



**BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY**

**PROPERTY STRATEGY**

**2015 - 2018**

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## **1 Introduction**

- 1.1 The Fire Authority has made significant investment in the property portfolio over the past 5 years with major refurbishment, alterations, improvements, planned maintenance and reactive repairs being carried out across the board to the 20 Fire Stations, Brigade HQ, and domestic dwellings owned by the Authority
- 1.2 The continued and increasing financial pressures being faced by all public bodies over the foreseeable future mean that it is more important than ever to ensure that investment in property and facilities is targeted and coherently planned to provide the right property, in the right place and at the right time. There is a need to continue work with other partner organisations to explore co-location initiatives and continue to utilise our property assets to achieve optimum effectiveness and efficiency.
- 1.3 This updated property strategy builds upon the existing foundation for the effective and efficient use of all property related assets and provides a platform for structured and rigorous forward thinking and decision making about property management within the Authority. It will also aid the process of responding to property needs from the Public Safety Plan and as a consequence, operational response, as well as meeting the requirements of the Medium Term Financial Plan.

## **2 Background**

- 2.1 In March 2015 the Executive agreed a high level strategic asset management strategy that set out a number of key parameters for all asset management, including property.
- 2.2 At the same time the Executive confirmed the Strategic Business Requirements (SBR's) that set out the required objectives of the property function, (see section 3). This updated strategy further embeds these core principles for the next three years and will provide a solid foundation in supporting all business requirements.
- 2.3 Other major factors to be taken into account in setting out this strategy include the continued impact of operational decisions as to crewing and response models as well as external influences such as Local District Plans, some of which have an impact for stations and also where there is evidence that the Fire Authority needs to make significant investment.
- 2.4 The Fire Authority owns land and buildings with a book value of £28.784m as at March 2015. Though this is broadly classified as land / buildings, it is important

to recognise that the majority of the buildings have no great commercial value other than as Fire Stations.

### **3 Strategic Business Requirements (SBR's)**

3.1 A fundamental aim of this strategy is to continue to embed and deliver the agreed SBR's as set out below:

#### **Strategy**

1. There is a clear direction for Property, based on clear policy from SMT and the Fire Authority and an up-to-date, comprehensive, coherent Property Strategy for the organisation;
2. The Property service and Portfolio has clear senior sponsorship and ownership at SMT and Fire Authority level;
3. The Property service is the centre of excellence that translates the strategy and policy into an action plan and helps to deliver it;
4. The business needs of the organisation are supported in a strategic, proactive and positive manner, by taking the Community Safety Plan, Public Safety Plan and Corporate Plan, and interpreting what they mean for the Property;
5. A Property strategy is developed and maintained, covering which Properties are required, their locations and respective purposes, including Service Delivery and Community use;
6. Property portfolio management is done in a way that recognises the strategic business need, local property pricing, and available leasing/financing solutions, to ensure the optimum portfolio for the best combination of cost and risk;
7. The Property service is provided through the most economic, efficient and effective sourcing routes, with a clear position on in-sourcing and outsourcing;
8. The Service seeks to use renewable energy and lower its carbon footprint wherever possible and cost-effective.

#### **Customers**

1. The Property services provided to customers are assessed, agreed and published, ensuring that they deliver best value for money;
2. A Service-wide Property Standard is in use and maintained, including expected facilities, operational principles, space usage, security, and sustainability factors (e.g. carbon footprint, energy usage and efficiency, water usage, recycling, sustainable procurement and sustainable construction);
3. Responsibilities and authorities with regard to the planning, procurement, delivery and budgetary management of Property services are clear;
4. Performance and financial reporting are clearly defined, in use, managed and monitored;
5. Facilities management and maintenance are done to the right quality, timeliness and cost;
6. The Property service works with local Property stakeholders and organisations to understand and proactively manage changes and developments related to Property.

#### **People**

1. The Property service operates professionally and proactively, and is credible in the eyes of its customers;
2. An effective organisational structure, with clear roles and appropriately skilled and experienced managers and staff is in place to deliver the strategy;

3. The Property service is robustly supported by senior management;
4. The Property team are professionally qualified and have the skills and capabilities necessary to deliver a professional Property service;
5. The Property service is appropriately resourced, professional in its experience, and with the capacity to provide all necessary support and development;
6. The Property service is customer-centric, supportive, approachable, engaging, enabling, and “can do”;
7. The Property service takes responsibility for the organisation being able to do its work, and provides solutions;
8. The Property service is routinely up-skilled as requirements change;
9. The Property service challenges and scrutinises any proposed Property solutions to ensure fit with the Property Strategy;
10. The Property service challenges and offers potential solutions where it believes that the organisation is not maximising its potential.

