20% of our stations have poor functionality and generally tend to be our oldest stations;
Egress/ingress	How well can appliances enter and exit from the station. Just over 30% of our stations have problems with entry and exit which are locally managed;
Work Environment	This category covered amenities and welfare facilities and included how well provided were messing, bathrooms and equalities facilities. Generally these facilities were satisfactory with about 20% of shower/toilet facilities being unsatisfactory;
Drill yard	This criteria covered its suitability for training taking into account its size and condition. Less than 5% of our stations scored unsatisfactory.
57. Each criteria was given a weighted score based on importance of that criteria. i.e. would it affect the operation of the fire station. The scores were totalled to give an overall Suitability score for each of the stations.
58. To address the suitability limitations, generally major refurbishment works would need to be carried out to some fire stations. In some circumstances where significant refurbishment would still leave inherent accommodation shortcomings e.g. width or height of appliance bays, room areas not meeting the SSDB, an alternative site may be beneficial..

6. Development value opportunities

59. Some of our stations are located in desirable areas that attract high property values and can present development value opportunities. These were set out in the AMP (2011). The aim is to unlock the potential latent value of our property portfolio to re-provide new fire stations with any surplus monies arising from the development being applied to fund the Capital Programme. On this basis LFB advertised its old Headquarters site at 8 Albert Embankment and entered into a contract in August 2008 for its purchase with the re-provision of a fire station on the site, but the contract was terminated in 2013. A new contract was entered into in August

2016 for a 'subject to planning' transaction for the redevelopment of this site which re-provides Lambeth fire station, relocates the LFB Museum and receives a significant capital receipt.

60. Other priorities have been pursued since the AMP (2011) but these have not materialised during the life of the last AMP. This has been because these sites have involved complex site assembly by several partners to ensure "marriage value" is appropriate to each party and other planning issues. The requirement for the LFEPA to obtain best consideration and comply with Public Procurement regulations contributes to the level of private sector interest.
61. As set out in paragraphs 67 to 71, in developing the London Safety Plan (2017), we have looked at whether our stations are in the best location or where local attendance could be improved if new sites were available or potential benefits could be delivered through the release of latent value in the estate.
62. We are also exploring with other emergency services as set out in paragraphs 91 to 95, whether through joint development of several sites or co-location, latent value can be released through any "marriage value" arising.
63. It may also be possible to provide accommodation for our staff or facilitate affordable housing through a redevelopment as set out in paragraph 96 to 97.
64. We have carried out an analysis of the fire station estate to establish the priorities for development. The results of this are shown in **Appendix B.** The high, medium, low category has been based on the value of the site generated from its location and the overall site area.
65. Whilst the potential to release latent value is a proven strategy, the time frame to deliver these opportunities is significant - up to 5 to 7 years.
66. In addition, decisions about the estate have been, and will continue to be, driven by the need to maintain attendance times across London. However, this cannot be to the exclusion of opportunities to produce capital receipts that could, for example, be reinvested to bring about property improvements.
67. As a consequence for this AMP, we will:
 - Pursue development opportunities when both the operational and market interest make this appropriate.
 - Work with bluelight and other partners to redevelop our sites where collaborative interests are of benefit to all parties through colocation or a joint venture.
 - Facilitate affordable housing through the sale of land for mixed use development.

7. The location of our fire stations

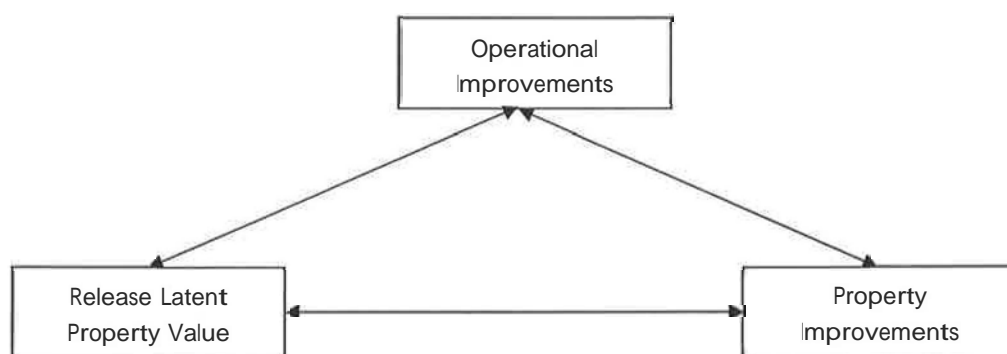
68. As set out earlier in this plan, a key objective is to open up fire stations as far as possible so that they become community assets. This is alongside ensuring that they are best placed both in terms of their condition and their operational suitability to serve their local community. The changing pattern of risk in London set out in the London Safety Plan (2017), particularly over the longer term, may also drive the need to consider new locations for stations to be sure they are in the optimal position to meet these new risks.
69. In the meantime there has already been some consideration as to whether or not existing fire stations are in the best locations in order to provide a speedy response to emergency incidents, and to meet the Brigade's agreed attendance standards. This has been included as part of the regular modelling work carried out by the Brigade to inform service planning and the development of the London Safety Plan (2017),
70. This has indicated that there may be areas in London where it might be possible to improve attendance times if the fire station could be moved to a new location. This is assuming suitable sites are available nearby in order to ensure the station continues to serve the same community.

There may therefore be an opportunity to take this into account alongside condition, operational suitability and development value in order to inform future investment priorities. This will need to be considered carefully to ensure that the station remains an important asset to its local community. The cost benefit analysis of any potential move will also be a key determining factor.

71. Whilst the location of our stations determines how quickly we can respond to incidents, we remain focussed on our objective to prevent incidents from happening in the first place and seek to deliver a holistic approach to risk reduction. Generally speaking, good locations for responding to emergencies, are also good for delivering proactive community safety work, but we aim to factor prevention work into deciding on the best station locations.
72. In considering this we are keen to engage with people about how best to reduce risk in their area. We will work in partnership with local councils, residents, businesses, emergency services and other partners who work to improve safety and wellbeing to explore options, for alternative sites in locations nearby, especially in those boroughs which are not meeting attendance standards.

8. Priorities for improving the fire station estate

73. The last AMP (2011) established priorities for investment in the fire station estate based on a interlinked strategy shown in the diagram below.



OPERATIONAL IMPROVEMENTS: These are to accommodate changes to either bring about an improvement in response times to incidents or to achieve the same or similar response times more efficiently.

PROPERTY IMPROVEMENTS: These are intended to bring about an improvement in the condition of the estate due to the age, architectural or historical limitations (e.g. listing of buildings) and access to the community.

RELEASE LATENT PROPERTY VALUE: These are the stations that represent an opportunity to release latent capital receipt but may also need investment to bring about property improvements.

