



# Strategic Property Asset Management Plan

2022-2028

August 2022

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# **1.0 Introduction**

## **Introduction**

### **1.1 Overview**

Derbyshire Fire & Rescue Authority (DFRA) comprises 12 elected members from Derbyshire County Council and 4 elected members from Derby City Council. The Police & Crime Commissioner for Derbyshire also sits on the DFRA as a co-opted member.

DFRA is the body to which Derbyshire Fire & Rescue Service (DFRS) is accountable. DFRS employs over 800 personnel of whom over 600 are operational fire-fighters providing fire and emergency services across the county of Derbyshire.

DFRS has a property portfolio based across 32 sites within the County of Derbyshire primarily consisting of 31 operational fire stations (9 wholetime, 3 day crewed and 19 on-call), Joint Headquarters, Joint Training Centre, an operational stores and 8 residential properties (at the time of writing).

The new Joint Headquarters and Training Centre are jointly operated under a Partnership with Derbyshire Police (DP) via a Limited Liability Partnership (LLP) Vehicle, with the buildings owned by the Partnership and leased to DFRS and DP on an occupancy cost basis.

The Joint Headquarters project, completed in August 2016, brought together the Fire & Rescue Service and Police in a single headquarters located on the existing Police site at Butterley Hall in Ripley. The scheme was designed to provide synergies and opportunities for collaboration which would lead to efficiencies in the future, these are already leading to further opportunities for estate rationalisations through Police Co-locating on DFRS sites across the county, through wider collaboration, working in partnership, merging of teams and alignment of systems and procedures.

The new Joint Training Centre consolidated all DFRS's training functions on a single site, having previously been spread and delivered across 3 sites. The building also accommodates a Police Training facility within a single building which was completed in October 2017. This co-location has provided opportunities in terms of shared facilities and enhanced opportunities for further collaborative training.

### **1.2 Scope**

The Asset Management Plan (AMP) is a living document and will develop on a five-year planning cycle against the backdrop of a co-location plan with DP, reviewed and updated as required. It defines the aims, objectives and principles for the FRA's use of assets. The AMP is set within the context provided by the Authorities other strategic plans including the medium-term financial plan, Community Risk Management Plan (CRMP) and individual portfolio plans, which are linked to the AMP through the organisation's corporate objectives and priorities. The AMP is designed to support and integrate with these other plans by reflecting how the property portfolio and its management will need to change over time to ensure the services priorities are delivered.

Asset Management Planning will assist the service in targeting and utilising resources effectively and investing appropriately to ensure that the Authority's assets contribute towards the continuous improvement of service delivery and ensure future sustainability.

### **1.3 Aims**

The focus of the asset management plan is to ensure that Corporate Property is used to fully support service needs in the most efficient and effective way and to provide innovative solutions to sustainability and energy efficiency.

The areas of focus within the plan are:

1. To provide a modern, flexible, sustainable and resilient workplace where our partners can co-locate and work together to enhance the quality of service to our communities, through collaborative and effective working.
2. To ensure all buildings are efficiently run, well maintained and legally compliant.
3. To ensure building improvements promote sustainability and energy efficiency.
4. To promote the effective use of land and buildings in order to support service needs.
5. To maximise partnership/sharing opportunities and adapt the property portfolio in line with community risks and new operational requirements.
6. To seek to reduce the environmental impact of the Corporate Property Stock, in line with the aims of the Net Zero and Sustainable Development Strategy.

## **2.0 Asset Management Plan**

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### **2.1 Statement of Context**

The objective of the Asset Management Plan is to provide a framework for the preparation of information and the decision making process in order to optimise the deployment and utilisation of land and building assets. Other assets such as ICT systems, plant, vehicles and equipment will also need to be considered.

The Asset Management Plan is underpinned by policy and develops relevant programmes commensurate with the planning cycle and is an essential element in determining DFRS's spending priorities. The Asset Management Plan provides:-

- An overview of property aims and objectives
- Statement of current portfolios
- Key areas for change
- Implementation programmes

### **2.2 Asset Management Structure**

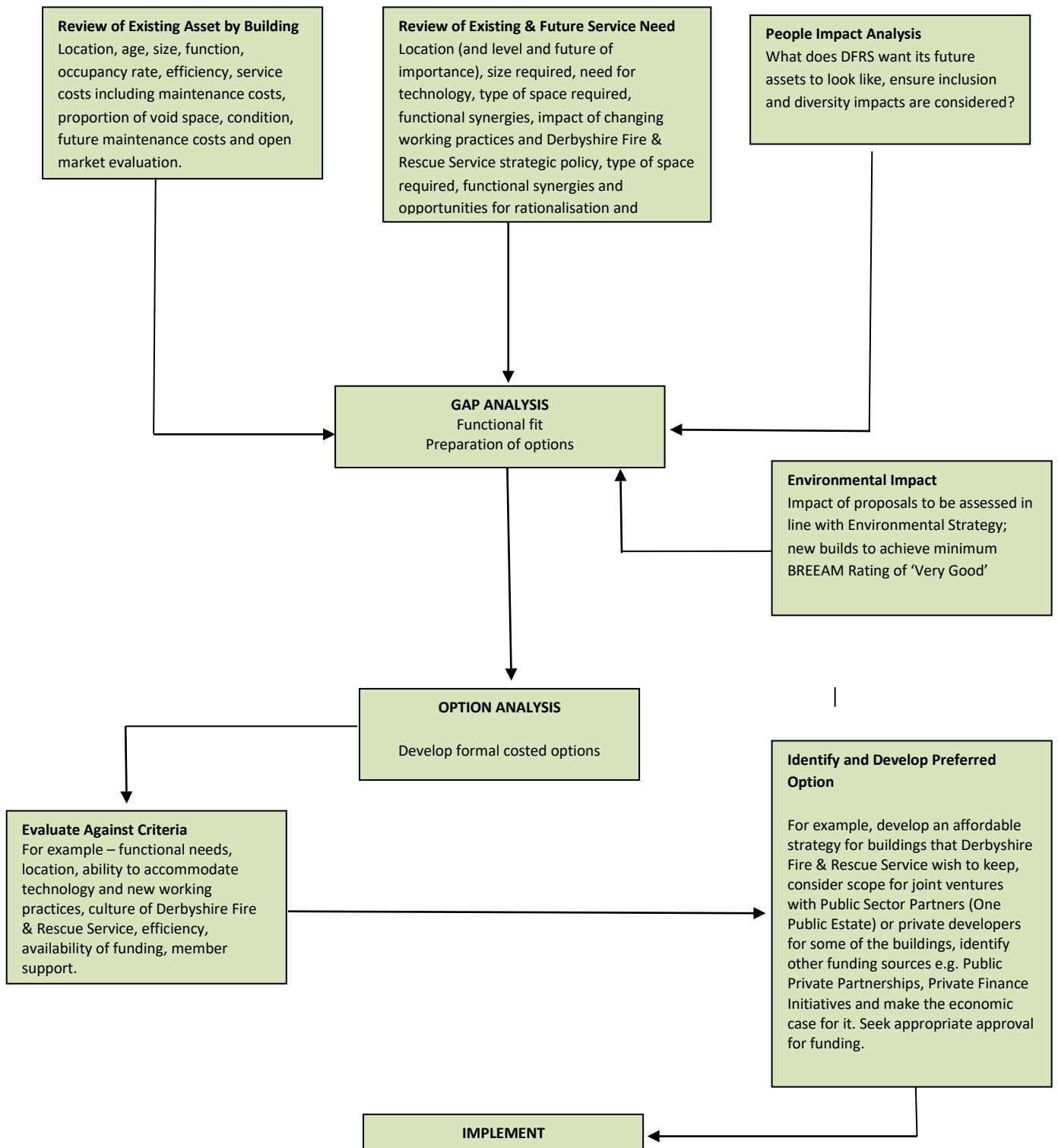
A flow chart showing the key processes of Asset Management is shown in figure 1. In summary this includes:

- Review of the existing assets – condition/suitability/sufficiency of the existing building stock
- Review of the building assets in line with the People Impact Assessment to ensure that the workplaces created for our employees have considered inclusive opportunities and will cater for the requirements of a diverse workforce into the future
- Review of the existing and future service needs through the IRMP
- The environmental impact of the development plans will be considered and assessed in line with DFRS's Net Zero and Sustainable Development Strategy to ensure we limit any adverse impact on the environment and consider suitable available energy saving technologies in line with achieving the minimum 'Very Good' or better BREEAM rating in relation to new build projects
- Development of financial models to meet the priorities of the Service with available asset stock, through the Capital Strategy
- Evaluate alternative funding options and identify the preferred option (Freehold/Leasehold/PFI) etc.
- Make an economic case for preferred options and seek appropriate approval for funding

- Review of opportunities for collaboration and effective/efficient asset sharing
- Implementation programme



**Figure 1 - ASSET MANAGEMENT STRUCTURE**



## **2.3 Corporate Management**

### **2.3.1 Management of Assets**

DFRS holds five main Asset Portfolios:-

- Property
- Transport
- Information & Systems
- Technical Services (Equipment)
- LLP Holdings

The Property Portfolio is managed on behalf of DFRS by the Joint Strategic Assets Department (JSAD) of Derbyshire Police created following the merger of DFRS's Property and DP's Assets Teams in December 2019. The Head of Joint Strategic Assets is responsible for providing an effective and efficient property service for the Authority. This includes property management, acquisitions and disposals, landlord and tenant advice, maintenance, building design, energy advice, grounds maintenance, building cleaning and legislative compliance with the work aligned to DFRS's CRMP & Service Priorities.

The Transport and Technical Services Departments form Corporate Services and are represented by their head of department. The Systems & Information Department form part of Corporate Financial Services with a dedicated department head.

### **2.3.2 Corporate Property Officer**

The Head of Joint Strategic Assets is the designated Corporate Property Officer and reports to DFRS's Strategic Leadership Team.

The main roles and responsibilities of the Corporate Property Officer are:

- Review the existing portfolio
- Review the existing operational need in conjunction with CRMP (asset provision), taking consideration of partnerships etc.
- Determine future operational need in conjunction with CRMP (asset need)
- Evaluate 'Gap Analysis'
- Evaluate options
- Assess suitability, location, funding criteria
- Identify preferred options
- Implement preferred options

## **2.4 Property Asset Database**

The dedicated property asset database PropView holds a broad range of data on the portfolio to support its day-to-day activities and decision making. A unique identifier (UPRN) and core data (tenure, areas, use, etc.) is held for all properties. Wider data needs to support asset management (intermediate and transient data) are also held.

The database is maintained by the JSAD and provides the capacity to extract and analyse data into a reporting format. The 'PropView' (Concerto) system is a web-based platform and is available for general 'view only' access at the client end for access to property data as well as a property defect reporting 'Help Desk' function to enable staff to report and track the progress of property defects.

Initial condition surveys of all DFRS property assets were undertaken when the system was first introduced, with the survey information held on the PropView database. This work provided details of the estimated value of planned maintenance works required for each site over the next 5-year period. The building condition data is used to provide assessments of the sites most in need of refurbishment or replacement. A re-survey of the DFRS property stock is to be undertaken during 2023 to inform the next 5-year work plan, against the backdrop of the longer term 15-year plan.

The condition surveys are used as a basis for annual programmed works. Data has been evaluated on an elemental basis, with condition and priority codes being used to develop the programmes of work either within the elements that have been considered or to the building as a whole. This methodology has served to prioritise those premises in greatest need of attention to ensure that programmes of work are targeted in a structured way.

## **2.5 Property Performance**

### **2.5.1 Budget & Performance Monitoring**

The Head of Joint Strategic Assets is responsible for the monitoring of the performance of all DFRS assets and the reporting of such to SLT and FRA.

The FRA monitors its capital programme through the Joint Director of Finance & Business Services who reports the financial position regularly to the FRA. The capital programme forms part of the budget monitoring process, which is undertaken on a monthly basis by JSAD's Head of Capital Construction & Maintenance (HCC&M) and representatives of Corporate Financial Services and subsequently reported to the SLT and then to the FRA. The financial position and projected outturn is compared to the annual budget, along with borrowing, capital receipts and any grants received and anticipated and opportunities for income generation are reviewed as they arise.

### **2.5.2 Programme Development & Implementation**

Programmes of work are formulated in line with service priorities, CRMP and as identified from the 'PropView' (Concerto) Asset Management database, using the property condition survey data and condition priority criteria (see table 1). The simple process identified in table 2 provides a quick verification/challenge process to the priority of each project considered.

The information, as detailed below, should be determined to enable project feasibility work to be properly undertaken:

- Assessment of suitability and sufficiency of existing property used throughout the portfolio
- Identification of shared use or partnering opportunities
- Identification of rental income and associated costs
- Identification of building occupancy costs
- Identification of potential funding/income
- Identification of service provision and public accessibility

The priority rating adopted by DFRS relates to the assessment criteria set out in table 2 being condition, suitability, sufficiency, improvement, safety and opportunity. The ratings 1-4 are utilised to determine priorities: priority rating 1 being of the highest priority and priority rating 4 being the lowest priority.