### **Processes**

1. All processes and responsibilities within the acquisition, maintenance and disposal aspects of the Property service are clear and deliver agreed outcomes;
2. An effective Property governance framework is used for the development and maintenance of the Property strategy and for the authorisation of Property Portfolio management, maintenance and performance;
3. There are clear processes and principles for procuring external support for Property maintenance;
4. Property data are defined, collected and managed, to ensure an up-to-date and secure Property portfolio;
5. Contracts are proactively managed, to ensure the delivery of what is agreed.

### **Technology**

1. A fit-for-purpose, flexible and integrated Property infrastructure is in place to support the full Property life cycle, covering acquisition, maintenance and disposal;
2. Timely and accurate Property status, performance and cost data are defined and maintained with appropriate and easy access for managers;
3. New technologies (e.g. solar technology) and their cost / benefit to the Service are proactively identified and evaluated, with proactive recommendations to the Service where there is potential to improve.

## **4. Resources**

- 4.1 During 2015/16 total budgeted spend for Property Services is expected to be:

*Gross Revenue Spend: £2,226,000*

*Capital: £1,540,000*

*Income Generation: £235,000*

The revenue budget broadly consists of the following:

*Staff Costs: £247,000*

*Reactive Maintenance: £81,000*

*Planned Maintenance: £164,000*

*Utilities: £268,000*

*Rents / Hire £123,000*

*Rates: £610,000*

The staff costs include facilities management services, i.e. cleaning, Reception and directorate Administration team etc.

## **5. Influences for change**

- 5.1 The influences for change are significant. Changing patterns of operational risk as well as new responsibilities and operational requirements will need to be understood and assessed for their effect upon the property requirement so that it can be aligned to need.
- 5.2 Environmental responsibilities are a key influence in our investment into property. Our buildings need to be energy efficient and used in an environmentally responsible manner. Much has been done in recent years, but much remains to do. In due course the Authority will need to determine and agree continued areas of investment in order to set out targets and measure progress against them. The impact of investment into energy efficient solutions for our buildings will be a key influence. (See also Section 12)
- 5.3 Diversity and welfare are also important change factors as we continue to respond to our increasingly diverse community and workforce. This will link directly to our response on community engagement and workforce issues such as possibly increasing numbers of female operational staff. Equality and diversity is a continuously developing area that will require regular review of our facilities to match.
- 5.4 Security is another influence for change. As a key emergency service provider there is a need to ensure that our buildings, which contain expensive appliances and vehicles as well as information and ICT systems, are well protected. Indeed there are legal responsibilities we must honour as part of the Data Protection Act 1998, and physical security is one of them.
- 5.5 The continuing pressure on public service expenditure is unparalleled and continues to have a significant impact. This will mean that the policy and practices associated with maintaining, developing and using our property portfolio will need to be kept under constant review as well as contribute with efficiency savings to meet the requirements of the Medium Term Financial Plan.

5.6 Given all the above, the following represents specific issues for the Authority with some commentary on how each should be dealt with, which will culminate in an outline plan of action for the next year.

## **6. Condition Survey**

6.1 A full independent survey of the property portfolio was undertaken and completed in November 2013. Since then, virtually all the urgent repairs and refurbishments that were considered necessary have since been carried out and it is vital that the Authority maintains its excellent record of investment in the cyclical maintenance, refurbishment upgrades or replacement over the life of this strategy. A further full survey is not anticipated before 2018, though individual surveys may be undertaken on an 'as needs' basis.

6.2 As part of the independent survey, a 'Property Standard' has been established setting out the minimum acceptable criteria for all Authority buildings.

## **7. Use of outside consultants**

7.1 The Authority does not carry all the requisite skills in house that are necessary to manage its property portfolio, due to its size the Authority has to rely on commissioning professional services such as Architects, Structural Engineer's, Quantity Surveyor's etc.as required. These have been procured in the past via a formal tender exercise and those arrangements have been in place for several years.

7.2 A review of those services and an assessment of the value for money achieved from the current arrangements will be undertaken during the life of this strategy to ensure this remains the optimal method for procuring such services.

## **8 Future use of Properties**

8.1 All of the major influences outlined previously will potentially have an impact upon the location, size and amenities required within each fire station. Such influences will also impact upon the fleet workshop and Unit 7 (at the rear of Headquarters).

