



BUCKINGHAMSHIRE AND MILTON KEYNES FIRE AUTHORITY

PROPERTY STRATEGY

2018 - 2023

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1 Introduction

- 1.1 The Fire Authority has made significant investment in the property portfolio over the past five years with major refurbishment, alterations, improvements, planned maintenance and reactive repairs being carried out across the board to the 20 fire stations and Brigade HQ.
- 1.2 The continued and increasing financial pressures being faced by all public bodies 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 to 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 Committee agreed a ten year 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 Committee 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 those core principles for the next five 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 the very recent full condition survey which was carried out during the autumn of 2017 and which provides clear evidence of where the Authority should prioritise its future investment to the existing property portfolio.
- 2.4 The Fire Authority owns land and buildings with a book value of £30.664m as at March 2017. 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 the Strategic Management Board (SMB) 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 SMB 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 Public Safety Plan and Corporate Plan and interpreting what they mean for the Property Service;
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 is 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 Service 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 is 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 2017/18 total budgeted spend for Property Services is expected to be:

Gross Revenue Spend: £1.70m

Capital Programme: £13.1m (Includes Blue Light Hub mostly slipping to 18/19)

Income Generation: £90k

The revenue budget broadly consists of the following:

Staff Costs: £267k

Reactive Maintenance: £180k

Planned Maintenance: £90k

Utilities: £286k

Rents / Hire £158k

Rates: £635k

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 there will always be a strong focus on energy efficiency and the impact

of investment into energy efficient solutions for our buildings will be a key influence upon our investment decisions. (See also Section 11)

- 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 increasing numbers of female operational staff and the apprentice intake. Equality and diversity is a continuously developing area that will require regular review of our facilities to match.
- 5.4 A need has arisen to identify possible overnight accommodation at a station in the middle/north of the county for duty officers that may have to stay overnight as part of their response duties. A site and possible alterations required need to be identified and discussed with Service Delivery as soon as possible. This will be in line with the current arrangements achieved at Marlow Fire Station.
- 5.5 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 and physical security is one of them.
- 5.6 The continuing pressure on public service expenditure remains 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.
- 5.7 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.

6. Condition Survey

- 6.1 A full independent survey of the property portfolio was undertaken and completed in November 2017 and this shows a much improving position compared to the last full survey. Although not included as part of this document, the survey is available upon request, however the following summarises the survey outcome.
- 6.2 The entirety of the Buckinghamshire Fire and Rescue Service estate was surveyed in 2013 and reported that an investment of £4.4m over a five year period would be required to both maintain and bring the stations to good order.

- 6.3 The sites were subsequently resurveyed in autumn 2017 with a revised five year plan showing required investment of £2.4m. This like for like reduction in investment required, shows the positive impact of the increased investment by the Authority against a continually ageing estate.
- 6.4 It is clear that significant improvements in the condition and quality of stations have resulted from investment made between 2013 to 2017, with Beaconsfield, Gerrards Cross and Princes Risborough seeing substantial reductions in required expenditure.
- 6.5 These improvements include the provision of new dormitory accommodation at Beaconsfield (replacing the life-expired temporary accommodation) and new windows and internal refurbishments at Princes Risborough and Gerrards Cross.
- 6.6 The single largest increase in backlog however (£426k) relates to the Aylesbury HQ buildings where the air conditioning plant is now beyond its expected life, with issues of parts obsolescence.
- 6.7 Stokenchurch Station continues to require substantial investment (£250k) to bring the building up to modern standards and ensure the structure remains wind and water tight. The roof show signs of timber defects with windows and doors in poor condition. The sanitary accommodation is also not fit for purpose and in poor condition.
- 6.8 Elsewhere across the estate the investment required remains static with investment made to improve sanitary accommodation and ablutions offset by ageing fixtures, finishes and plant and equipment and goes to highlight the need for constant investment in an estate of the size and complexity of Buckinghamshire Fire and Rescue Service.
- 6.9 Arising from the first condition survey in 2013, a 'Property Standard' will be continue to be maintained setting out the minimum acceptable criteria for all Authority buildings.
- 6.10 Appendix 1 – shows the summary table arising from the condition survey 2017.