### **2.5.3 Net Zero and Sustainable Development Strategy**

A Net Zero and Sustainable Development Strategy has been developed in conjunction with DP and the LLP and sets out a joint approach to reducing both services environmental impact and carbon emissions in line with the Governments vision of being carbon neutral by 2050. The strategy sets out the services plan for how these aims might be implemented and achieved, examples of which from a property point of view could be provision of charging points for electric vehicles, introduction of carbon reducing technologies such as LED lighting etc. All new projects will be considered in line with the strategy to limit their overall impact. New build projects will also be required to achieve a minimum BREEAM rating of 'Very Good' or better.

### **2.5.4 Consultation & Planning**

Service users are always consulted on the design of new buildings and have significant input into the overall design, layout and use of the building. For example, the schemes to procure and construct the new Fire Stations at Glossop and Matlock, where a series of staff consultation sessions were held with relevant personnel who were to be users of the new building to seek their views on the proposals and building user representatives attended the design development meetings all with a view to identifying any specific requirements to inform the design and specification process.

Consultations also take place with DFRS's Inclusion team at an early stage to prepare and consider an Equality Impact Assessment for the scheme to ensure the design and desired outcome meet the requirements of a modern diverse workforce.

The JSAD follow a procurement process, which challenges condition, suitability and sufficiency, need, opportunity and best value. Much of this data is captured in the pre-design process, in working party meetings comprising end users and stakeholders to develop room data sheets used in the design and preparation of tender documents

The creation of a dedicated project team containing representatives from both operational and support employees ensure that all stakeholder interests are brought to a single working group.

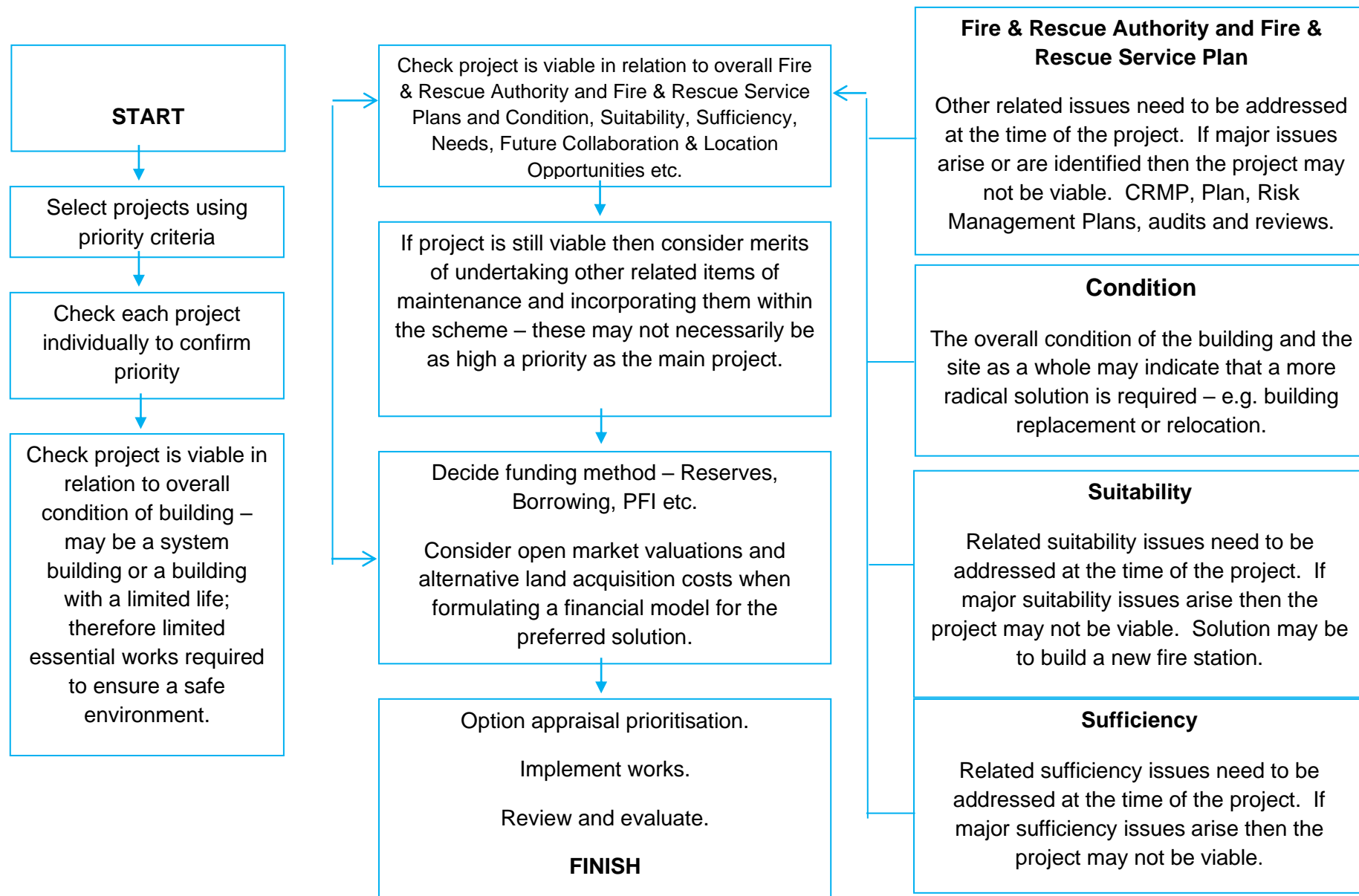
The outputs from the project team are translated by the JSAD into a formal design brief for adoption by a dedicated design team managed by the HCC&M and consisting of specialist consultants from a variety of disciplines such as Architectural and Quantity Surveying to develop the appropriate procurement option for the scheme.

The planning and consultation framework is shown on table 3.

