



**Derbyshire**  
Fire & Rescue Service  
Making Derbyshire Safer

# Property Asset Management Plan

**2018-2028**

**July 2018**

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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 33 sites within the County of Derbyshire primarily consisting of 31 operational fire stations (9 wholetime, 2 day staffed, 1 day crewed and 19 retained), Joint Headquarters, Joint Training Centre, an operational stores and 24 residential properties.

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 more ambitious 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, Integrated Risk Management Plan (IRMP) and individual portfolio plans, which are linked to the AMP through the organisations 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 is 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 main 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.

### 1.4 IRMP & Property Implications

The IRMP sets out the organisation's priorities and proposals for effective service delivery over a four year cycle. This core strategic document needs to be fully supported by the AMP in order that the vision for the service can be fulfilled. The key links to the IRMP priorities and property assets are shown below:-

Service Priority	Property Role
<b>PREVENTING</b> fire & other emergencies	By making sure that buildings are accessible & provide additional services such as Community Safety activities, promoting fire service provision in suitable buildings.
<b>PROTECTING</b> people, property & the environment	Ensure that property assets are well maintained to meet service needs and legislative requirements to provide a working environment conducive to excellent service delivery and to manage the environmental impact of our properties within the community via energy and water management and carbon reduction technologies.
<b>RESPONDING</b> to fire & rescue emergencies	Ensure that the working environment is fit for purpose, safe and conducive for excellent service delivery and that property assets are maintained in a manner to enable effective response to incidents.

## **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 and this provides:-

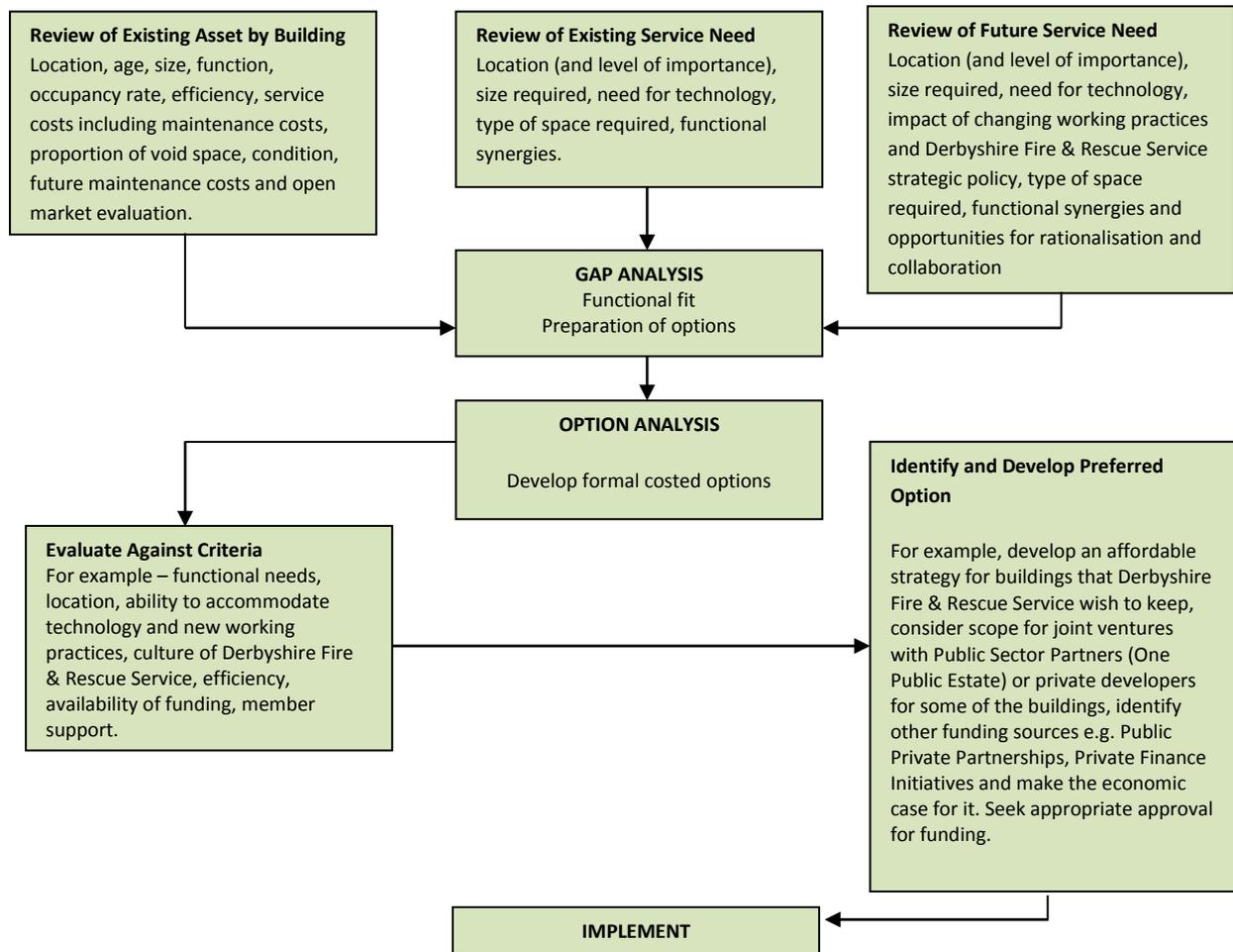
- An overview of property aims and objectives
- Statement of current portfolios
- Key areas for change
- Preferred options for key areas
- Implementation programmes