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 Engineers and Quantity Surveyors 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 During the period of the last strategy, such services were predominantly provided through HUB Professional Services, primarily because they were

successful in providing the services for the proposed Blue Light Hub in Milton Keynes. However, during 2018/19 it is intended to run a new tendering exercise for the provision of property related professional services, although HUB Professional Services will continue their obligations during the construction period of the Blue Light Hub through to the end of 2019 at least.

8 Future use of Properties

8.1 It is clear from the recently completed condition survey that the primary challenges for the Authority arise in three locations:

- High Wycombe
- Beaconsfield
- Stokenchurch

The focus of the action points within this strategy will, therefore, be toward the south of the county.

8.2 In addition, the Authority must retain its commitment to exit Unit 7 as soon as it is practicable to do so, likely to be after occupation of the new Blue Light Hub in Milton Keynes.

9 Domestic Dwellings

9.1 The Authority no longer owns any domestic dwellings with the last two having been sold off as part of the previous strategy. It does however retain nomination rights through London & Quadrant (L&Q) Housing Trust for housing in close proximity to Gerrards Cross Fire Station. Also, the Authority has nominations rights in a separate agreement over any of L&Q's housing stock within the area of Buckinghamshire bounded by the M4 and M40 for up to six, 2 or 3 bedroom, dwellings (until 8 February 2054). There is no operational proximity requirement, merely that the prospective tenant is employed by the Authority.

10 Day to day activity

10.1 There are four 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 risk assessed criteria that comprises of (in no particular order) health and safety, 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 That position will be continually reviewed over the life of this strategy 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 five 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 repair and maintenance 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.
- 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 Managers 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 continual 're-balancing' of available responsive and planned maintenance budgets is required to ensure that as better planning creates more planned maintenance contracts, responsive repair budgets are subsequently reduced. This also allows the budgets to, by and large, cope with the inevitable unexpected issues that arise. This continual refinement of budgets has proved successful in recent years so though there is now less scope for movement during the life of this strategy, nevertheless a review will always be undertaken each year.
- 10.8 The Capital programme requirements, informed by the condition survey and recent works, will be considered during budget setting each year along with all other potential bids. This does not preclude other capital investment being considered during the course of the year.

10.9 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 appealing to a wider range of potential contractors that should lead to more competitive pricing.

11 Energy Efficiency

11.1 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.

11.2 However, good practice has evolved over recent years that has seen this position fully rectified at every available opportunity and has seen, for example, the introduction of solar panelling at Brigade HQ, Workshops, Broughton and Winslow.

11.3 Analysis of Kw/H usage during the first two full years was included in the previous property strategy and showed an expected payback of 5.7 years. However, it also indicated that small scale installation such as that at Winslow, is only marginally beneficial and is something to be borne in mind for future applications. Whilst the 'payback' period per site will always be one key factor, other environmental factors remain significant.

11.4 For the present there are no plans to roll out further solar panelling at any sites except for the major investment being undertaken in such technology at the new blue light hub. This is primarily because roof sizes or positions don't lend themselves to justifying the capital investment, but the opportunities will always be kept under review, particularly as new technologies emerge.

11.5 With respect to energy supplies, 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.

11.6 Wherever and whenever works allow for more energy efficient installations, such opportunities will continue to be taken.

12 Asbestos & Legionella

12.1 Asbestos – the Authority fulfils the requirements of The Control of Asbestos Regulations (2012) 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.

12.2 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 Authority's procedure statement 'The Management of Asbestos in Authority Premises'.

12.3 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.

12.4 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 procedure statement 'Premises Water Hygiene'.

12.5 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.

13 Aerial Sites

13.1 It is pleasing to set out that the extremely uncertain position with regard to maintaining income from mobile mast licences that was set out in the previous strategy has very largely been mitigated due to some protracted and tough negotiation with the operators. A gross income stream of some £185k p.a. has now been secured for the next 20 years and includes recharge arrangements and fees for site call outs. No further action is required during the course of this strategy.

14 Accessibility to Fire Stations

14.1 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.

15 Leased/Rented Buildings

15.1 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.