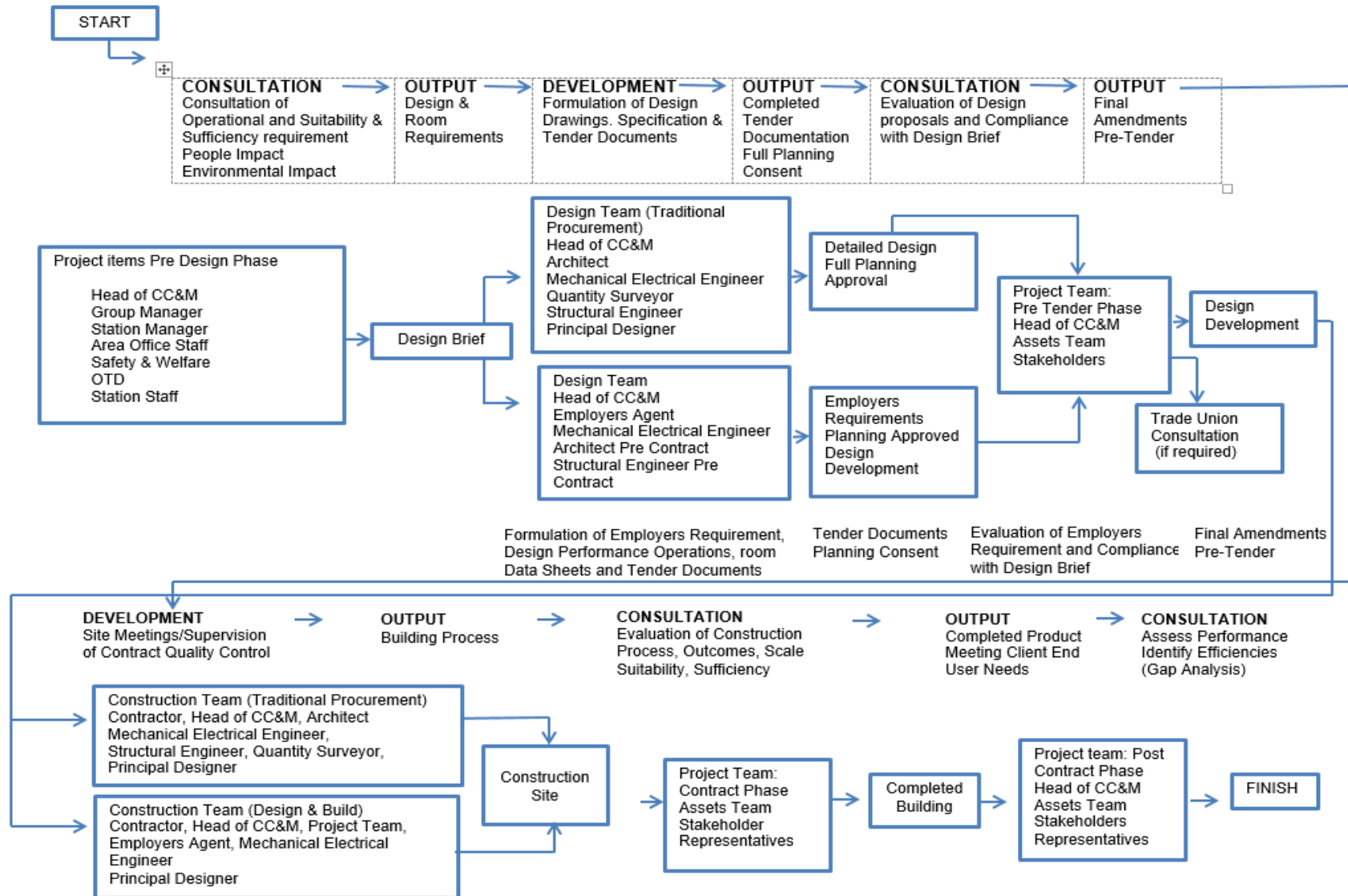
**TABLE 1 – CONDITION PRIORITY CRITERIA**

Priority	Condition
A Good (Performing as intended and operating efficiently)	1 (Urgent work to prevent closure of premises or serious risk)
B Satisfactory (Performing as intended but minor repairs required)	2 (Essential work required within 2 years)
C Poor (Exhibits major Defects)	3 (Desirable work required within 3-5 years)
D Life expired (Serious risk of imminent failure)	4 (Long term work outside the 5 year period)

**TABLE 2 – CONDITION PRIORITY EVALUATION**



**TABLE 3 PLANNING AND CONSULTATION FRAMEWORK**





## **3.0 Property Asset Portfolio**

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#### **3.1 Description**

DFRS has an extensive and diverse property estate spread throughout the county. In broad terms the portfolio comprises:-

- 146 buildings and structures
- 2 buildings leased via the LLP Partnership Vehicle
- These have a combined asset book value of circa £81M (inc. LLP assets) as at 1<sup>st</sup> April 2022 and an open market value of circa £20M
- Costs to use and maintain these buildings in 2021/22 were £3.56M
- Generated £123K in income in 2021/22 from fees, licences & leases
- The repairs and maintenance backlog as at 1 April 2022 is circa £1.1M

The distribution of sites is shown on the map. The portfolio can be broadly categorised according to property type as illustrated in table 3.