### **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
- Review of the existing service need – IRMP
- Review of future service needs – IRMP
- 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.
- Implementation programme.
- Review of opportunities for collaboration and effective/efficient asset sharing.

**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 Department managed by the Head of Property is part of Corporate Services and 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 of the department aligned to the Portfolio Plan and IRMP.

The Transport and Technical Services Departments also form part of 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 Property is the designated Corporate Property Officer and reports to the 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 IRMP (asset provision), taking consideration of partnerships etc.
- Determine future operational need in conjunction with IRMP (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 Property Department and provides the capacity to extract and analyse data into a reporting format. The PropView 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 due to be undertaken during 2018/19 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 Property 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 Director of Finance 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 the Head of Property 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, IRMP and as identified from the 'PropView' 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 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 proposed schemes to procure and construct the Joint Training Centre at Police HQ, Ripley; where a series of staff consultation sessions were held with relevant personnel who were likely 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.

The Property Department have developed 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.

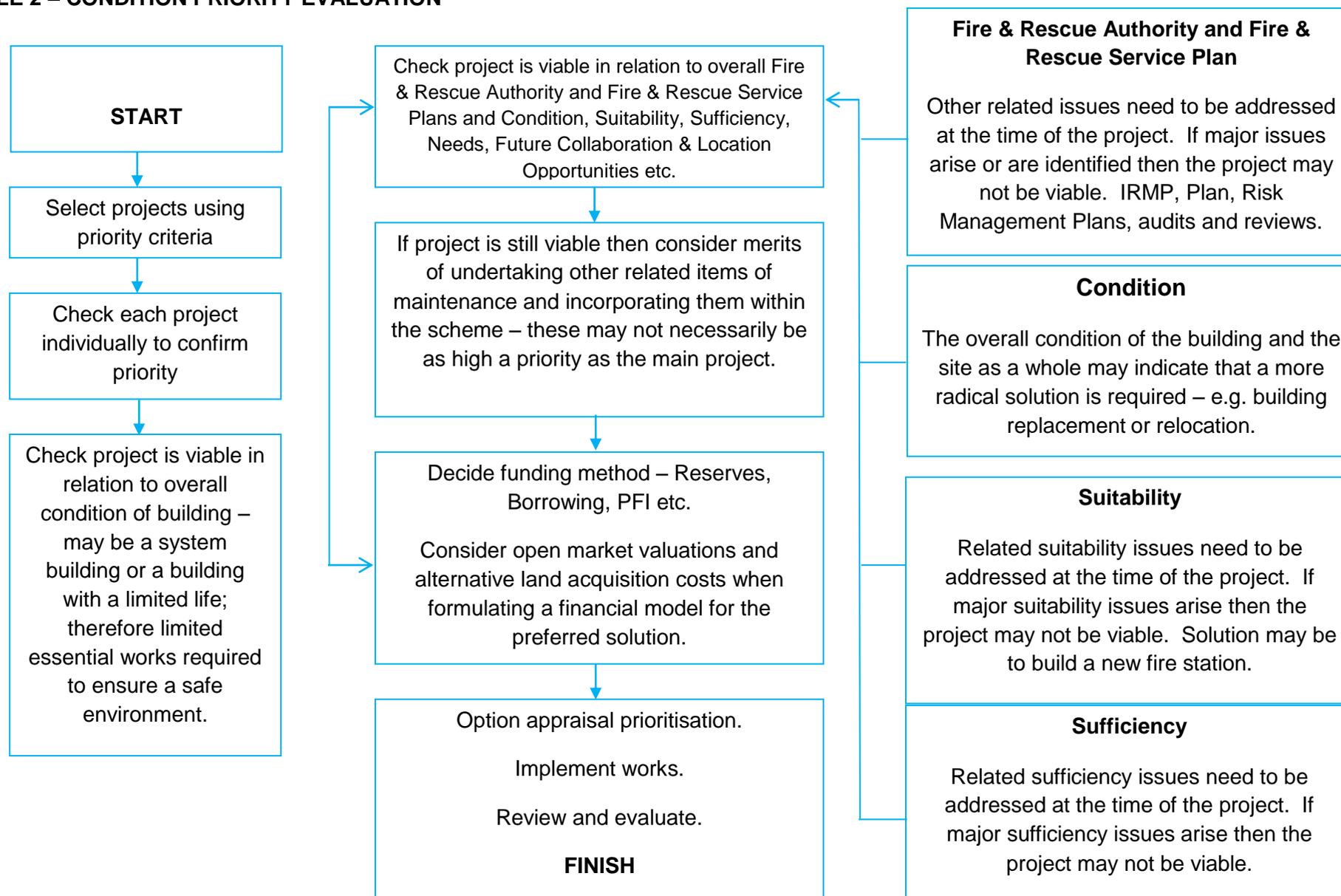
The outputs from the project team are translated by the Property Department into a formal design brief for adoption by a dedicated design team managed by the Head of Property and consisting of specialist consultants from a variety of disciplines such as Architectural and Quantity Surveying to develop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