8.2 The main task within this updated property strategy is to try and bring some certainty, as far as is possible, to the myriad of potential influences that can affect the property portfolio and its future planning. This will require the property team to be aware of and sighted at the earliest opportunity on any influential arising strategies, and any external factors that require a positive response,

thus ensuring the most optimal property arrangements for the Authority can be planned accordingly. Many of the possible areas of influence are dealt with in the remainder of this document.

## **9 Domestic Dwellings**

- 9.1 The Authority owns 2 domestic dwellings. These are 3 bedroom semi-detached houses located close to Buckingham Fire Station and both properties are currently occupied. New fair rental agreements are currently in place with both properties having tenants that are paying commercial rents.
- 9.2 It is intended to continue carrying out maintenance and repairs to those properties consistent with good landlord practice for domestic settings.
- 9.3 However, during the life of this strategy, consideration should be given as to whether holding such domestic dwellings in Buckingham best serves the Authority's needs. For example, in the south of the County where lack of affordable housing creates difficulties in recruiting the question that must be asked is whether the Authority should consider selling both Buckingham houses and alternatively purchasing a suitable house in e.g. the Amersham vicinity in order to alleviate some of the difficulties around attracting staff to relocate and work in that area.
- 9.4 Alternatively, there may be some merit in realising the value of the houses owned in Buckingham and re-investing the realised sum into a more suitable investment providing greater return than the current arrangements.
- 9.5 It is proposed to consider the above options at officer level with a view to bringing a recommended way forward back to Members for approval during 2015.

## **10 Day to day activity**

- 10.1 There are 4 main areas of what is recognised as 'day to day' activity in the management of property:
- Planned Maintenance
  - Responsive Repairs and Maintenance (R&M)
  - Major refurbishments
  - Facilities Management (Hard and Soft Services)
- 10.2 By and large the above activities are carried out using a risk assessed criteria that comprises of (in no particular order) Health & Safety, Legislation, Weather-proofing and Security. Historically it is those factors that determine the priorities



for action and in times of financial restraint including limited capital funds availability, there is little room for other factors to influence priorities.

- 10.3 Whilst recent experience suggests these factors remain unchanged, nevertheless, that position will be continually reviewed over the life of this policy to ensure it remains valid and to determine whether other factors should be added to, or replace the current criteria.
- 10.4 In respect of the day to day activities, there is an on-going commitment to continual improvement funded through the capital programme. The independent condition survey has determined with greater certainty where the authority needs to commit its resources over the next three years.
- 10.5 The current strategy in respect of planned maintenance is to ensure that as much as is affordable is covered by a planned maintenance programme and this naturally reduces the risk of any responsive R&M having to be carried out. This strategy has evolved as a good practice rather than being specifically set out as a strategic goal, but should remain in place. All the major refurbishment investment into heating and mechanical systems in recent years have been followed up with a planned maintenance programme to protect that investment and this should continue as, for example, with Bletchley where planned maintenance programmes are in place following the recent major upgrade.
- 10.6 In setting the budgets for each financial year an exercise will be carried out to analyse and subsequently allocate the correct funding required for each location for planned maintenance. These budgets will be managed by the respective Station Manager's given that they are predictable and there is a proper measure of control by the budget holder. Brigade HQ planned maintenance budgets will continue to be managed by the Property Manager.
- 10.7 A 're-balancing' of available responsive and planned maintenance budgets has been undertaken in recent years to ensure that as better planning has created more planned maintenance, that responsive repair budgets have reduced. This has also allowed the budgets to, by and large, cope with the inevitable unexpected issues that arise. This continual refinement of budgets will continue as necessary.
- 10.8 Also for budget setting, as a general rule any works formerly capitalised that are of a routine nature will be, as far as is affordable, be included within the revenue budget. This action is necessary to minimise capital spend and subsequent borrowing needs and will allow all property related revenue spend to be considered and prioritised along with all other service spend when setting the budget. Capital spend for property will in future be limited to major project

works such as major refurbishment, improvements or new build and will of course be prioritised according to available capital funds.

10.9 The Capital programme requirements for 2016/17 onwards, informed by the condition survey and recent works, will be considered at the earliest opportunity along with all other potential bids.

10.10 In terms of procuring best value for money for all types of work it is proposed to continue separating out both 'soft' services (cleaning, reception etc.) and 'hard' services (mechanical, electrical, etc.) into bundles of work that better serve the needs of the Authority as well as appeal to a wider range of potential contractors that should lead to more competitive pricing.