74. It is not proposed to change this strategy for this plan but we will consider whether the location of a station might be taken into account in considering how it might best be developed or improved. This will take place in close consultation with the local community.
75. To establish the priorities for improvement, each fire station has been listed in terms of their

age, condition and functionality based on a traffic light categorisation of poor (red), satisfactory (amber) and good (green) and development value based on very high, high, (green) medium (amber) and low value (red).

76. The results of this assessment are summarised in **Appendix B** and provide an overview of the detailed surveys referred to above. Analysis of the data shows the following:
 - Out of the 102 land fire stations, 77 stations (75%) are categorised as in a satisfactory or good condition.
 - Most stations now provide a good working environment for current operational activities. Only 15 stations (generally pre 1940's) have been categorised with poor functional suitability as they do not generally meet the SSDB. 49 of our stations (48%) have potential development value, 4 of which have very high value. These are Clapham, Paddington, Shoreditch and Lambeth fire stations.
 - Appliance bay doors, lighting and power to stations is often well past their useful life having been nursed for many years and some cannot be sustained further.
 - The building fabric (weather-tightness) of our fire stations is generally satisfactory.
77. Our approach to assessing the priorities for the fire station estate is set out in the following paragraphs. Reference should be made to the definitions in **Appendix C..** If the station scored poor for condition and good for functionality, then major alterations to improve functionality would not be required. This would result in this type of station being recommended for refurbishment. If the station scored low for suitability, then this station should be rebuilt (if not listed) or relocated to an alternative site.
78. When compared with their development value (high, medium or low), this then informs a decision as to whether a station will be refurbished or redeveloped to release latent property value.
79. If its location can be improved, then consideration may be given to replace the station on an alternative site nearby if one is available particularly if either its condition and/or functionality is poor. As set out above this will be considered in close consultation with the local community.
80. The consolidated list of priorities for improvement is at **Appendix C..** This has formed the basis for the type of delivery recommended for each station. e.g. refurbishment, redevelopment, replace and established their priority for investment based on the number of points received i.e. 4 points being priority 1 and 1 point being priority 4. A summary of priorities is provided as follows:
 - 11 stations have been identified for replacement.
 These were based on their poor condition and /or functionality and whose location might be improved. Of these, 5 stations (Brixton, Bromley, Edmonton, Heathrow, Plumstead) have been identified as a priority. We have previously reported to the Authority, that site searches are already underway for Bromley and Plumstead. It should be noted that if a suitable alternative site cannot be found, refurbishment of the original fire station will be progressed.
 - 11 stations have been identified for redevelopment.
 Of these, 4 stations (Lambeth, Finchley, Kentish Town and Whitechapel) have been identified as a priority. Lambeth is already underway with a planning application expected to be submitted in early June 2017.
 - 7 stations have been identified for refurbishment/rebuild.
 These are Hendon, Lee Green, Lewisham, Mill Hill, New Cross and North Kensington.

81. The 13 Middlesex stations are the subject of a feasibility study to identify if they are to be replaced, redeveloped or refurbished taking into account whether location improvements could be achieved.
82. It is important to note that this study identified deficiencies when compared against the current Standard Station Design Brief i.e. against what is ideally required by the Authority in a modern fire station. However, failure of a fire station to incorporate these features might make it less desirable or less efficient but does not necessarily make a station operationally unfit. What we need is to ensure that we can provide accommodation for vehicles and their staffing arrangements that give us the greatest flexibility in providing cover, resilience and effectiveness to meet the increasing complexity of incidents and risks. We also need to consider how each station might contribute to the Inclusion Strategy through improvements in the working environment for our staff and responding to our community ethos of "stations at the heart of community".
83. It is accepted that the financial, political, property and operational environment may change over the period of this AMP, and this AMP provides preparation for this with a view to alignment with the London Safety Plan (2017) when approved. Hence the priorities for fire station improvements will be delivered flexibly to respond to changing service needs, corporate priorities, operational initiatives and availability of funds.
84. The programme will be reviewed annually to meet known scenarios and challenges arising, with any revisions presented within the Capital Programme.
85. To improve the estate we will:
 - Continue to submit annual bids as part of the capital planning process for the necessary level of maintenance investment which aims to achieve a "satisfactory B rating" as a minimum for all our fire stations.
 - Using the stock data information available, to develop a five year rolling investment programme that deals with the worst condition stations first to bring those stations up to a satisfactory condition
 - Develop programmes of elemental asset replacement in line with funding availability to bring those elements that are failing up to a satisfactory condition
 - Provide a robust and efficient reactive and planned maintenance regime that ensures all stations are kept in an operational condition.
 - Continue to invest in energy efficiency improvements and renewables. We now generate 6 to 8% of our electricity from on-site renewable and low carbon sources.
 - Carry out a bi-annual rolling programme of stock annual condition surveys to our fire stations and ensure that the information held by our stock data base is maintained to inform progress against the investment plans and to aid future decisions for investment.
 - Seek the most efficient ways of procuring contracts to deliver the proposed investment requirements.
 - When funding is available and total development is proposed, we will aim to rebuild on the same site when it is suitable to do so and may look to relocate to a new site wherever suitability is unlikely to be demonstrated or the location of a fire station might be improved.
 - Continue to respond positively and pro-actively to seek development opportunities including working collaboratively with other emergency services to deliver mutually beneficial estates solutions across London.
 - Facilitate affordable housing by releasing land for mixed use development

- Provide (subject to demand) key worker and affordable housing for our staff.
- Continue to market suitable sites to release latent value for future investment in the estate. This may include the re-provision of a fire station in an improved location. The extent to which affordable housing can also be provided will be considered in each case.

9. Standard Station Design Brief (SSDB)

86. Significant work has been undertaken in recent years to improve some key aspects of stations' fitness for purpose, e.g. providing appropriate changing facilities, female firefighter accommodation, toilet and shower facilities, for our diverse workforce. Officers regularly review and reassess accommodation needs as staffing profiles change to ensure that appropriate and dignified facilities are provided to operational staff.
87. The Standard Station Design Brief (SSDB) for fire stations was agreed as part of the AMP (2009 and 2011) and has been used as the basis for all refurbishments and new builds since. This has included all the PFI fire stations and the new Harold Hill, Walthamstow and West Norwood fire stations.
88. The SSDB has undergone constant revision since its adoption although the main principles of the provision of accommodation have remained unaltered.
89. Following the completion of the New West Norwood Fire Station and the PFI stations some issues have arisen regarding the principles of accommodation provision that require review. These are whether:
 - i. Appliance bay widths can be reduced saving 30 sq m and £90k for a two bay station, 60 sq m and £180k for a 3 bay station.
 - ii. Clusters of resting and changing rooms could be substituted for individual use rooms saving 62 sq m and nearly £200k for a two bay station.
 - iii. Space savings can be achieved with proposed crewing arrangements in the London Safety Plan (2017)
 - iv. The lecture room and the community engagement room can be combined. This has been piloted at the new West Norwood fire station successfully saving 45 sq m and £135k. This will form the basis of the community hubs highlighted in the London Safety Plan (2017)
 - v. Kitchens could be redesigned to reintroduce cookers in place of the microwave and combination ovens and full height fridges and freezers provided.
90. We also need to consider how we can:
 - Contribute to the Inclusion Strategy through improvements in the working environment for our staff; and
 - Respond to our community ethos of "stations at the heart of community" and opening up our stations as community hubs..
91. We will set up a Working Group lead by AC Fire Stations and to involve officers, station staff, and representative bodies to review the above.