The planning and consultation framework is shown on table 3.

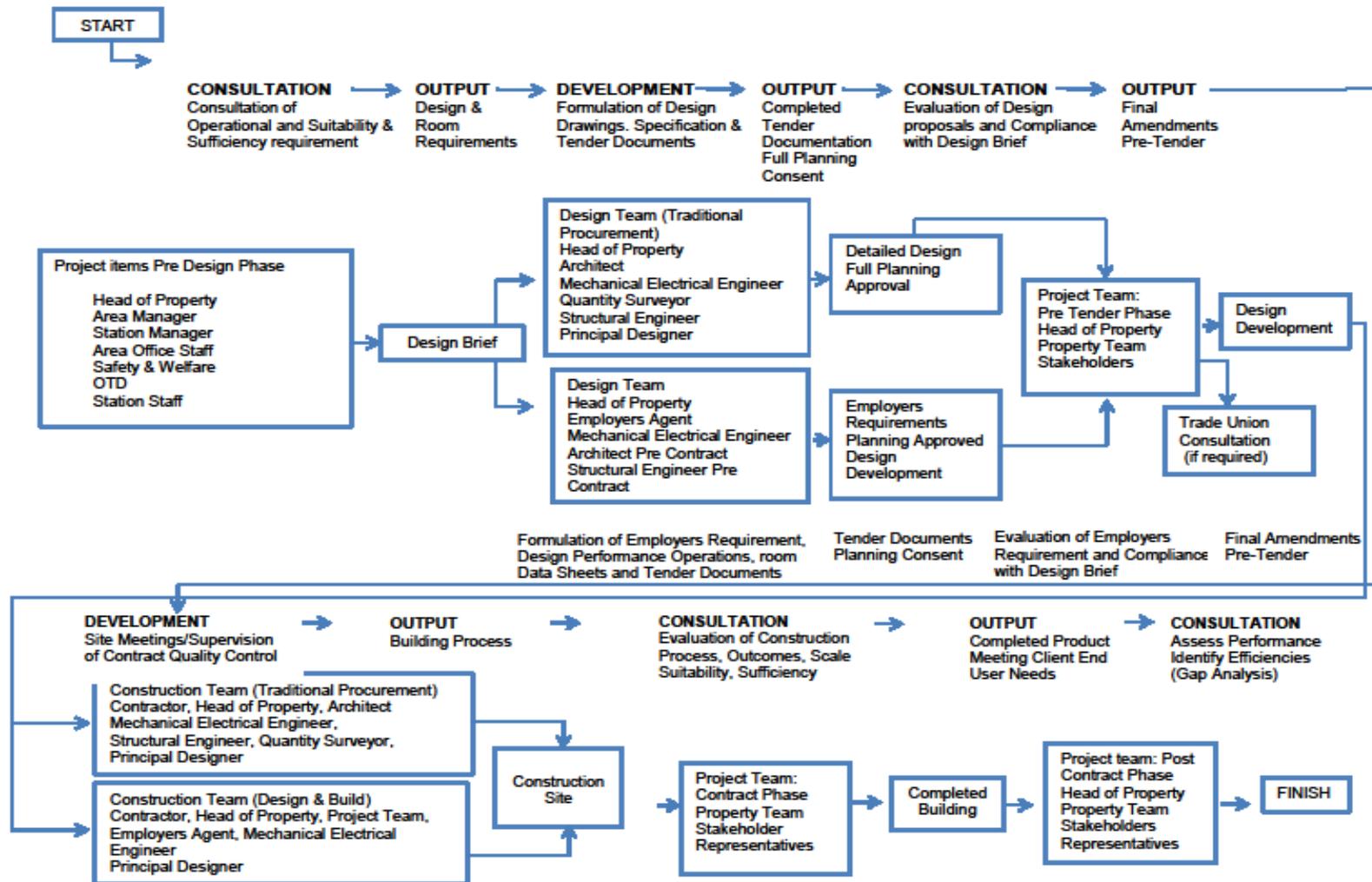
**TABLE 1 – CONDITION PRIORITY CRITERIA**