## **11 Furniture, Fittings and Welfare Equipment**

11.1 As part of the responsive repair and maintenance management there is a need to deal with new purchase, replacement or repair of furniture and fittings. Having now established the Authorities overall repair and replacement requirements in this area it is imperative to now ensure a suitable centrally controlled budget is available to manage this and this should be managed centrally by the Property Manager.

11.2 This situation now equally applies to gym equipment where in the past donations have been fairly routine, however the burden of testing and checking such equipment falls on the Authority under its health and safety obligations. Fitness for duty is every fire-fighters responsibility as well as a contractual expectation which is why the Fire Authorities provision and use of such equipment will become standard on all stations. (Appendix 1).

11.3 The cost of ensuring safety checks on both the provided equipment and that brought on to the premises (which all must be tested), lies with the Authority. A procedure note for Provision and Management of Station Fitness Equipment is currently awaiting approval and will cover, amongst other things, repair, replacement and removal, distinguishing between the Authority's responsibility and that of any additional equipment provided by local Sports and Social Clubs.

11.4 Management of such assets will subsequently be through the Asset Management System to record and control location, repair and replacement.

## **12 Energy Efficiency**

12.1 The Authority still has a number of properties within the present portfolio where because of age and condition the most energy efficient methods of

construction, heating and boiler services plus other mechanical and lighting services are not up to modern standards and expectations.

12.2 However, good practice has evolved over recent years that has seen this position fully rectified at every available opportunity and that has seen, for example, the introduction of solar panelling as a pilot scheme over three different types of site that considered the typical usage of the buildings and also took into account the longevity of the buildings in their current location.

12.3 The results of the pilot schemes are set out below in tables 1 and 2, showing energy consumption before (2012/13) and after the introduction of solar panels, along with the income generation received for units sold back to the national grid.

12.4 In addition we are able to confirm the payback period on the capital investment that was originally set out as 7.3 years, shows that performance to date now indicates that the period of payback is 5.7 years.

Table 1

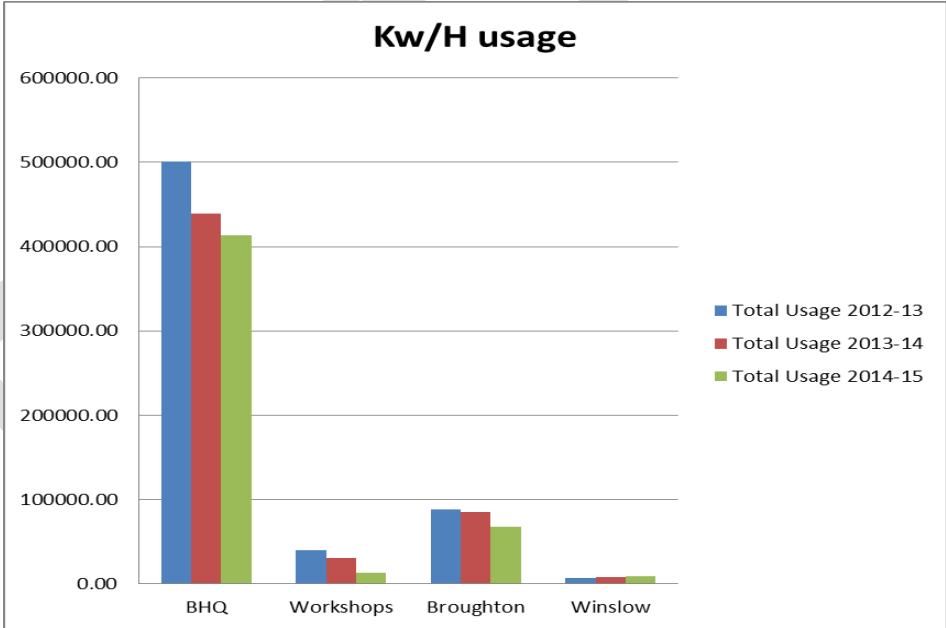
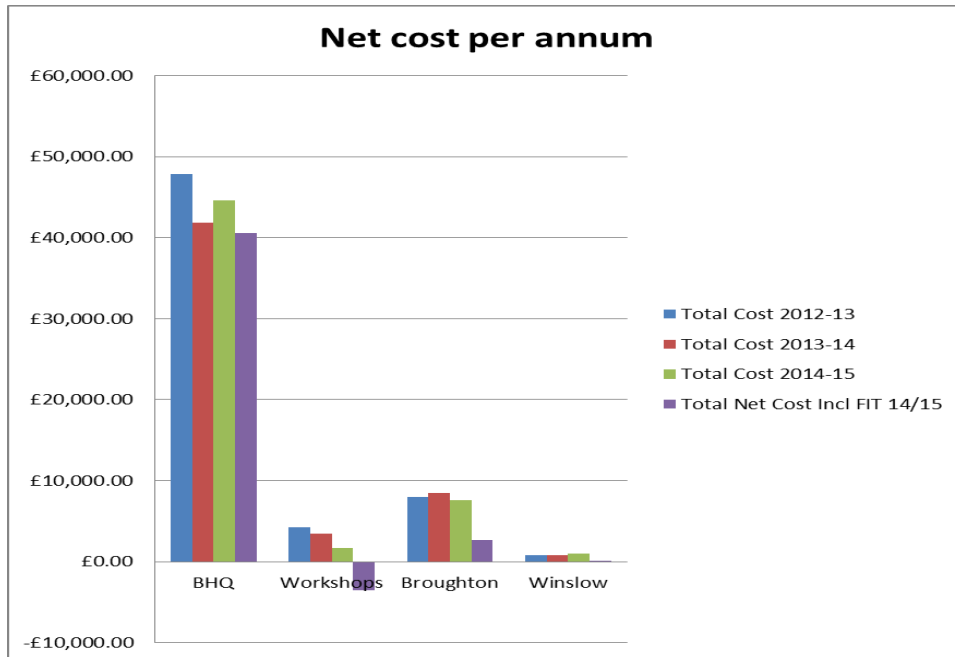