10. Collaboration with other emergency services

92. We have been working with the London Ambulance Service (LAS) to assist them to address their accommodation strategy by offering suitable accommodation, where practical and possible, at fire stations to allow them to locate their emergency vehicles to meet their response requirements. This partnering allows both emergency services to work together as well as for LFB to make better use of available space by leasing it to the LAS. At present the LAS has leased accommodation at Barnet, and Stratford fire stations. The LAS have expressed an interest in taking space at Ruislip and Croydon fire stations and discussions concerning these are progressing. The LAS were also licenced accommodation at our former training centre at Southwark between February 2015 and December 2016. In January 2015 the LAS took a 12 year lease to occupy space in our HQ premises at Union Street.
93. We are working with the Metropolitan Police Service (MPS) to identify potential sharing opportunities and collaborative procurement arrangements. As previously mentioned KBR were appointed to provide shared FM Integrator Services using the framework agreement developed by the Mayor's Office of Policing & Crime. The MPS currently have a lease to locate a Safer Neighbourhood Team at Holloway fire station
94. Whilst we have been working with other emergency services for a long time, with the duty to collaborate with other emergency services explicit within the Police and Crime Bill, we will need to proactively align our estate strategy to collaboratively forward plan location, occupancy, cost and operational requirements of our buildings.
95. This may provide opportunities when looking at the locations of stations that are not currently in optimal locations and when other asset management considerations are factored in, might represent projects of work across a number of locations in collaboration with other emergency services using every opportunity to share buildings through co-location or integrating estates services. This may include a tri service facility working with other emergency services.
96. We are also exploring whether there is an opportunity to collocate mobilising functions at the London Operations centre in Merton and fuel tank locations.

11. Affordable Housing

97. The Mayor's manifesto commitment to establish Homes for Londoners function has set challenging housing and land targets. Aimed at bringing together planning, housing, land and regeneration related activity toward a single operational purpose across these various areas within the GLA and wider GLA group, a single programme office has been established to collate, co-ordinate and report on information collected from the wider GLA group and functional bodies, including TfL, Mayoral Development Corporations, MOPAC and LFEPA as well as externally from the Homes and Communities Agency (HCA) where they are operating in London under delegation from the Mayor.
98. Within this arrangement we propose to:
 - i. Explore what we can do to help tackle the housing challenges facing London by looking at the potential to facilitate joint development of our properties with third parties including other GLA bodies for affordable housing.

- ii. Facilitate affordable housing through the sale of our land for mixed use developments (as per the Millwall and 8 Albert Embankment schemes delivered or underway).
- iii. Where possible look at the potential of providing accommodation for our staff in our properties.(as per the Single Persons Quarters that we already provide) with the possibility to extend to other emergency services as key worker housing.

12. Improving other parts of the estate

- 99. LFB holds very few premises that are vacant and/or underutilised and has been successfully disposing, renting or finding alternative use for these sites where this was the case previously.
- 100. Of the 10 former fire stations that were closed as part of LSPS, 8 have been sold. Of the remaining two, Southwark Training Centre (STC) including Southwark fire station, is currently under offer and subject to planning consent. The marketing of Clerkenwell fire station was suspended in the summer of 2016 so that more detailed work could be undertaken with City Hall to see how this site might contribute to the Mayor's Homes for Londoner's agenda.
- 101. We have been pro-active in reviewing the property estate to identify surplus property for disposal. As a result of the new fire station at West Norwood, the former station has now been disposed of
- 102. A "subject to planning" sale has been agreed for 8 Albert Embankment.
- 103. The only remaining premises declared surplus to requirements comprise of a site at Bounds Green in North London an underground derelict toilet accommodation in Brompton Road in Knightsbridge and the former Mitcham fire station. Options for their disposal have been considered but have been complicated due to restrictions/covenants and other users' rights. There is no surety as to the date for the capital receipt from these disposals, which are not likely to be significant.
- 104. There are very few areas of vacancy and underutilisation in the estate, as increases in the number of specialist fire appliances, or the enhanced community safety role of the Brigade now utilise space that might have been available in previous years. This leaves vacant some 6 dilapidated flats above Plumstead, Deptford and Brixton fire stations. The lack of separate access to these spaces above the stations and the listed building status have meant these remaining properties cannot be sold or offered to a third party e.g. a housing association. Plumstead and Brixton have been identified as a priority for replacement as set out in paragraph 80.
- 105. There are also 4 cottages to the rear of West Hampstead fire station which are Grade II listed and options are being considered as to the most suitable use for these cottages including key worker housing for our staff.
- 106. The number of residential tenants on fire stations has been progressively reduced in recent years and we have no secure residential tenants occupying any of our premises. The last two were transferred to the new purchasers of Belsize and Westminster fire stations.
- 107. Following the relocation of the Regional Control Centre to the London Operations Centre in Merton, the lease for the former control facility at 2 Greenwich View Place was surrendered in October 2012.

108. As part of the national radio project, the radio mast sites at Shooter's Hill, St Columba and Hillingdon are now only required to provide paging equipment rather than radio. Options for disposal of these sites were considered as part of the previous AMP, but the cost of relocating the paging system and providing the required accommodation was prohibitive. Options for increasing the usage of these premises by having additional 3rd party sharers using the facilities where appropriate is ongoing.