15.2 In March 2017, this lease was re-negotiated to provide the Fire Authority with more flexible exit options following the opening of the blue light hub. For a relatively small increase in the annual rent, the Authority was able to agree new break clauses at the end of December 2019, 2020 and 2021. The original lease break clause at the end of 2022 also remains, with the full term expiring 24 December 2027.

15.3 Whilst there are no specific plans to lease or rent other property during the course of this strategy, an open mind will be kept in relation to any possibilities that may present themselves in the south of the county and which make economic sense.

16 District Council and Milton Keynes Council Plans

- 16.1 The four 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.
- 16.2 The Authority is aware that some of these plans contain specific proposals that impact upon the current locations of some fire stations, notably in High Wycombe and Princes Risborough.
- 16.3 Officers 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.
- 16.4 Part of the work with the district councils, particularly in the south of the county, will be to make representations with regard to key worker housing. This will be a key feature of other Authority strategies, in particular the next People Strategy due for 2020/21.
- 16.5 A strategy for moving forward with High Wycombe Fire Station is set out elsewhere in this document.
- 16.6 The Authority is mindful of the recent unitary 'minded to' decision (see 22.1), however, it is too early to speculate on how this will impact existing district council plans.

17. Risk Management

- 17.1 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 the recent condition 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. Nevertheless staff and public safety will remain at the forefront of any risk assessment.

- 17.2 In terms of operational risk, the Property Service will work closely with operational response colleagues to ensure that any proposed location changes that may arise for any reason in the future are fully informed by advice from operational response colleagues as to risk.

18 Community use of Fire Stations and other premises

- 18.1 At present there is limited community use of the Authority's premises. Some research was carried out as part of the 2012 strategy to determine whether there was any demand for meeting rooms, but the market appeared to be saturated at that time often with better facilities than this Authority could offer.
- 18.2 Since 2012 there has been an increase in the use of premises by other organisations where there is a mutual benefit for the fire and rescue service. Rooms have been used, at no cost, by groups associated with the Safeguarding Boards in both Buckinghamshire and Milton Keynes for multi-agency meetings and training purposes. This Service has also supported the NHS Falls Prevention team by providing rooms for stability classes as well as blood donor sessions. This aligns with the organisational approach to fire safety as those who are vulnerable to falling are at far greater risk from fires in their homes.
- 18.3 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 and balanced with overall corporate objectives and wider collaborative working.

19 Collaborative Opportunities

- 19.1 In line with the existing Memorandum of Understanding (MoU) for estates, the Authority has for many years had a healthy dialogue with Thames Valley Police (TVP) colleagues on the possibilities of co-location or sharing of existing facilities. A lease agreement for the use of the 'Annex' at Broughton by TVP has been in place for some years and of course the proposals at the blue light hub have taken such arrangements to new heights with both TVP and South Central Ambulance Service (SCAS).

- 19.2 There are, however, some smaller scale co-location opportunities being actively pursued with TVP which, if all goes well, will come to fruition during the course of this strategy.
- 19.3 These are at Princes Risborough, Newport Pagnell and Waddesdon. All allow for small extensions to be constructed, to be funded by TVP and the projects led by them. The Fire Authority is essentially providing the land at a peppercorn rent and allowing some use of communal facilities for which there will be an annual service charge. In the case of Princes Risborough the opportunity is being taken to add a new meeting room for fire service use for which an agreed contribution will be made.
- 19.4 The 'Heads of Terms' for the arrangements at two of these locations should be concluded early in 2018. The build timing is in the hands of TVP who will need to seek the appropriate planning permissions etc. but it is hoped that two schemes will complete during 2018.
- 19.5 The Authority will always actively pursue estate related collaborative opportunities where it is feasible to do so.

20 Blue Light Hub – West Ashland, Milton Keynes

- 20.1 Since the last Property Strategy the arrangements for the Blue Light Hub project have moved on significantly. The site is now purchased and a start on construction is expected in April 2018, with occupation due in the autumn of 2019.
- 20.2 The detailed requirements, particularly during the construction period are too extensive to reproduce in this document, however outside of the actual construction the main activities during the life of this strategy will be as follows:
- Realise best value for the sites at Great Holm and Bletchley
 - Agree lease terms with South Central Ambulance and Thames Valley Police
 - Work up the joint building management arrangements
 - Agree site catering arrangements
 - Apply a policy for community use (working with Community Action MK)
 - Complete planning condition requirements
 - Continue working with interested parties to secure lets on 2nd Floor
 - Complete landscaping and drainage works on southern edge of site

This is not an exhaustive list but it does give a flavour of some of the main non-construction tasks required in the lead up to occupation.