Table 2



12.5 There is some indication from the pilots that small scale installation such as that at Winslow, is only marginally beneficial and this is something to be borne in mind for any future applications. The 'payback' period per site will always be a key factor, though environmental factors remain significant.

12.6 The Authority currently utilises the services of an independent company specialising in utility management, including securing the best utility market rates available. This service will be retained for the foreseeable future to negotiate on the Authority's behalf on a two year procurement cycle

12.7 Work will continue with the company to monitor invoice records against usage and to compile accurate meter readings as opposed to estimates.

12.8 It is proposed to continue with a programme of energy efficient investments which should be set out, costed and prioritised in line with the condition survey outcomes. This will not preclude continuing with the implementation of any energy efficient actions that deliver CO2 reductions and / or reduced bills where the opportunity presents itself elsewhere within current budgeted activity.

12.9 Recommendations for further investment in solar panelling will be brought back to members as part of the budget bid process in future years.

### 13 Asbestos & Legionella

- 13.1 Asbestos – the Authority fulfils the requirements of The Control of Asbestos Regulations (2006) and associated Approved Codes of Practice to ensure that asbestos is correctly managed on all Authority premises so that no person is exposed to asbestos material in a form that can cause harm.
- 13.2 A program of removal has been undertaken in recent years either as part of refurbishment projects or where a specific need has arisen, thus reducing the number of properties with asbestos. These sites are then covered and managed under the Authorities Policy statement. (The Management of Asbestos in Authorities Premises - OC 40/05).
- 13.3 Legionella – The Authority provides safe and clean water for all purposes of use by staff or visitors at all premises and also works to the ‘Approved Codes of Practice’ in the control of legionella bacteria in premises water systems.
- 13.4 A program of renewal / removal has been undertaken in recent years either as part of refurbishment projects or where a specific need has arisen, thus reducing the number of properties with the need of treatment programmes. The premises that then remain with a risk are then covered and managed under the Authorities Policy statement. (Premises Water Hygiene OC 40/06).
- 13.5 As part of the continuing drive to minimise risk as much as is practically reasonable, it is proposed to continue with a suitable programme of works.

## **14 Aerial Sites**

- 14.1 The Authority is currently known to enjoy one of the highest income streams amongst Fire Authorities from the letting of mainly drill towers to major communications companies for mobile masts, income during the period of the last property strategy was budgeted at £197k. However, as set out in the last Property Strategy, changing technology means that this income stream is at risk and could have disappeared altogether on certain sites when the current agreements terminated.
- 14.2 Many current agreements are now due for renewal and along with our professional advisors in this market, we are now attempting to hold discussions with the major communications companies for mobile masts, to ensure the Authorities financial position is protected as far as is possible.
- 14.3 There are four major communications companies for mobile masts that have licences to operate from our sites and at present we have only been able to engage one of these suitably to negotiate new fair market rates. The other three are at best are being dragged into discussions.