Leased premises

109. LFB owns the majority of its operational and support premises on a freehold basis, although some stations and sites are leased.
110. LFB moved into its new Headquarters facility at 169 Union St in 2008 and then occupied 120,000 sq ft of space. In 2014/15 a Space Rationalisation Project took place as a result of under occupied space and to achieve budget savings. The outcome was to sub-let the equivalent of one floor to four tenants, introduce agile working and re-locate departments throughout the building. 5 tenants moved in (London Pensions Partnership (LPP) formerly the London Pension Fund Authority (LPFA), London Travel watch (LTW), London Ambulance Service Information Team (LAS) the Greater London Authority (GLA) and the London Waste & Recycling Board (LWRB) generating £2.0m per annum. A workplace improvement project is underway in 2017 which will convert all desks to straight desks and provide more break out spaces for different work settings. This is expected to release additional space for letting.
111. A lease for office accommodation at City Forum, Islington was surrendered in June 2013 and staff located there were relocated to alternative Authority premises.
112. The lease at Heathrow fire station was renewed in November 2016. The agreed terms with the landlord (British Airport Authority) (BAA) within a new 5 year lease include both a landlord and tenant to determine the lease on giving 12 months prior notice.
113. We also lease 5 other fire stations at peppercorn rent and the Brigade Distribution Centre in Croydon which is to be relocated as part of the Integrated Equipment & Logistics project discussed in paragraphs 120 to 122

Training accommodation

114. The Authority's training provider Babcock currently use premises at Harrow, Croydon, Barking and Plaistow for training purposes in addition to their premises at Park Royal and Beckton. Routine station based training is still carried out in most fire stations.
115. Training is the principal means of ensuring that our fire fighters are competent and safe. LFB operates in a large and diverse city environment in emergency situations that are often unpredictable, hostile and deteriorating. Many of the situations that fire fighters may face occur infrequently but there is a clear need to be prepared for them when they do. This becomes more important as the LFB's policies on prevention and protection continue to be successful so that fire fighters get less "on the ground" experience. The importance of training to maintain competence will increase to improve resilience to be able to respond to major or catastrophic events in London.
116. Work is underway to deliver a third Training Centre at Croydon by 2019 subject to consultation and planning permission. This will include providing a high rise real fire training facility which

will simulate conditions that firefighters may experience when responding to incidents in complex high rise situations. Classroom, changing, office and other ancillary accommodation will also be provided in a new training block.

Officer accommodation (Camp Out)

117. Many of the incidents we attend require the attendance of senior officers in addition to the initial station-based response. This may be for a range of reasons, such as to monitor the operational performance of crews and incident commanders, the spread of a fire requiring more resources, the discovery of previously unidentified risks, health and safety issues or to provide specialist tactical advice. In order to achieve this we sometimes allocate a standby call out base, often referred to as a camp out base, which is a location within a fire station that is used by senior officers to provide operational pan London emergency cover when on a 24 hour duty, at either evenings or at a weekend.
118. There are currently a number of locations across the estate which provide camping out facilities for temporarily promoted operational officers. Should the requirement for such accommodation reduce and premises become available, consideration could be given to using these facilities as Single Persons Quarters (SPQs). The Authority has 2 SPQ locations (3 town houses at Clapham Fire Station each providing accommodation for 4 people and a first floor area at Acton Fire station which can accommodate 5 people). This accommodation is available to both uniformed and non-uniformed staff.
119. We will review our existing accommodation to identify any underutilised space at suitable locations for camp out facilities. It may be that this could be provided flexibly with consideration of key worker affordable housing for our staff.

Integrated Equipment & Logistics (IEL) Project

120. The project is seeking a broader based solution incorporating the key logistics elements of Protective Equipment Group (PEG), the Brigade Distribution Centre (BDC) and the Operational Support Unit (OSU) services.
121. A review of the Authority's logistics functions undertaken by external logistics consultants, three proposals to improve the Authority's logistics functions were identified as follows:
 - 1) Combined PEG and BDC on the same site.

BDC would continue to warehouse bulk resilience products and act as a delivery and collection facility for consumables. A purpose designed facility for PEG would be constructed. Barking and Park Royal facilities would be retained for contingency purposes.
 - 2) Central Transport (Deliver and Collection) Hub

Orders will be consolidated into a single delivery to each fire station per day and potentially made overnight. This could include other suppliers from outside the immediate scope of this project and other emergency services.
 - 3) Collection Points to deliver the OSU function differently

OSU stock/equipment will still be held in buildings or containers at existing OSU fire stations or at strategic locations and a Collection Point created for critical and time sensitive equipment for the incident ground

122. To align with the programme for the New Training Centre project, it is necessary for PEG to be relocated from the Croydon site by the end of October 2017. However, officers accept that there is also a risk that a suitable site may not be found within this timeframe to facilitate the Training Centre project, and contingency arrangements for an interim PEG solution are being considered.

New LFB Museum

123. The LFB Museum is to be relocated from Winchester House at Southwark Training Centre to 8 Albert Embankment as part of its redevelopment. The LFB's vision for the new Museum is to shape it into a recognised historical and educational resource that commemorates and inspires pride in London and LFB's unique firefighting and rescue heritage. It is to be a Museum that explores how the Brigade's past continues to influence its future and will safeguard an internationally significant collection through research, conservation, documentation and curatorship. It intends to increase its interactive and contemporary content and extend its appeal to a more diverse audience. Through fire safety education, the Museum will support LFB in making London a safer city.
124. The proposed design will enhance the way the Museum presents the tradition behind the Brigade and its modern fire and rescue operations by incorporating the memorials and providing views and/or the ability to access into the adjacent working fire station. There is also a prominent entrance and separate access for schools visits. Flexible exhibition space, storage, administration and catering facilities have been provided. It uses two of the old appliance bays for display of the old fire engines.
125. The developer is proposing a shell and core construction of the space for the Museum, (stairs, lift, walls and building services) and that the fit-out of the spaces and exhibitions will be provided later by the Authority subject to planning consent. A budget of £2.4m has been included in the Capital Programme for this purpose.
126. In summary to improve the other parts of the estate we will:
- Continue to investigate options to bring the remaining dilapidated flats and cottages into use, and where appropriate;
 - Monitor progress of operational initiatives and the resultant impact upon accommodation;
 - Pursue options which may result in the Authority being able to vacate its leased premises and relocate staff to Authority owned premises;
 - Continue to work in partnership with LAS, MPS and other GLA functional bodies and local authorities to identify other property sharing opportunities and open all property related contracts to the GLA family.
 - Deliver the new Training Centre by 2018/19.
 - Review our existing accommodation to find suitable locations for camp out facilities for senior staff.
 - Present the business case for the IEL project in July and relocate PEG and BDC into a combined facility in the south of London by end October 2017 to facilitate the Training Centre.
 - Deliver the new Museum by 2019/20