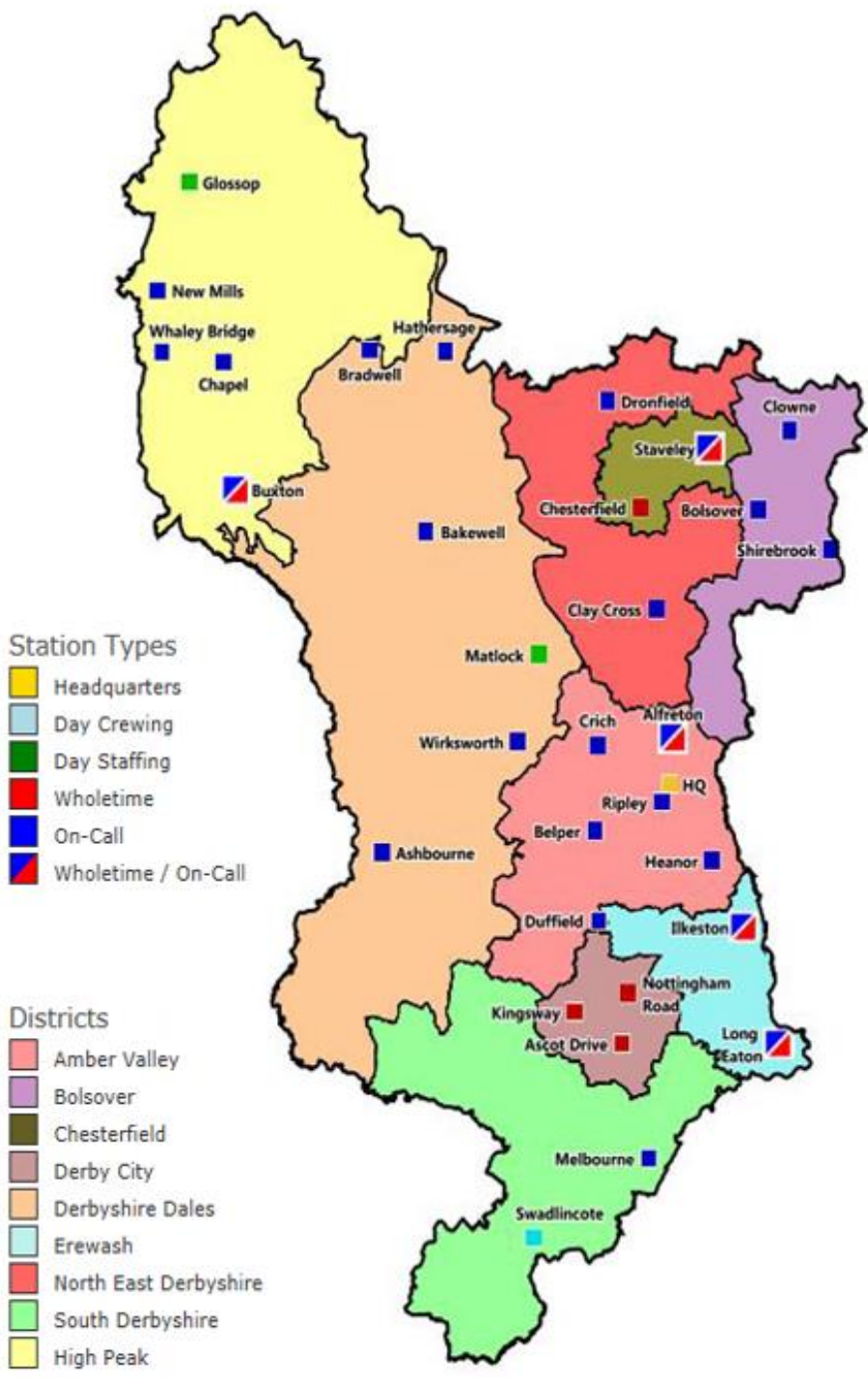
**TABLE 3 – PROPERTY PORTFOLIO**

<b>Asset Type</b>	<b>Number</b>	<b>Approx. Book Value (£000's)</b>
<b><u>DFRS</u></b>		
Wholetime Fire Station <sup>1</sup>	9	34,400
Day Staffing/Crewed Fire Station	3	6,100
On-Call Fire Station	19	6,760
Housing (inc. amenity land on sites)	8	3,340
<b>Total</b>	<b>39</b>	<b>£50,600</b>
<b><u>LLP</u></b>		
New Joint HQ	1	17,800
New Joint Training Centre	1	12,830

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<sup>1</sup> Including Control Room

# PORTFOLIO DISTRIBUTION MAP



## **3.2 Asset Types**

Based on the Service Delivery Risk Review and the CRMP, DFRS fire station assets are 'location critical'. The administrative and training facilities are not response location critical and have via a collaborative agreement been relocated to the Police HQ site at Butterley Hall, Ripley.

DFRS asset types are described below:-

### **3.2.1 Fire Stations**

The location, type and sizes of fire stations are determined by the risk to the community and the ability to respond to incidents therefore they are location sensitive with proximity to areas of risk and the road network being critical. DFRS station details are included within Appendix A.

The status of the station has a considerable influence on the facilities that are provided. Wholtime 24 hour stations are in use round the clock and require some personnel to spend extended periods in them; day crewed fire stations are in use for large parts of the day, whilst on-call stations have far less activity and require fewer facilities.

### **3.2.2 Administrative Buildings**

Fire Service HQ was moved as part of a co-location scheme to a new shared facility with Derbyshire Constabulary in August 2016. The building is owned and managed by a Fire Police LLP Partnership vehicle.

Area based administrative functions are located on fire station sites at Chesterfield, Buxton, and Ascot Drive.

### **3.2.3 Training Delivery Facilities**

All DFRS's training functions have been consolidated on a single site in a new purpose built facility shared with Derbyshire Constabulary on the Police HQ site. The facility was opened in October 2017. Smoke house or other smaller training facilities are provided on all wholtime and day crewed fire stations with Hot Fire 'Gas Rigs' located at Chesterfield and Buxton to facilitate area based training.

### **3.2.4 Control Centre**

The Service control centre is located at Ascot Drive Community fire station, in Derby and forms part of a Joint Control Project with DFRS currently hosting Nottinghamshire Fire & Rescue Service Control function in a joint team.

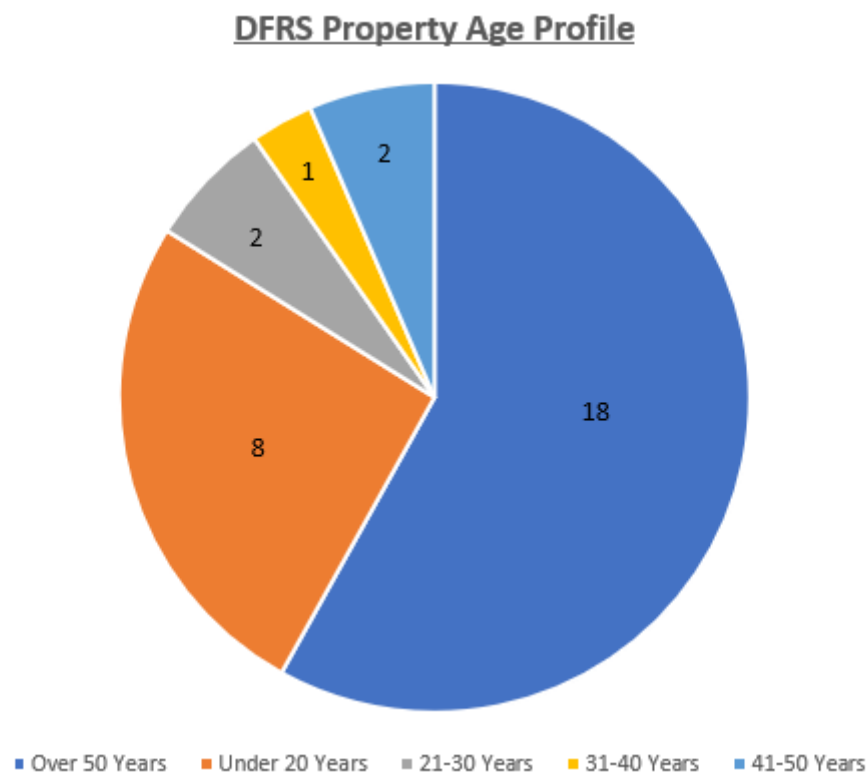
### 3.2.5 Housing

DFRS has 8 remaining houses located at Matlock (2) and Glossop (6). Following the FRA decision of March 2018, the crewing system at both the sites has been revised resulting in the houses becoming surplus to requirements and 16 have been sold as at July 2022. Houses at both locations are being retained short term to facilitate temporary accommodation for the crews during the construction period for the new build projects at both sites.

### 3.3 Key Issues with Portfolio

#### 3.3.1 Age

A large percentage of our fire stations – 58% were originally constructed over 50 years ago with only 26% of our stations being less than 20 years old. Age alone is not necessarily a guide for replacement; other factors to include are location, condition, cost of running and suitability for use. The pie chart below illustrates the age group split.