- 14.4 Changing technology is major factor in trying to negotiate new fair market rates with competing companies. A number are looking to share operating facilities by creating joint venture companies thus affecting the terms and conditions of any new licence. Officers are currently taking a strong stand with the communications companies who are happy to exploit what they see as a weak position on our part as many customers do not possess the technical knowledge to know exactly what masts are being used for and whether licence terms are being broken.
- 14.5 By working with technical and legal experts in the field B&MKFA is currently holding its own in a tough market and we will continue to protect such income streams as far as is possible.
- 14.6 As a small example, during the early stages of reviewing current licence arrangements with our professional market advisors, an opportunity has become available to the Authority to instigate a secondary charging mechanism for site visits by the communications company outside the two permitted service visits per year. This has seen a new revenue stream £11,400 in 2014/15. The long term sustainability of that income requires testing, but will help alleviate probable income reduction from the aerial mast licences.

## **15 Accessibility to Fire Stations**

- 15.1 The Authority takes its obligations to provide accessibility to all members of the community very seriously and will continue to do so. Wherever and whenever undertaking major refurbishments or new build works relating to accessibility will be carried out where it is cost effective to do so within an operational environment.

## **16 Leased / Rented Buildings**

- 16.1 The Authority presently leases just one building as part of its overall property portfolio, this being Unit 7, Garside Way, Aylesbury – Office accommodation, Stores, USAR.
- 16.2 The lease for Unit 7 expires in December 2017. The Authority had originally sought to purchase Unit 7 using agreed capital funding that remains in the capital programme. Ultimately the owner of the unit was not minded to sell leaving the Authority to seek an alternative strategy.
- 16.3 Part of the reason for looking to purchase was to save the £75k p.a. that it costs to lease Unit 7, however, in the meantime another opportunity has arisen

that could provide the same outcome. Following several ideas around how to decant Unit 7 and absorb it into the BHQ site, discussions with Aylesbury Vale DC have provided an opportunity to share a fleet workshop facility with AVDC at their Pembroke Road site (at the west end of Stocklake).

- 16.4 This would be by way of a brand new facility in Pembroke Road, pending a longer term permanent solution at an edge of town site at some point in the future. This Authority would also look to continue with a shared facility at wherever the longer term solution location may be, this is on the basis that it is not critical for the fleet workshop facilities to be next to BHQ, but do preferably need to be in or around Aylesbury.
- 16.5 Whilst there are several hurdles yet in this process, the initial discussions are very positive and AVDC are hopeful of seeing a new facility opened by the end of 2016.
- 16.6 This provides an ideal opportunity to refurbish completely the current fleet workshop building to effectively absorb all the storage and office facilities currently provided in Unit 7 as well as the main meeting room 1.
- 16.7 The detailed proposals will of course be brought back to Members as soon as possible, including the financial analysis; however, Member agreement to continue in principle with this venture is sought as part of this strategy document.
- 16.3 As a principle, leasing or renting will continue to be considered as an effective solution for future changing needs where it is more cost effective to do so and each event will be considered on its business case merits.

## **17 District Council and Milton Keynes Council Plans**

- 17.1 The 4 District Councils within Buckinghamshire and the unitary Milton Keynes Council all have various District Plans in place that look to re-develop, improve or refurbish town centres and other locations around the County.
- 17.2 The Authority is aware that some of these plans contain specific proposals that impact upon the current locations of some Fire Stations.
- 17.3 The Property team will continue to work with Members, colleagues and the relevant Council's to ensure the interests of the Fire Authority are protected at all times and that any subsequent outcomes that involve any re-locations are thus planned for accordingly.

## **18. Risk Management**

- 18.1 For all actions arising from this strategy the appropriate risk assessment(s) will be undertaken. The strategy itself will mitigate against the risk of uncoordinated property management activities being undertaken and not meeting priorities. In addition, following an independent property survey, the outcomes will continue to be RAG assessed as they are now in line with existing or amended risk criteria that may be determined. (See also paras.10.2, 10.3). Nevertheless staff and public safety will remain at the forefront of any risk assessment.
- 18.2 In terms of operational risk, the Property Team will work closely with Response colleagues to ensure that any proposed location changes that may arise for any reason in the future are fully informed by advice from Response colleagues as to risk.

## **19 Community use of Fire Stations and other premises**

- 19.1 At present there is no community use of any of the Authority's premises. Some research was carried out as part of the preceding strategy to determine whether there was any demand for meeting rooms, but the market appeared to be saturated often with better facilities than this Authority could offer.
- 19.2 Recently, however, there has been some interest shown in possible use of our sites from the Army Cadet Force and this will be pursued.
- 19.3 During this strategy period we will seek to facilitate other community groups that express an interest as part of a policy to work with the wider community. Whilst each case will be judged on its merits there is no plan to raise income from this objective and all cases will be subject to security and safety concerns being properly met.