21 High Wycombe, Beaconsfield and Stokenchurch Fire Stations – Recent History

- 21.1 The Fire Authority has for many years faced challenges in respect of both the location and condition of the above stations. If all the right conditions could be met, then ideally the Authority would probably replace all three of these stations and provide alternative sites to the east and west of High Wycombe.
- 21.2 Wycombe Council has made it clear in their site allocation plans over the years that they have a wish to see the fire station in High Wycombe relocate elsewhere, to enable their vision of a much clearer line of sight and much more aesthetically pleasing view towards and around the Wycombe Swan Theatre.
- 21.3 Both High Wycombe and Stokenchurch Fire Stations require major investment. Beaconsfield has had recent investment, however, its challenge is around site movement as its sits on what was once a landfill site. Although movement has been slight in recent years, it does nevertheless present a long term challenge and the dilemma is always how much more to invest in a site that is susceptible to land movement.
- 21.4 The condition of the fire station at High Wycombe has now reached a 'tipping point'. After many years of informal discussion with Wycombe Council and to a lesser extent with the other blue light services there is now a need for some decisive action so that the Authority can present a building that is fit for purpose and secure the most effective response for the foreseeable future.
- 21.5 The 'make do and mend' approach is no longer sustainable.
- 21.6 Stokenchurch is a very challenging site. The Authority has kept the building in a serviceable condition over the years to enable operations to continue, but it is a very old building and if operations are to continue there in the long term, then almost certainly it would be more cost effective to demolish the existing building and build a new station on the plot. The plot itself has some issues being long and narrow thus making it difficult to make effective use of the site.
- 21.7 In addition, Stokenchurch has become a very difficult station to respond from as it has become harder to attract retained firefighters able to meet the response requirements for the location with available firefighters generally being used to provide second or third line response to High Wycombe or Marlow stations.

- 21.8 For the Authority the ideal situation would be to provide two new stations and to make the whole exercise cost neutral by utilising funds from the sale of the three existing sites to enable two new stations to be built.
- 21.9 However, this scenario has for many years been an unlikely one. Firstly, there have never been any sites identified either to the east or west of High Wycombe that could successfully house a new fire station. Wycombe Council have made informal suggestions over the years on possible sites to move High Wycombe Station, however, all have proved problematical for one reason or another and have never been seriously pursued.
- 21.10 The question of land values is also problematical, i.e. given the wish of Wycombe Council to move High Wycombe Fire Station and to have that retained in their Delivery and Site Allocations Plan 2013, does raise a question at the very least as to how that affects the land value because that will impact upon the ability on any prospective purchaser to develop the site.
- 21.11 Given that in over a decade of informal discussions Wycombe Council have never stated any intent to buy the site and have not been able to identify a suitable site to relocate to, there seems no reasonable prospect of the Fire Authority being able to relocate and gain the full value of the existing site.
- 21.12 Additionally, and perhaps most importantly, whilst there is some appetite amongst a number of stakeholders for a blue light hub in the south of the county, there is actually no pressing requirement for either Police or Fire to relocate both having perfectly adequate town centre locations, notwithstanding the fire station condition issue. A 2017 bid to win One Public Estate funding to commission a feasibility study for a blue light hub failed primarily because of a lack of commitment by all three blue light services and no obvious lead authority.
- 21.13 A short and long term strategy for all three sites is therefore required to enable the most effective service to be provided to residents in the south of the county.

22 Proposed strategy for High Wycombe, Beaconsfield and Stokenchurch Fire Stations

- 22.1 At the time of drafting this strategy there has been on 12 March 2018 a statement from the Secretary of State for Housing, Communities and Local Government Sajid Javid on the future of local government for Buckinghamshire which sets out that "Having carefully considered all the material and representations I have received, I am minded to implement,

subject to Parliamentary approval and further discussions, the locally-led proposal to replace the existing five councils across Buckinghamshire with a single council for the area".