Appendix A details the original construction dates of individual fire station properties.

The age profile of our fire stations presents a number of problems, related to the available budget for repairs and improvements and suitability of accommodation with regards to issues such as compliance with the Equality Act 2010.

### **3.3.2 Maintenance Backlog**

Initial condition surveys of all properties were undertaken and these surveys were used as the basis for programmed improvement and maintenance works. The data is held on the Property Asset Management database 'PropView' (Concerto) and has been evaluated on an elemental basis. Condition and priority codes are used together with an overall property rating to help develop programmes of work either within the elements or to the building as a whole.

### **3.3.3 Lack of Flexibility**

Buildings tend to have longer physical than functional life (assume 60 years physical life for valuation purposes) and also by their nature are static, whilst urban form, demographics and thus risk change around them.

### **3.3.4 Sustainability**

The age profile of the portfolio outlined above does limit the ability to make buildings environmentally friendly and sustainable over the long term. However, building methods and servicing will be selected to meet the requirements of the Building Regulations and to minimise the use of energy and water, therefore making a positive contribution to a sustainable environment where possible. As well as meeting the requirements of the Building Regulations, all new buildings will aim to achieve a BREEAM (Building Research Establishment Environmental Assessment Model) rating of 'Very Good' or better in line with current DFRS policy.

## **3.4 Property and Land Management**

### **3.4.1 Property Valuations**

To ensure DFRS is aware of the value of its land and property holdings an open market valuation is carried out on each DFRS site on a biennial basis via an external specialist consultant and the value recorded within the 'PropView' database so that each sites market valuation is known at all times. Prior to disposal of any DFRS land or property assets, a current open market valuation is obtained to ensure that Best Value is achieved from any sale. The valuation will be renewed on a biennial basis to ensure the site values are as current as possible. At the time of writing the land and building value of DFRS's property portfolio is estimated at circa £20M.

### **3.4.2 Land Management**

DFRS is responsible for the efficient management of its land and building assets. Previous capital programmes have been delivered in response to service demands for emergency cost and to replace out-dated and obsolete building stock with modern, community fire stations. A key element of the replacement programme has focussed on relocation to meet emerging or changing risk, reducing the maintenance backlog and addressing legislative and regulatory compliance issues.

With the present economic climate continuing to exert pressure on the way DFRS delivers its front line emergency service it has been recognised by the FRA that a greater flexibility to work with local planning authorities to determine the most suitable alternative uses to optimise the future value of DFRS's site is essential. This will enable the realisation of assets and the release of capital receipts to facilitate a planned approach to addressing changes arising from economic pressures.

DFRS has therefore taken a strategic approach to land management and following consultation with all 10 planning authorities within Derbyshire has produced a land management plan for each of the sites within its portfolio, which contains the following details:

- Site assessments, location, context etc.
- Planning Policy constraints
- Flood risk, site constraints
- Appraisal of alternative site uses
- Local Planning Authority comments on the use appraisal

The land management details for each site are held on the 'PropView' asset management database and will be reviewed on a quinquennial basis to ensure that the alternative uses are still current. The data held within the land management plan allied to the property market valuations will serve to ensure that DFRS has the flexibility to meet the future demands placed on front line services as effectively and economically as possible.



## **4.0 Future Works Programme**

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### **4.1 2021/22 Retrospective Review**

During financial year 2021/22, DFRS successfully completed a co-location scheme with DP at Long Eaton fire station as well as the internal remodelling of Ascot Drive fire station to facilitate the conjoining of the station with the new Police station to allow shared use of facilities. The final stage of the project to create Male & Female Changing facilities at all on-call stations was also successfully completed (Heanor and Clay Cross).

In September 2021, the sale of the former Old Hall, Headquarters site in Littleover was completed, realising a receipt of £2.4M. The LED lighting upgrade scheme at Staveley was also undertaken during this year.

### **4.2 2022/23 Capital Projects**

At the time of writing DFRS currently has various projects at different stages of development. These schemes are as follows.

#### **4.2.1 Ashbourne Vehicle Garage**

In February 2022, DFRS obtained planning consent for the construction of a new emergency response vehicle garage at Ashbourne fire station. The works were completed on site during July 2022 and the garage is now in operational use.

#### **4.2.2 Fire (BA) Training Unit - JTC**

The existing containerised fire training unit at the JTC is now 5 years old (halfway through its functional design life) and issues had been identified with both the structural and operational functionality of the unit. Following an inspection by a specialist contractor a series of repair, maintenance and improvement works were carried out in June 2022 to allow the structure to continue to function as intended until the end of its design life (estimated at 4 years).

#### **4.2.3 Smoke Machine Upgrades**

A project is currently underway to replace the outdated smoke generating machines at Staveley, Alferton, Ilkeston and Nottingham Road fire stations. The project will replace the current machines which utilise water-based fluid to create artificial smoke with machines which utilise oil-based fluid which creates denser smoke logging of the training buildings, providing a more realistic experience for the fire fighters. At the time of writing the systems are being designed by a specialist fire training consultant with a view to seeking tenders from appropriate contractors.

### **4.3 Capital Construction Projects**

#### **4.3.1 2022 to 2024**

##### **4.3.1.1 Glossop Fire Station**

At the FRA meeting of 22 March 2018, the decision was taken to change the duty system at Glossop fire station to a day crewed system which resulted in the 12 fire service houses becoming surplus to requirements and assets which are/have been sold to realise capital receipts. The existing fire station constructed in 1972 is coming to the end of its operational life and now the new duty system has been introduced the station is no longer be fit for purpose, and spatially inefficient for the new operational requirements.

An options appraisal was prepared for the redevelopment of the site which considered 3 options. These were the demolition and replacement of the station on the existing site, construction of a new station on a new site elsewhere in Glossop and the refurbishment and extension of the existing station building. Following consideration of the options appraisal in February 2021, the FRA agreed approved a project to demolish and re-construct the station on the existing Whitfield Park site as this was determined to be the most cost-effective option. The latest budget estimate for the project including construction costs, professional fees, temporary accommodation, ICT fit out etc. is circa £5M.

At the time of writing, planning consent has been obtained for both the new build project and the conversion of former fire service houses to create temporary accommodation for the station personnel during the construction period. Tenders have been invited for the new build scheme and tenders have been received and evaluated for the conversion works project. It is anticipated that the new build will commence on site in November 2022, with a view to completion in January 2024.

##### **4.3.1.2 Matlock Fire Station**

Matlock fire station, constructed in 1959 is currently a day crewed station, with a number of former fire service houses on the site. The DFRA decision in March 2018 to change the duty system at Matlock resulted in the houses becoming surplus assets which are/have been sold to realise capital receipts. The existing station is coming to the end of its operational life and now the new duty system has been introduced the station is no longer fit for purpose and spatially inefficient for the new operational requirements.