## **20 Partnering**

- 20.1 Whilst there is good evidence of partnering with other public sector bodies across the Authority, this is less so for Property Management, though there are arrangements in place with both the South East Ambulance Service and Thames Valley Police Authority for facility sharing.
- 20.2 It is proposed to continue to seek partnering opportunities during the life of this strategy and to include any feasible commercial organisations where relevant. This will include looking at practice elsewhere to see if there are learning opportunities that may be applied to the advantage of the Authority.



20.3 Two significant partnering opportunities are in hand, one is the joint fleet workshop proposal with AVDC, see section 16 above, the other is a much bigger project with Thames Valley Police the details of which are set out in section 21 below.

## **21 Successful Transformation Bid – Milton Keynes/Bletchley**

21.1 In October 2014 the DCLG announced that the Authority had been successful in its bid for transformation funding towards a capital project for a new Fire Station in Milton Keynes. A key element of the bid is in partnership with Thames Valley Police who will co-locate with BFRS at a new site.

21.2 The project is funded within the capital programme for 15/16 and work has taken place to locate possible sites. This has been challenging, however, a number of sites have been identified that may prove suitable; however no recommendation will be made until after consultation with the public has concluded.

21.3 The successful bid is based around a revised crewing model for Milton Keynes that will allow the Authority to decant (if necessary) from 2 Fire Stations into one new modern facility in co-location with Thames Valley Police.

21.4 Once an 'in principle' agreement can be reached on possible land acquisition, the full details will be brought back to Members for decision including all the land and financing options possible. This strategy document seeks only Member approval to continue in principle with the scheme as part of the wider property strategy over the period 2015-2018 and in line with our commitment to the successful transformation funding bid through DCLG.

## **22 Links to other Plans and Strategies**

22.1 It is fully intended to ensure that any actions arising from this strategy are cognisant of other plans and strategies that Authority has in place, specifically:

- Corporate Plan

- The Property Service is a strategic enabler that seeks to ensure *we provide high quality, cost effective assets and equipment with sufficient flexibility to adapt to changing requirements*. 'Assets' in this context includes property.

- Public Safety Plan

- Most aspects of the PSP require proper, fit for purpose, safe buildings and facilities and forms an integral part of the property service provision.

- **Procurement Strategy**

- All procurement related to property services will be in line with the Procurement Strategy

- **MTFP**

- The service understands it is operating in a challenging financial environment and will seek to provide service within budget and will remain vigilant to opportunities to provide better value for money at all times.

## **23 Buckingham Fire Station**

23.1 The Authority has for some time been exploring options for either re-locating or making better use of the land at Buckingham Fire Station.

23.2 Final recommendations will be informed by future crewing models at Buckingham and this strategy seeks approval to continue the work at Buckingham as one of the major priorities within this strategy period. As with other major schemes, Members can expect fully detailed and costed proposals and for this scheme that should be during 2016, but in any event as soon as possible.

## **24 PIA / Equality and Diversity issues**

24.1 The current Property Strategy was formulated in consultation with the Equality & Diversity Manager and a People Impact Assessment was completed, where it was determined that for the 9 protected characteristics the impact of the strategy was neutral. That position has not changed for this refreshed strategy.

24.2 However, where specific actions or projects are undertaken in the future as a result of this refreshed strategy, it is expected that a specific PIA will be completed as appropriate.

## **25 Property Portfolio Records & Performance Indicators**

25.1 **Premises Data Record** -The Property Team has completed a set of Premises Data Records for each property that sets out key information for each building including - current condition, projected remedial works, budget base and energy consumption and will significantly inform the evaluation of any proposed schemes within the property portfolio. (Appendix 2)

25.2 In addition the Property team have introduced a web portal for storage of this data and all other legislative documents relating to the Authorities estate, such as - Asbestos Registers, Land Registry, Site Plans, Building layout plans,

Building Contracts, Tenants contracts / Licences etc. This has been introduced with a one stop shop and business continuity planning approach in mind.