13. Compliance

127. LFB has a number of compliance obligations to discharge to ensure the provision of safe and legally compliant buildings.
128. A number of measures are deployed to protect the health and safety of our staff, contractors and other building users. As a result we have reduced height hazards from high to medium or low risk, implemented a rolling programme of testing for electrical equipment to comply with Portable Appliance Testing (PAT) testing statutory requirements and removed all hydrofluorocarbons (HFC) refrigerants. We have also introduced procedures to comply with Construction Design and Management (CDM) Regulations 2015 and to help ensure improved safety of persons in the vicinity of power operated gates.
129. All asbestos records are now maintained in a Premises Health and Safety File System. The bespoke system (Pre-Project Asbestos Surveys - PPAS) is ensuring compliance with Health & Safety Guidance (HSG264) issued by the Health & Safety Executive (HSE). The guidance requires a refurbishment survey for all construction works to detect any embedded asbestos in areas before construction commences. This has resulted in reducing the risk of delays to projects and ensuring the operational functionality of the fire stations is maintained.
130. Since 2011, 71 tonnes of asbestos containing materials have been removed under controlled conditions and disposed of safely, with a further 55 encapsulation projects undertaken during this period.
131. A need was identified to generally improve security awareness and procedures at LFB premises from a record of security incidents which occurred and from sample audits. Work commenced in May 2016 on the production of a Brigade wide security policy which amalgamates separate policies and provides new guidance on security threat levels.
132. We continue to keep our properties under review to determine where services are being provided to the public, and if so, whether the service in question is accessible to people with disabilities. For all new builds and refurbishments we are seeking to strengthen our community links requiring fire stations to have an accessible, welcoming environment for members of the public and community groups. This objective will be met by providing accessible facilities to members of the public in accordance with the requirements of Part III of the DDA e.g. to the reception area, station and watch managers offices or meeting and community rooms.
133. We will:
 - Review our properties to ensure accessibility. This will be particularly important as we open up our stations so they become community assets/hubs.
 - Continue to actively manage the presence of asbestos in our estate (mostly at fire stations) and to remove it where feasible and economically practical to do so. Due to their age, 113 premises have been surveyed and 99 found to have various types of asbestos containing material, including a significant proportion rated as high risk requiring immediate remediation.
 - Maintain a hazardous waste disposal data base in accordance with the regulations documenting the amount, type and location of the hazardous waste site.
 - Undertake a security risk assessment to inform a Brigade wide security policy.

134. It is inevitable that a number of the present LFB's stations are within flood risk areas. As well as responding to calls for assistance should a major flood occur, it is likely that one or more of these stations will be affected.
135. The threat of natural disasters is considered as part of the emergency planning processes. Therefore, we consider that decisions made on risks of this nature should not jeopardise the level of cover provided for normal day to day business and in such cases our Business Continuity Plan would be followed.

14. Environmental sustainability

136. The Mayor has set a target of reducing 1990 CO2 emissions levels by 60% by 2025. The Authority's investment in energy efficiency, to the end of 2016/17, has achieved a reduction of 46% from 1990 levels, well ahead of the Mayor's interim 2015 target of 25%.
137. Since 2011 we have installed 34 Combined Heat and Power units, 12 solar thermal installations, replacement of atmospheric boilers with condensing boiler technologies, improved fenestration work, 20 voltage optimisation, 31 photovoltaics arrays and 4 wind turbine generators. Thermal insulation works to 90% of the estate and improved lighting controls and LED lighting technology to 80% of the estate have been completed. Some of these installations have been installed to 34 buildings under the GLAs REFIT programme where the first 10 buildings are on track to meet their guaranteed reduction in carbon emissions.
138. 100% of our electricity meters and gas have now been changed to allow for automatic reading of consumption. The energy supplier and the in-house energy team can now read the meter on line. Electricity and gas invoices are now based on actual consumption ensuring we pay the appropriate price as well as placing us in a better position when tendering for electricity next time.
139. To respond to our Sustainability Strategy and to meet the Mayor's targets we will:
- Continue to invest primarily in energy efficiency improvements such as LED lighting, heating systems and their controls, window and roof replacements.
 - Aim to generate another 4% of our electricity from on site renewable and low carbon sources, taking our total generation up to 10%.
 - Continue to support the Green Champion initiative to embed behaviour changes throughout the Brigade.
 - Target poor performing buildings for reduced energy consumption e.g. Merton LOC and 169 Union St.
 - Continue to strive for an Excellent BREEAM rating for new designs.

15. Financial implications and capital investment strategy

140. The LFB's Capital Programme over the past years to support all strategic and operational objectives has invariably been under pressure, but has provided investment for selected refurbishment and redevelopments of stations. We have successfully realised significant

funding through the sale of the 8 former fire stations closed under LSP5, rent from surplus space in 169 Union St Southwark, secured PFI credits (£51.5m) to build 9 new fire stations and disposed of assets that were declared surplus to requirements (old West Norwood fire station, office accommodation in City Forum). A significant receipt is anticipated from the sale of the HQ site on the Albert Embankment which could, depending upon other priorities, provide an opportunity to advance expenditure on our property stock to provide new or refurbished fire stations to reduce the back log and bring about a "standstill" for the next ageing stock expected in future years.

141. The previous AMP (2011) set out a funding requirement for a programme of work estimated to cost £141.0m including a maintenance backlog of £70m over 10 years. £79.45 of this was due to be spent by the end of 2016/17. In the event a number of projects did not proceed. These included Plumstead and Bromley replacements because sites could not be found. There was also a number of savings realised including the cost of expected asbestos management and removal. £45m has therefore been spent against a revised budget requirement of £60m leaving an underspend of £14.0 over the 6 years of the previous AMP. This left a £14.0m capital backlog to continue into 2017/18 as part of the £30.0m which is required to address the overall capital backlog over the next 5 years..
142. We already has a number of major property projects underway, most notably the search for a new site for Plumstead fire station, the provision of a new Training Centre at Croydon fire station and the relocation of the PEG and BDC as part of the IEL project. The feasibility study for the 13 Middlesex fire stations has identified a programme of works at these 13 stations (Chiswick, Enfield, Feltham, Hayes, Hillingdon, Homsey, Northolt, Park Royal, Ruislip, Southall, Southgate, Stanmore and Tottenham) based on refurbishment and/or new builds. The new Museum at 8 Albert Embankment will also be fitted out.
143. Other proposed projects for the duration of this plan include improved physical security to all buildings in the estate, heating and electrical improvements, window and appliance bay upgrades, internal and external redecorations, refurbishment of Edmonton fire station, river station pontoon repairs as well as deliver a programme of minor works projects based on the maintenance backlog data and approved user bids submitted via a forward works programme process.
144. The planned property improvements for the next four years are included in the Authority's capital programme through to 20/21. There may be an opportunity for further investment as a result of the receipt expected from the sale of 8 Albert Embankment assuming planning is achieved.