- 22.2 It is too early to gauge what the impact of this announcement will be in respect of Wycombe Council's ability to work with any of the blue light services to secure a satisfactory outcome for the future. In all probability the question of a blue light hub for Wycombe will be a low priority of business for the Council over the next two years or so.
- 22.2 The dilemma for the Fire Authority now is how to break the circle of inaction that has persisted for so many years and at the same time try and meet the needs of different stakeholders.
- 22.3 The way ahead must focus on the needs of the growing community and the role of this strategy, particularly in the next year or so, must be to look at the possible options but to perhaps focus on the existing High Wycombe Station location as the key to the way ahead.
- 22.4 It is not the role of this strategy to prejudge any outcomes, merely to set out an intention that during 2018/19 work will commence with a view to presenting back to Members a range of costed options for the south of the county by the financial year end.
- 22.5 There will be funding challenges so affordability of any given option will be a key part of any recommended way forward.

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. This has not progressed in any formal way primarily because of the more resource hungry blue light hub project.
- 23.2 Some indicative plans have been commissioned that show it is feasible to split the site approximately 50/50 allowing one half to be disposed of, with the resulting capital receipt funding a new station. It is felt this is still worth pursuing during the life of this strategy.
- 23.3 Final recommendations will be informed by future crewing models at Buckingham and this strategy seeks approval to continue the work at Buckingham as a major priority within this strategy period. As with other major schemes, Members can expect fully detailed and costed proposals and for this scheme that should be targeted for the end of the financial year 2018/19.

23.4 There is a tentative indication that Thames Valley Police would be interested in some form of co-location in Buckingham and any proposals for the future will include that.

24 Links to other Plans and Strategies

24.1 It is fully intended to ensure that any actions arising from this strategy are cognisant of other plans and strategies that the 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.
- Medium Term Financial Plan
 - 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.

25 Integrated Impact Assessment/Equality and Diversity issues

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

25.2 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.

26 Property Portfolio Records & Performance Indicators

- 26.1 **Premises Data Record** - The Property Service has a complete 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 (See example Appendix 2).
- 26.2 In addition the Property team will continue to maintain 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 was introduced with a 'one stop shop' and business continuity planning approach in mind.

27 Action Plan

Ref	Recommended Actions	Date
1	Continue to prioritise all actions relating to the construction and occupation of the new Blue Light Hub facility in Milton Keynes	April 2018-Dec 2019
2	Review use of external professional services to assess whether value for money is being achieved	2018/19
3	Review and cost possible options covering location and response in the south of the County with a view to presenting such options back to Members by the end of the financial year 2018/19	March 2019
4	Review requirement to remain in Unit 7 following occupation of Blue Light Hub	Post December 2019
5	Facilitate continued community use of fire stations and develop new opportunities as they arise as part of the policy to work with the wider community	Ongoing
6	Complete collaborative work with Thames Valley Police to co-locate at Princes Risborough	March 2019
7	Complete collaborative work with Thames Valley Police to co-locate at Newport Pagnell	March 2019
8	Continue to seek out and develop collaborative estates opportunities where it is feasible to do so	Ongoing
9	Present detailed and costed options for the future of the Buckingham Fire Station site	March 2019
10	Identify feasible overnight accommodations in Mid/North of County for duty officer including potential works.	July 2018
11	Carry out an interim review and refresh of the Property Strategy 2018-2023	By July 2021
12	Commission next full condition survey	2022/23

N.B. The Action Plan does not seek to include normal 'day to day' repair and maintenance projects that form part of normal revenue or capital programme activity.