An options appraisal was prepared for the redevelopment of the site which considered 3 options. These were the demolition and replacement of the station on the existing site, construction of a new station on a new site elsewhere in Matlock and the refurbishment and extension of the existing station building. Following consideration of the options appraisal in February 2021, the FRA approved a project to demolish and re-construct the station on the existing Chesterfield Road site as this was determined to be the most cost-effective option.

The latest budget estimate for the project including construction costs, professional fees, temporary accommodation, ICT fit out etc. is circa £4.5M. At the time of writing a planning application has been submitted for the project (July 2022), with consent hopefully being received mid-October 2022. It is anticipated that the new build scheme will commence on site March/April 2023 to be completed February/March 2024.

#### **4.3.2 2025 Onwards**

##### **4.3.2.1 New Mills Fire Station**

New Mills fire station is a former day staffed station, which was changed to the on-call system circa 2000 with the associated fire service houses sold off at the time. EMAS currently lease accommodation within the building and operate an ambulance reporting base from it. The building constructed in 1967 occupies a large floor area, which even with the EMAS presence on site, makes it very inefficient to operate on an on-call basis. The building has a backlog maintenance requirement of circa £110,000 and is extremely energy inefficient.

Assuming risk analysis indicated that the current site remained the optimum response location for the area it would be proposed to demolish the existing building and construct a new joint fire and ambulance station in the same location on the site with the opportunity for a Police SNT to also have a presence in the building. This would also create the potential option to obtain planning consent for a small-scale housing development on an area of land facing Pingot Road in an area which is currently occupied by the tower and outbuildings, with a view to selling this land to obtain a receipt. Discussion would be required with the local Planning Department to determine the viability of this proposal. The likely budget cost for a new fire and ambulance station on the existing site (possibly including Police SNT accommodation) would be in the order of £4.0M.

##### **4.3.2.2 Kingsway Fire Station**

Following the relocation of DFRS's training function to the new Joint Training Centre at Ripley, the Kingsway site is now underutilised with the fire station remaining on a site comprising 2.9 acres of land. The fire station building is some 53 years old and nearing the end of its functional life, having last had a major refurbishment in 2012 to maintain its operational fitness for purpose. Circa 50% of the current Kingsway site is currently not in use following the relocation of the training function to the JTC and given that that station is also almost at the end of its functional life, the site as a whole should be considered for redevelopment as its is currently an underutilised asset.

DFRS were approached by EMAS in 2019 to consider a redevelopment scheme to create a Joint Emergency Services hub, with DP also expressing an interest in having a presence within the proposals. Unfortunately, after lengthy discussions and design development work, EMAS decided that they could not proceed with the project as they were unable to raise the level of funding required for their proportion of the build costs, so the project was shelved.

Consideration should be given to either redeveloping the site, allowing for construction of a station in such a way that the vacant portion of the site could be sold off with suitable access or DFRS develop the whole site with a new fire station and an alternative use on the remaining land with either a partner agency or private sector operator to generate an income. Another option would be to consider relocation of the fire station to a wholly new location (if incident data were to confirm that this were feasible), with the existing site being sold off to provide capital funding for the new location. The likely budget cost for a new station on the existing site (possibly including Police SNT accommodation) could be in the order of £6.0M.

#### **4.3.2.3 Heanor Fire Station**

Heanor fire station is a CLASP structure building constructed in 1968 and is 54 years old. The building is an on-call fire station, also hosting a small EMAS co-location presence in the form of Patient Transport Services. DP have a requirement to relocate their local SNT and have in the past approached DFRS with regards to a collaboration at Heanor fire station. The building is nearing the end of its functional life, with the steel frame and concrete cladding panels showing signs of deterioration and is not suitable to extend to accommodate any potential Partner Agency requirements. DFRS have a requirement to maintain an on-call presence in Heanor and therefore the opportunity exists for a new joint use building potentially incorporating EMAS and DP to be constructed ideally on the existing fire station site, which could cost in the order of £2.5M (for a co-located scheme).

#### **4.3.2.4 Replacement of Fire Training Unit – Joint Training Centre**

The existing containerised Fire Training Unit at JTC is now 5 years into its functional design life of circa 10 years. A recent inspection of the unit by a specialist fire training company identified a series of repair, maintenance and upgrade items which required to be addressed to maintain the function of the units. This resulted in a significant repair scheme being undertaken costing circa £70K to rectify as many of the identified issues as possible.

The results of the inspection indicate that the specialist believes that the unit has a remaining functional life of around 4 years before it will be beyond operational safe use. Therefore, consideration will need to be given to replacing the unit in 2026/2027 with a likely estimated cost of circa £1.0M depending on the type of training unit/structure DFRS require at the time to best deliver their future training requirements.

#### **4.3.2.5 Clay Cross Fire Station**

Clay Cross fire station is a 57-year-old building being constructed in 1965. The building is an on-call station, which is currently at the end of its operational life and its accommodation layout is no longer fit for purpose. The proposal would be to demolish the existing station and construct a new purpose built on-call station on the same site. DP are currently looking at procuring a stand-alone facility elsewhere in the town and therefore it is unlikely that there would be a co-location opportunity as part of any replacement scheme. The cost of a new on-call station at Clay Cross would be in the order of £2.0M assuming it was constructed on the existing site with no partner involvement.

#### **4.3.2.6 Bolsover Fire Station**

Bolsover fire station, on-call station was constructed in 1961, which is nearing the end of its functional life. The building has suffered movement in the past due to rock fissures which have been found on site during previous alterations and extension works. It is proposed that the station would be rebuilt on the existing site, subject to suitable site stabilisation works being undertaken as part of the build. EMAS currently have a presence on site, as a welfare point, and this may continue within any new build subject to EMAS retaining the lease at the relevant stage of the programme. The cost of a new on-call station at Bolsover would be in the order of £2.0M assuming it was constructed on the existing site.

#### **4.4 Opportunities for Asset Sharing**

DFRS is committed in line with the 'One Public Estate' ethos to exploring opportunities for joint usage of land and property wherever possible. As part of the feasibility stage of any new build capital project, the possibilities for shared use with other partner agencies and public bodies. As DFRS's preferred partner of choice Derbyshire Police are always consulted with regards to any potential co-location opportunities, which has resulted in some 7 completed schemes to date.