## 26 Action Plan

Ref	Recommended Actions	Date
1	Review options in regard to the 2 domestic dwellings in Buckingham and bring back a set of proposals to Members on a way forward.	Dec 2015
2	Review the mix of response and planned budgets with a view to maximising planned and minimising responsive works and offer savings where possible.	Annual review
3	Review work 'bundles' to ensure a good mix of attractive works contracts appealing to a wide range of contractors.	Annual review
4	Review the Furniture, Fittings and Welfare (including gym) Equipment planned repair and replacement outcomes from the last condition survey with a view to recommending a financial plan to deal with future requirements.	Dec 2015
5	Consider the outcomes from installation of solar panelling with a view to seeking further capital investment where site conditions allow an acceptable return of revenue savings.	Dec 2015
6	Continue work with professional advisors to safeguard aerial income as far as possible for the future	On-going
7	Continue joint fleet workshop initiative with Aylesbury Vale DC with a view to bring back a fully appraised proposal to Members as soon as possible.	Dec 2015
8	Upon establishing the primary information/research relating to site acquisition, planning and consultation, bring back a fully appraised proposal to Members as soon as possible in respect of the MK Station project. (Follows from the successful transformation funding bid to DCLG).	Autumn 2015
9	Continue to examine options for Buckingham Fire Station with a view to bring back a fully costed proposal(s) for Members consideration.	Mar 2016
10	Continue to seek opportunities with community groups to enable a wider use of Authority premises by such groups	On-going
11	Review use of external professional services to assess whether value for money is being achieved	2016/17
12	Commission a full condition survey	2017/18

# Appendix 2 - Premises Dashboard (Example)

**BUCKINGHAMSHIRE & MILTON KEYNES FIRE AUTHORITY**  
**BROUGHTON FIRE STATION**

**Overall Condition Grade**  
**B**

**Site Information**

Broughton Fire Station	GIA	1192m <sup>2</sup>	
Childs Way	GEA	1477m <sup>2</sup>	
Broughton	Site	5020m <sup>2</sup>	
M10 5AP	Build Year	1985	
Survey Date	May/June 2013	Total Cost	£161,230
Land Value	£462,571	Building Value	£969,884

**Condition Backlog Maintenance Works**

Total remedial work required for the BUILDING and M&E Elements:

Building Survey	£145,510
M&E Survey	£200
Backlog Total Cost	£145,710
Cost per m2	£122.24

**Condition Future Planned Costs for Future Maintenance Works**

Total remedial work likely to be required within a 3 year period:

Building Survey	£10,720
M&E Survey	£4,800
Budget Total Cost	£15,520
Cost per m2	£13.02

**Summary by Element and Priority**

	Priority 1	Priority 2	Priority 3	Priority 4	Total
Floors and Stairs	£0	£0	£0	£0	£0
Ceilings	£0	£0	£1,040	£0	£1,040
Ext walls windows and Doors	£0	£1,600	£0	£0	£1,600
Internal Walls and Doors	£0	£0	£500	£0	£500
Sanitary Services	£0	£0	£0	£0	£0
Mechanical Services	£0	£2,000	£0	£0	£2,000
Electrical Services	£400	£2,000	£2,000	£0	£4,400
Redecoration	£0	£0	£5,930	£0	£5,930
Fixed Furniture and fittings	£0	£0	£2,000	£0	£2,000
External Areas	£0	£143,360	£0	£0	£143,360
<b>Totals</b>	<b>£0</b>	<b>£147,360</b>	<b>£7,940</b>	<b>£5,930</b>	<b>£161,230</b>

**Physical Condition Survey % of Cost by Element**

**Running Costs by Year**

**Combined Total Cost (Backlog & Budget)**

<b>£161,230</b>
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**Breakdown of Priority Grading**

Priority 1 - Urgent Work	0.0%	£0
Priority 2 - Essential Work	91.4%	£147,360
Priority 3 - Desirable Work	4.9%	£7,940
Priority 4 - Long Term Aspirational Work	3.7%	£5,930

**Space Utilisation**

Utilisation of Total Space	m <sup>2</sup>	%
Front Line	1135	91.2
Back Office	0	0.0
Storage	0	0.0
<b>Total</b>	<b>1135</b>	<b>100.0</b>
<b>Total Rented Space</b>	<b>37</b>	<b>4.8</b>

**Running Costs**

	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Electricity	£7,807.21	£3,266.72	£0.00	£0.00	£0.00	£0.00
Gas	£4,712.22	£1,668.02	£0.00	£0.00	£0.00	£0.00
Water	£2,810.47	£646.17	£0.00	£0.00	£0.00	£0.00
Rates	£45,371.00	£46,862.00	£0.00	£0.00	£0.00	£0.00
Heating Oil	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Grounds Maintenance	£388.81	£0.00	£0.00	£0.00	£0.00	£0.00
Maintenance/Repair	£19,282.63	£0.00	£0.00	£0.00	£0.00	£0.00
Income Generation	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

**Comments:**