16. Performance management & monitoring

145. The performance of our property estate and of the property services are monitored in a variety of ways:
 - Monthly revenue monitoring that includes rents, rates, maintenance, cleaning, staff costs, consumables etc., and the level of income from residential, telecommunication operators and advert hoardings against outturn financial targets;
 - Monthly monitoring of the progress of our approved Capital Programme;
 - Progress on sustainability and asbestos reported to CMB and Resources Committee;
 - Approval for all property projects above delegated levels sought via to CMB and Resources Committee;
 - Approval for disposals and acquisitions as they arise sought via to CMB and Resources Committee;
 - Post occupation evaluations (POE's) within 12 months of occupation for major projects;

- Customer satisfaction survey (bi-annually with fire station occupants) and through quarterly monitoring of feedback from fire stations);
 - Quarterly performance management reporting on global and local deliverables to CMB
 - Quarterly reporting to the Contract Oversight Board (COB) on the performance of all service contracts
146. We are working with the FM Integrator to benchmark our supply chain for FM services against the MPS and other organisations supply chains.
147. We will also develop Key Performance Indicator's to measure the contribution that the property asset base makes to overall organisational performance. These measures will include improvement in suitability and condition of the property stock, sustainability issues, and maintenance, sustainability and project performance. They will provide visibility of how the property asset base is supporting operational needs.
148. As set out in paragraphs 27 to 31 projects are prioritised to ensure that our resources are managed efficiently and effectively. The guide below explains how the governance and priority levels are assigned.

Priority 1 (Must) Mission critical, 'no fail', regulatory or 'burning platform' projects and should be resourced first.

Priority 2 (Should) Enables a 'must' project or significantly contributes to the delivery of strategic aims.

Priority 3 (Could) Worth doing once 'musts' and 'shoulds' have been resourced.

Governance A (High)

Project impacts multiple directorates, has a high business impact, carries significant investment or is particularly risky. To be reported to CMB and the Commissioner regularly and requires at least a Head of Service as the sponsor. Director may be appointed sponsor at Discretion of CMB if required. Project gateway reviews are reported to CMB and health checks are required every six months. A finance work stream lead is required to be assigned to all A-1 governance project boards.

Governance B (Medium)

Project will impact multiple departments, has significant business impact or is risky. To be reported regularly to a Director. Requires a Head of Service as a sponsor. Escalate to CMB where necessary.

Governance C (Low)

Project will impact on a small number of departments and involve limited business impact and risk. To be reported to project sponsor. Escalate where necessary.

149. To continually improve performance management and monitoring we will:
- Ensure we deliver good value for money for our property assets and continue to make efficiency savings;
 - Balance the need for budget reductions in the current economic climate with the maintenance and operational demands of our estate;
 - Continue to benchmark Property Group's services against other similar organisations for further service improvement.

- Set up an Asset Management Programme Board whose terms of reference will include championing the delivery of the Plan and informing the operational requirement to deliver the recommended property solution.

APPENDIX A
ASSET MANAGEMENT PLAN (2017)

	What we said we would do during 2011/12	What we have done so far (March 2017)
	To ensure that our fire stations and other buildings are fit for purpose, in a satisfactory condition and energy efficient;	We have undertaken a rolling programme of stock condition surveys carried out by external consultants over 4 years. This was updated in 2016 by in house staff and now includes information to inform energy targets and the revised AMP(2017). Overall the total maintenance back log figure as of January 2017 is £30m reduced from £70m reported in the AMP (2011). The percentage of fire stations with a condition rating below the acceptable standard has fallen from 44% to 32%.
	<p>To ensure that our fire stations and other buildings are well placed to enable us to reach incidents effectively and to the attendance standards we have set</p> <p>To continue to provide fire stations in prominent locations where possible that provide a positive and reassuring presence to the community;</p> <p>To include facilities where the community can meet and go for fire safety advice and information;</p>	<p>We have delivered 9 New PFI Fire stations at Purley, Shadwell, Leytonstone, Old Kent Road, Mitcham, Dagenham, Dockhead, Orpington and Plaistow. The contract was awarded to Blue3 (a Kier led consortium) with a start date of 1st August 2013 and runs for 25 years from the planned completion date of the last fire station so will end in February 2041. The stations were designed to not only provide the necessary facilities required to deliver a first class fire service, but also to allow flexibility in how the Brigade may deliver its service in the future. Each station has facilities for community safety activities and will provide opportunities to explore collaborative approaches with the Metropolitan Police Service and the London Ambulance. £51.5m PFI credits were secured to deliver this project successfully by March 2016.</p> <p>Two Capital funded Fire Stations at Walthamstow and West Norwood were also constructed over the period and which also have community facilities to engage with the public.</p> <p>Design work has commenced on a new Training Centre at Croydon which will include a 6 storey real fire training facility.</p> <p>The Standard Station Design Brief (SSDB) 2008 has been used as a basis for the above.</p>
	To maximise the use of space in our estate including training facilities;	<p>Of the former fire stations that were closed as part of LSP5, 8 have been sold. The former West Norwood fire station site has also been sold, £55.8m has been received in total.</p> <p>The Authority surrendered its lease for City Forum in June 2013 thus saving some £400k in rent, rates and service charge.</p> <p>In 2014/15 a Space Rationalisation Project identified under occupied space. This has been let to 5 tenants - London Pensions Partnership (LPP) formerly the London Pension Fund Authority (LPFA), London Travel Watch (LTW), London Ambulance Service (LAS), the Greater London Authority (GLA) and the London Waste & Recycling Board (LWRB) generating £2.0m per annum.</p>
	To continue to unlock the potential latent value in our estate, where appropriate, through engaging private sector developer partnerships on	A sale contract was entered into for 8 Albert Embankment in 2008 for its purchase with the re-provision of the Lambeth fire station and a new Museum but the contract was terminated in 2013. A new contract was

APPENDIX A
ASSET MANAGEMENT PLAN (2017)

	What we said we would do during 2011/12	What we have done so far (March 2017)
	appropriate sites under our Corporate Property Project initiative;	entered into in August 2016 for a subject to planning transaction.
	To continue to take steps to reduce our carbon footprint, with sustainable development in design, and strive for the 'Good' BREEAM rating for new designs;	<p>We have updated the SSDB to ensure that all new builds and installed building services result in a low carbon footprint.</p> <p>We now have the installed capacity to generate on average 8% of our electricity from on site renewable and low carbon sources. To date we have installed:</p> <ul style="list-style-type: none"> ■ 31 Photovoltaic (PV) schemes; ■ 34 Combined Heat and Power generators; ■ 12 solar thermal installations; ■ 4 wind turbines; and ■ 2 biomass unit. <p>In delivering the Authority's energy strategy since 2005 we have reduced down our total CO2 emissions from our premises by 46 percent from 1990 levels in absolute terms ahead of the Mayor's target of 60% by 2025.</p> <p>Energy consumption has reduced by 41,518,788kWh, reduced carbon savings by 8223 tonnes and achieved some £5m in revenue savings.</p> <p>We have now completed Display Energy Certificates (DEC's) inline with Statutory requirements. As of 2014 overall we only have 8 premises that have a DEC greater than D (with A being the most efficient rating and G being the least).</p> <p>We have also achieved to date a 27% reduction in water consumption.</p> <p>We have completed automatic meter readings to 100% of Gas and Electricity and the whole of the Brigade's renewable installations (PV and CHP)</p> <p>West Norwood – we completed a whole life costing exercise for West Norwood fire station which achieved a "Good" BREEAM rating.</p> <p>PFI stations – we achieved an "outstanding" rating for all 9 PFI stations.</p>
	To continue to ensure compliance with Statutory and Regulatory Codes;	Updating is ongoing for all current policies and procedures to ensure that all works meet statutory and regulatory codes. We have 84 premises with recorded asbestos. The number of high risk incidents is now 1.