BUCKINGHAMSHIRE FIRE & RESCUE SERVICE

APPENDIX 1 – SUMMARY DASHBOARD



Bucks & Milton Keynes Fire Authority		Site Total	53,580m ²	Backlog Summary	£s	Site Location & Description
Various Fire Stations		GIA Total	12,646m ²	Priority 1	£188,700	<p>Oakleaf Surveying Ltd surveyed 18 fire stations located within Buckinghamshire. The buildings varied in style from concrete and steel framed structures typical of the 1960s to 1990s through to solid brick fire stations contemporary to the 1930s.</p> 
Buckinghamshire		Building Year	1930-2010	Priority 2	£1,364,080	
		Total Backlog	£1,067,346	Priority 3	£694,299	
Survey Date	Sept/Oct 2017	Total Budget	£1,331,550	Priority 4	£151,817	
Land Value Total	£10,059,941	Building Value Total	£13,081,482	Total Cost	£2,398,896	

Condition Backlog Maintenance Works

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

Building	£764,596
M&E	£302,750
Backlog Total Cost	£1,067,346

Condition Future Planned Costs for Future Maintenance Works (5 years)

Building	£926,450
M&E	£405,100
Future Planned Total Cost	£1,331,550

Combined Total Cost (Backlog & Budget) **£2,398,896**

Breakdown of Priority Grading

Priority 1 - Urgent Work	9.8%	£188,700
Priority 2 - Essential Work	66.4%	£1,364,080
Priority 3 - Desirable Work	13.6%	£694,299
Priority 4 - Long Term Aspirational Wor	10.3%	£151,817

Space Utilisation

Utilisation of Total Space	m ²	%
Front Line	12818.6	96.4
Back Office	1954.5	2.4
Storage	137.1	0.3
Total	15233.2	100
Total Rented Space	323	0.9

Please note, circulation areas are excluded from the totals.

Chart showing % of Cost by Element

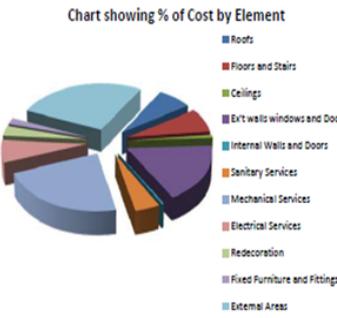
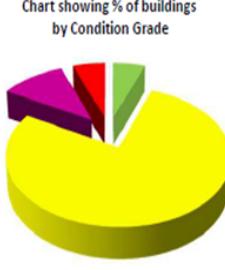


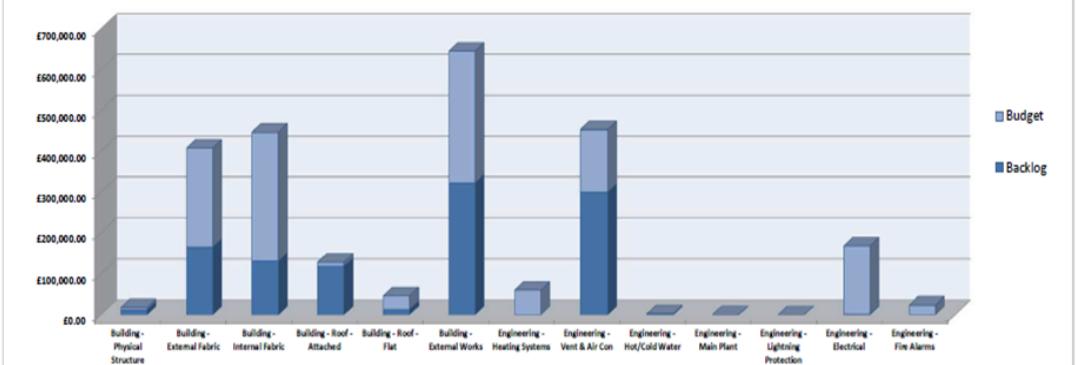
Chart showing % of buildings by Condition Grade



Grade Key

- A - Good, Performing as intended.
- B - Satisfactory, Performing as intended, minor deterioration.
- C - Poor, Exhibiting defects and/or not operating as intended.
- D - Defects causing major or substantial risk of imminent failure.