EMAS are another preferred partner of DFRS and currently there are 8 DFRS sites which EMAS co-locate out of including Derbyshire's first joint Fire & Ambulance station at Swadlincote which opened in March 2019. The service operates a variety of arrangements where small elements of DFRS properties are shared/used by other organisations, such as Derbyshire Cave & Rescue, Buxton Mountain Rescue teams and SV2 at Buxton Fire & Rescue Centre and Kinder Mountain Rescue team at New Mills.

DFRS benefits from these co-locations with the Police and EMAS in terms of revenue from the leases/licences for each site use, along with a lease of surplus accommodation to other public & private sector bodies. Surplus office accommodation exists at both Buxton Fire & Rescue Centre, Chesterfield and Ilkeston Fire Stations and this surplus accommodation could be let to a suitable partner or other body to generate rental income.

## **4.5 Planned Maintenance Works**

### **4.5.1 Condition Surveys**

DFRS and DP through JSAD operate the Concerto 'PropView' asset management system which has been in place for 10 years (DFRS) and the condition data held within it has been used to determine planned works programmes. DFRS's properties are due to be re-surveyed in 2023 to determine current condition and the maintenance works required over the next 5-year period.

The previous surveys indicated that the current backlog maintenance across the estate is some £1.1M. It is anticipated that in the order of £2.5M of planned maintenance works including redecoration, new floor finishes, heating and lighting replacements etc. will be required over the next 5 years.

### **4.5.2 Lighting Upgrade – Nottingham Road Fire Station – 2022-2023**

The lighting system at Nottingham Road fire station is some 14 years old and although the system was seen as energy efficient at the time of construction of the building, the system is now showing signs of age, with light fittings failing and proving difficult to replace. Therefore, it is proposed to replace the existing internal and external lighting across the site with new energy efficient LED lighting at a cost of circa £70,000.

### **4.5.3 Appliance Bay Door Renewals 2023-2024**

The appliance bay doors at Bakewell fire station are beyond their functional life span and require replacement. Tenders will be sought, and work executed during 2023/24 to replace the doors at this site at a cost in the order of £20,000.

### **4.5.4 Station Re-decoration Programme – 2023-2026**

With the completion of the Welfare/Changing facilities upgrade project the majority of the on-call fire stations have now been fully redecorated. It is therefore planned to undertake a programme of redecoration works over the next 4 years to complete the work across the rest of the estate to include all wholetime, day crewed and remaining on-call stations, with the work costing circa £150,000 over the 3-year period.

### **4.5.5 LED Lighting Upgrade Works 2022-2028**

The lighting systems at the majority of DFRS's older fire station sites are now nearing the end of their functional life and are not of an energy efficient type. It is proposed to begin a programme of relighting stations with new LED light fittings, which are both energy efficient and will reduce maintenance costs over the life of the light fittings. The programme would be spread over the 5-year period of this plan and could cost in the order of £600,000 over the programmed period.

#### **4.5.6 Appliance Bay Floor Finish Replacement 2022-2028**

Most of DFRS's on-call stations have ceramic tiled floors within their appliance bays which given the age of the buildings are becoming in need of replacement. During the course of the locker room upgrade project the opportunity was taken to replace the floors at some of the sites with a durable resin finish. It is proposed to continue this replacement over the life of this plan with a view to having all the appliance bay floor finishes at on-call sites renewed by the end of the term. The cost of this replacement programme could be in the order of £150,000.

#### **4.5.7 Appliance Bay Door Servicing & Maintenance 2023-2026**

The existing contract expires on 31 March 2023 and as such the tender process for renewal of the contract will commence in Autumn 2022, with a view to having a new contract in place to start on 1 April 2023.



## **5.0 Appendices**

# **APPENDIX A**

## **Property Details**

## Property Details

### DFRS Owned

UPRN	Site Name	Date Built	Operational Usage	GIA Total (m <sup>2</sup> )	Community Facility	Condition Category	Repair Priority
54960	Alfreton Community Fire Station	2001	WDS	1,249	Yes	B	3
54090	Ascot Drive Community Fire Station	2011	WDS	2,080	Yes	A	4
54290	Ashbourne Fire Station	1957	ON-CALL	263	No	B	3
54170	Bakewell Fire Station	1967	ON-CALL	188	No	B	3
54260	Belper Fire Station	1961	ON-CALL	212	No	B	3
54200	Bolsover Fire Station	1961	ON-CALL	180	No	B	3
54150	Bradwell Fire Station	1958	ON-CALL	176	No	B	3
54030	Buxton Fire & Rescue Centre	2011	WDS	2,603	Yes	A	4
54130	Chapel en le Frith Fire Station	1959	ON-CALL	180	No	B	3
54050	Chesterfield Community Fire Station	2009	WDS	2,068	No	B	4
54240	Clay Cross Fire Station	1965	ON-CALL	310	No	B	2
54210	Clowne Fire Station	1962	ON-CALL	186	No	B	3
54250	Crich Fire Station	1967	ON-CALL	182	No	B	3
54190	Dronfield Fire Station	1998	ON-CALL	184	No	B	3
54300	Duffield Fire Station	2003	ON-CALL	290	No	B	3
54010	Glossop Fire Station	1972	DC	639	No	B	2
54160	Hathersage Fire Station	1962	ON-CALL	181	No	B	3
54270	Heanor Fire Station	1968	ON-CALL	185	No	B	3
54100	Ilkeston Fire Station	2009	WDS	1,576	Yes	B	3
54070	Kingsway Fire Station	1969	WDS	1,273	Yes	B	2
54110	Long Eaton Fire Station	1978	WDS	1,069	No	B	3

UPRN	Site Name	Date Built	Operational Usage	GIA Total (m <sup>2</sup> )	Community Facility	Condition Category	Repair Priority
54040	Matlock Fire Station	1959	DC	638	No	B	2
54310	Melbourne Fire Station	1964	ON-CALL	181	No	B	3
54020	New Mills Fire Station	1967	ON-CALL	768	No	B	2
54080	Nottingham Road Community Fire Station	2008	WDS	828	Yes	B	3
54280	Ripley Fire Station	1960	ON-CALL	833	No	B	3
54220	Shirebrook Fire Station	1989	ON-CALL	318	No	B	3
54231	Staveley Fire Station	2006	WDS	1,226	Yes	B	3
54120	Swadlincote Fire Station	2018	DC	1209	Yes	A	4
54140	Whaley Bridge Fire Station	1958	ON-CALL	173	No	B	3
54180	Wirksworth Fire Station	1964	ON-CALL	185	No	B	3

### **LLP Leased Premises**

	Joint HQ	2016	HQ	6874	No	A	4
	Joint Training Centre	2017	T	3771	No	A	4

### **Operational Usage Key**

WDS - Wholetime Duty System  
 DC - Day Crewed Duty System  
 RDS - Retained Duty System  
 HQ - Headquarters  
 T - Training Site