APPENDIX A
ASSET MANAGEMENT PLAN (2017)

	What we said we would do during 2011/12	What we have done so far (March 2017)
		<p>per year, in 2011 we carried out 11 removal projects and 11 encapsulating projects. In 2016 this is 4 and 5 projects respectively.</p> <p>In 2014 1,670kg of ACM's were removed and to date 71,020kg of hazardous waste has been removed from the LFB estate.</p> <p>Fire safety works have now been completed at 71 stations across the estate. Regular fire risk assessments are now completed annually and remedial works completed as required.</p> <p>A systematic review of the working at height hazards has been undertaken. Surveys have been completed at all premises where high risks were identified. Remedial works have been undertaken to reduce all risks from high to low or medium in accordance with an agreed risk marking system.</p> <p>We have recently completed all the required LB assessments required under statutory requirements and have in 14/15 completed all the required remedial works.</p> <p>The removal of all R22 HFC gases is complete by 1 January 2015.</p>
	To continue to identify income generating opportunities, where appropriate;	<p>We have in 2014/15 generated some £78k of income from FITS and RHI tariffs.</p> <p>Since 2011, £16.4m has been generated from residential, Headquarters and telecoms interests.</p>
	To continue to develop effective joint working through partnership arrangements, and where appropriate co-location, with other agencies and the community, including shared services and functions with other local government organisations;	<p>Joint working and co-location with other public bodies and fellow emergency services are being actively pursued. Examples are the LAS taking training space at STC and also under the Blue Light partners we are actively looking to utilise free space at fire stations and we have successfully agreed a lease for the LAS to operate a Cycle response team out of Stratford Fire Station. We have also offered more office space in Union Street which include LPFA GLA and London Travel Watch and LWARB generating £2m per year to the Authority.</p>
	To continue to deliver good value for money for our property assets and make further efficiency savings.	<p>£6.8m property revenue savings have been achieved over the lifetime of the AMP (2011) mainly from savings in rates, utilities, cleaning, staff costs, running costs for the former fire stations closed under LSPS and increased property income.</p> <p>A review of the way property services were being managed and delivered was commenced in 2012 to identify the extent of savings possible as a result of an alternative service provision. In March 2015, Kellogg Brown & Root (KBR) were appointed to provide shared FM Integrator Services using the framework agreement developed by the Mayor's Office of Policing & Crime with a forecasted saving of £6.3m over 8 years. Full Service Delivery was achieved on 1 September 2016. Work on the restructure of Property Group</p>

APPENDIX A
ASSET MANAGEMENT PLAN (2017)

	What we said we would do during 2011/12	What we have done so far (March 2017)
		arising from the appointment of the FM Integrator, has enabled the up to 14 identified TUPE staff to be redeployed within Property Group. This has been an ambitious programme of change and will continue into 2017/18.
	Manage the condition of the fire station stock as a priority, i.e. bring the worst condition stations up to a satisfactory condition first and implement elemental replacement to bring those elements that are failing up to a satisfactory condition;	56% of our 113 fire stations were categorised as unsatisfactory in 2011. Only 25 stations out of 102 fire stations (27%) are now categorised as unsatisfactory

Appendix B Asset Management Plan

Estates Analysis

3 March 2017

Location	Year built	Year built	Current use	Current use	Current use	Current use	Current use	Current use	Current use	Current use
Clerkenwell	1331	1872	GII/C	●				H		CLOSED TO BE SOLD
Southwark	8800	1878	Gii	●						SOLD subject to planning
Woolwich	618	1887		●						SOLD
New Cross	1772	1894	C	●	√	R	R	M		REFURBISH
Fulham	1628	1895	Gii	●	√	A	A	H		
Deptford	770	1900	Gii	●		R	R	L		REPLACE
Knightsbridge	775	1900	C	●						SOLD
W Hampstead	1516	1901	GII/C	●		R	A	M		REFURBISH derelict cottages
Euston	1322	1902	GII/C	●		A	G	H		
Kensington	581	1904	GII/C	●		G	G	M		
Eltham	518	1904	LL	●		R	A	L		
Westminster	770	1906	GII/C	●						SOLD
Brixton	1621	1906	Gii	●		R	R	M		REPLACE
Lee Green	1614	1906	Gii	●		R	A	M		
Plumstead	645	1907	Gii	●	√	R	R	L		REPLACE
Tooting	1658	1907	GII/C	●		R	A	M		REFURBISH
Bromley	2010	1908	LL/C	●	√	R	R	M		REPLACE
Sidcup	2023	1908	LL	●		G	G	M		
Belsize	1761	1915	GII/C	●						SOLD
Hendon	1127	1918	Gii	●	√	R	R	M		REFURBISH
Mill Hill	1141	1929		●		A	R	M		REFURBISH

Heathrow	867	1930		●						REPLACE
Whitechapel	720	1930		●				H		REDEVELOP
Surbiton	1431	1931	LL/C	●		A	A	M		
Woodside	3157	1932	LL	●		A	A	M		
Ealing	2563	1933	LL	●		A	A	M		
Willesden	3145	1934		●		A	A	M		
Finchley	6194	1935		●		R				REDEVELOP
Heston	1648	1936	LL/C	●		A				
Battersea	1715	1937		●		A	A	H		
Harrow	5295	1937		●		A	A	H	●	REDEVELOP
Lambeth	3850	1937	GII/C	●				VH		SOLD subject to planning.
Acton	2729	1938	LL	●				M	●	REPLACE
Barking	5654	1938		●		A	A	M	●	
Wallington	945	1938		●		G	A	M		
Biggin Hill	1548	1939		●		A	R	M		REPLACE
Wembley	4575	1939	Gii	●		A	G	H		
Edmonton	3380	1941		●		R	R	I,f		REPLACE
Hainault	2353	1952		●		A	R	M		
Wandsworth	1502	1956		●		A	A	I,		REDEVELOP
Chingford	3270	1957		●		A	A	H		
Kingston	3884	1959		●		A	A	H		REPLACE
Romford	3416	1959		●		A	A	M		
Twickenham	2536	1959		●			G	iH		REPLACE
Addington	3825	1960				A	G	M		