Chart showing Condition Costs by Element



Appendix 2 - Premises Dashboard (Example)

BUCKINGHAMSHIRE & MILTON KEYNES FIRE AUTHORITY
BROUGHTON FIRE STATION

Site Information			
Broughton Fire Station	GIA	1192m ²	
Childs Way	GEA	1477m ²	
Broughton	Site	5020m ²	
MK10 9AP	Build Year	1985	
Survey Date	Sept/Oct 2017	Total Cost	£66,500
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	£15,750
M&E Survey	£0
Backlog Total Cost	£15,750
Cost per m ²	£13.21

Condition Future Planned Costs for Future Maintenance Works
Total remedial work likely to be required within a 5 year period:

Building Survey	£45,150
M&E Survey	£5,600
Budget Total Cost	£50,750
Cost per m ²	£42.58

Combined Total Cost (Backlog & Budget) **£66,500**

Breakdown of Priority Grading

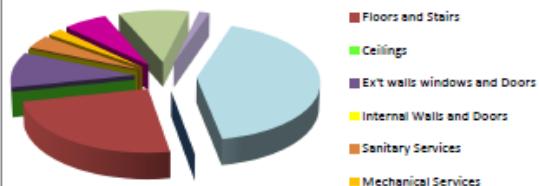
Priority 1 - Urgent Work	0.0%	£0
Priority 2 - Essential Work	23.2%	£15,400
Priority 3 - Desirable Work	44.4%	£29,500
Priority 4 - Long Term Aspirational Work	32.5%	£21,600

Space Utilisation

Utilisation of Total Space		m ²	%
Front Line	1135	95.2	
Back Office	0	0.0	
Storage	0	0.0	
Total	1192	100.0	
Total Rented Space	57	4.8	

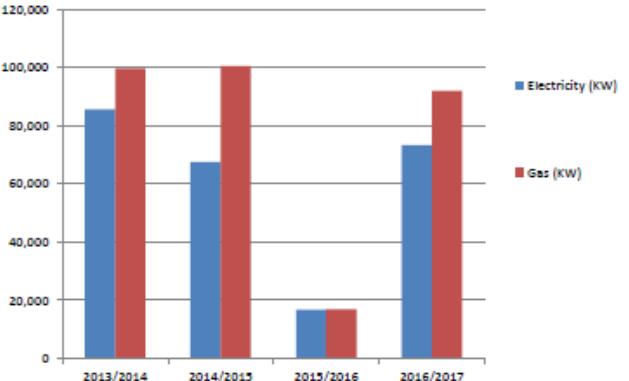
Overall Condition Grade	B				
Summary by Element and Priority					
	Priority 1	Priority 2	Priority 3	Priority 4	Total
Roofs	£0	£0	£0	£0	£0
Floors and Stairs	£0	£0	£16,200	£0	£16,200
Ceilings	£0	£0	£0	£0	£0
Ex't walls windows and Doors	£0	£1,600	£5,000	£0	£6,600
Internal Walls and Doors	£0	£0	£0	£0	£0
Sanitary Services	£0	£0	£2,500	£0	£2,500
Mechanical Services	£0	£0	£1,400	£0	£1,400
Electrical Services	£0	£800	£3,400	£0	£4,200
Redecoration	£0	£0	£0	£6,800	£6,800
Fixed Furniture and Fittings	£0	£0	£1,000	£0	£1,000
External Areas	£0	£13,000	£0	£15,000	£28,000
Totals	£0	£15,400	£29,500	£21,600	£66,500

Physical Condition Survey
% of Cost by Element



- Roofs
- Floors and Stairs
- Ceilings
- Ex't walls windows and Doors
- Internal Walls and Doors
- Sanitary Services
- Mechanical Services
- Electrical Services
- Redecoration
- Fixed Furniture and Fittings
- External Areas

Usage by Year



Year	Electricity (kW)	Gas (kW)
2013/2014	85,583	100,640
2014/2015	67,554	16,765
2015/2016	16,765	16,883
2016/2017	73,407	92,080

Usage and Running Costs

	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Electricity (kW)	85,583	67,554	16,765	73,407	37,700
Gas (kW)	99,736	100,640	16,883	92,080	55,801
Water (£)	£1,529.89	£2,505.59	£865.22	£0.00	£0.00
Rates (£)	£46,865.00	£47,959.00	£0.00	£0.00	£0.00
Heating Oil (£)	£0.00	£0.00	£0.00	£0.00	£0.00
Grounds Maintenance (£)	£385.00	£192.50	£0.00	£0.00	£0.00
Maintenance/Repair (£)	£5,372.00	£1,825.49	£0.00	£0.00	£0.00
Income Generation (£)	£651.72	£2,529.31	£0.00	£0.00	£0.00

Comments:

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