East Ham	3611	1960			-/	A	G	H		
Park Royal	3122	1960				A	A	H	●	●
Greenwich	2620	1960	C			A	G	H		
Croydon	9492	1961			-/	A	G	H		●
Erith	2911	1961				A	A	M		
Feltham	3263	1961				R	A	M	●	
Stanmore	2888	1961			-/	A	A	M	●	
Hayes	3200	1962				A	A	M	●	REPLACE
Ruislip	2787	1962				A	A	M	●	●
Southgate	1637	1962				A	A	M	●	
Sutton	4521	1962				A	A	M		
Wennington	2700	1962				A	A	M		
Homsey	1263	1963				R	A	M	●	
Clapham	2047	1963	C			G	A	VH		● REDEVELOP
Richmond	2436	1963				A	A	H		
Northolt	1959	1963					A	M	●	
Hillingdon	3720	1964				A	A	H	●	●
Chelsea	1616	1964	C		-/	A	G	H		REDEVELOP
Chiswick	2700	1964				A	A	H	●	
Hornchurch	2071	1964				A	A	M		
Shoreditch	2851	1964				A	R	VH		REDEVELOP
Stratford	3955	1964				A	G	H		● REDEVELOP
Southall	2192	1965	LL			A	A	M	●	
Uxbridge	3603	1966				Ci	A	M	●	
Enfield	2567	1966				R	A	M	●	

Lewisham	2160	1967			-/			H		REFURBISH
Silvertown	2383	1968								SOLD
Bethnal Green	1735	1969	C			A	G	M		
Paddington	4211	1969					G	H		REDEVELOP
Bexley	1979	1969					A	M		
Poplar	1955	1970			-/	A	G	M		REDEVELOP
Forest Hill	2485	1971				A	A	M		
Norbury	2354	1971				A	A	M		
Kentish Town	2246	1972						M		REDEVELOP
Homerton	1940	1974				A		H		
Bow	2373	1974								SOLD
Stoke Newington	2372	1974	C			A	G	M		
Holloway	1625	1975			-/	G	G	M	●	
Dowgate	2214	1976			-/	A	G	H		
New Malden	2078	1977			-/	A	G	H		
Kingsland	2123	1977								SOLD
Soho	1000	1983				A	G	H		
Beckenham	2875	1985				A	G	M	●	
East Greenwich	3521	1985				A	G	H		
North Kensington	1439	1985				R	G	H		REFURBISH
Ilford	2050	1986				A	(i)	M		REPLACE
Wimbledon	2700	1988				G	G	H		
Peckham	1640	1991		●		A	G	H		
Barnet	2663	1991		●		A	G	H	●	

Station	Year built	Year opened	Current status	Condition	Development value	Current status	Current status	Current status	Current status	Current status
Leyton	1631	1991		●		A	G	M		
Woodford	2774	1992	C	●		A	G	M		
Islington	1221	1993	C	●		G	G	H	●	
Downham	2217	1994		●						SOLD
Hammersmith	1694	2003	C	●		G	G	H	●	
Millwall	1809	2005				A	G	H		
Harold Hill	964	2010				G	G	M		
Walthamstow		2012				G	G	fl		
West Norwood		2014				G	G	H		
Mitcham		2015				G	G	M		PFI station
Old Kent Rd		2015				G	G	H		PFI station
Plaistow		2015				G	G	H	●	PFI station/training
Orpington		2015				(5	G	M		PFI station
Dagenham		2015				G	G	H		PFI Station
Purley		2016				G	G	H		PFI station
Leytonstone		2016				G	G	M		PFI station
Shadwell		2016				G	G	H		PFI station,
Dockhead		2016				e	(j	H		PFI Station

G (green)	Good condition/functionality	VH (green)	Very high development value
A (amber)	Satisfactory condition/functionality	H (green)	High development value
R (red)	Poor condition/functionality	M (amber)	Medium development value
		L (red)	Low development value

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Appendix C
ASSET MANAGEMENT PLAN
Priorities for improvement
06-Mar-17

Station	Condition	Development	Score	Replace	Redevelop	Refurbish/Rebuild	Priority
Umbeth	•	•	4	•	•	•	1
Whitechapel	•	•	4	•	•	•	1
Edmonton	•	•	3	•	•	•	2
Kenish Town	•	•	3	•	•	•	2
Finch	•	•	3	•	•	•	2
Hatfield	•	•	2	•	•	•	2
Plumstead	•	•	2	•	•	•	2
Oxton	•	•	1	•	•	•	2
Ernest	•	•	1	•	•	•	2
Hendon	•	•	2	•	•	•	2
Queens	•	•	2	•	•	•	2
New Cross	•	•	2	•	•	•	2
Enfield	•	•	2	•	•	•	2
Hornsey	•	•	2	•	•	•	2
Hillingdon	•	•	2	•	•	•	2
Park Royal	•	•	2	•	•	•	2
Shoreditch	•	•	2	•	•	•	2
Tottenham	•	•	2	•	•	•	2
Fulham	•	•	2	•	•	•	2
Lewisham	•	•	2	•	•	•	2
Chislehurst	•	•	2	•	•	•	2
Northolt	•	•	1	•	•	•	2
Southall	•	•	2	•	•	•	2
Tottenham	•	•	2	•	•	•	2
Scoughgate	•	•	2	•	•	•	2
Ridgely	•	•	2	•	•	•	2
Sutton	•	•	2	•	•	•	2
Hammers	•	•	2	•	•	•	2
Nord, Kirtlington	•	•	2	•	•	•	2
Pendragon	•	•	2	•	•	•	2
Tooth	•	•	1	•	•	•	3
Brixton	•	•	1	•	•	•	3
Acton	•	•	1	•	•	•	3
Eltham	•	•	1	•	•	•	3
Lee Green	•	•	1	•	•	•	3
Hampton	•	•	1	•	•	•	3
Barnet	•	•	1	•	•	•	3
Mile Hill	•	•	1	•	•	•	3
Chelsea	•	•	1	•	•	•	3
Peckham	•	•	1	•	•	•	3
Waltham	•	•	1	•	•	•	4
Tring	•	•	1	•	•	•	4
Harrow	•	•	1	•	•	•	4
Stretford	•	•	1	•	•	•	4
Wandsworth	•	•	1	•	•	•	4
Kington	•	•	1	•	•	•	4

Definition

Stations that have been identified as "at risk" (M10) taking into account the life expectancy and level of dilapidation. Stations that don't fully meet SSDB, underutilised, egress/ingress compromised or a good working environment not provided. Stations that have potential high to very high latent property value & could provide a new fire station at nil cost. Stations that were built during 1960/70s and of similar design. Number of points to determine the importance for investment with 4 points being priority 1 and 1 point being priority 4. Relocate to an alternative site if one is available, if not rebuild on the same site. Rebuild or relocate to an alternative site, release property latent value through JV, collaboration or marriage value. Rebuild or refurbish on the same site. Priorities for improvement based on scores with priority 1 being 4 points and priority 4 being 1 point.

Only the Stations requiring improvements are shown. The plan will be reviewed on an annual basis and updated.

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