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

**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:-

- 151 buildings and structures
- 2 buildings leased via LLP Partnership Vehicle
- These have a combined asset book value of £71.8M as at 1<sup>st</sup> April 2018 and a land value of circa £21M (excluding former HQ site valued at circa £3.0M to be marketed and sold during 2018/19)
- Costs to use and maintain these buildings in 2017/18 were £2.49M
- Generated £156K in income in 2017/18 from fees & licences
- The repairs and maintenance backlog as at 1 April 2018 is circa £1.5M from £13M in 1997

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	31,800
Day Staffing/Crewed Fire Station	3	2,300
On-Call Fire Station	19	5,400
Housing	24	3,500
Former HQ Site, Littleover	1	2,800
<b>Total</b>	<b>56</b>	<b>£45,800</b>
<b><u>LLP</u></b>		
New Joint HQ	1	14,930
New Joint Training Centre	1	11,100

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<sup>1</sup> Including Control Room

# PORTFOLIO DISTRIBUTION MAP



## **3.2 Asset Types**

Based on the Emergency Cover Review and the IRMP, DFRS fire station assets are 'location critical'. These response standards may not always support the current risk profile and their location is in part a legacy rather than a current assessment of need. 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. Wholetime 24 hour stations are in use round the clock and require some personnel to spend extended periods in them; day staffed/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 wholetime 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 Tri-Control Project.

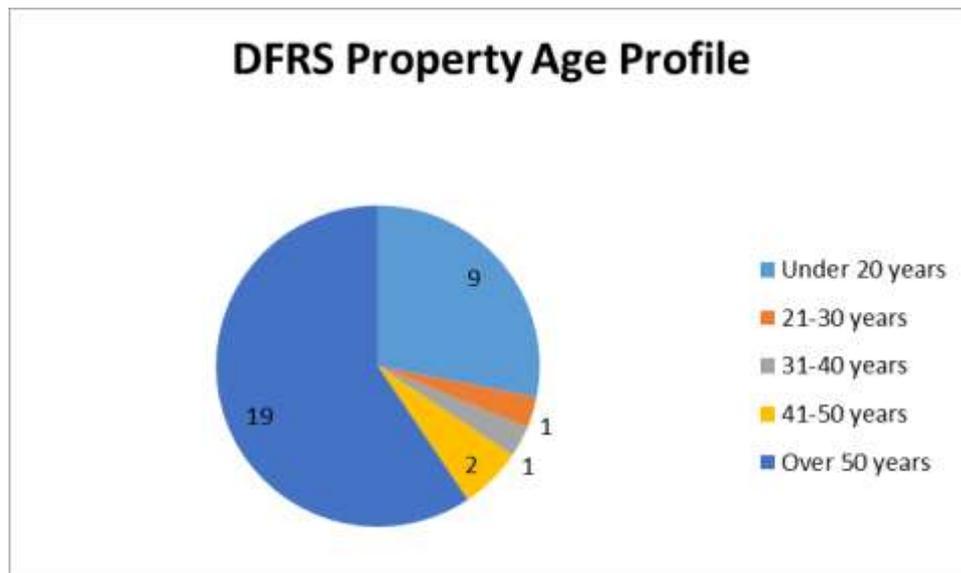
### 3.2.5 Housing

DFRS has 24 houses held for fire fighters currently operating the day staffing shift system, where operational requirements dictate that these should be within 5 minutes of the fire station. The houses are located at Matlock (12 No.) and Glossop (12 No.). However following a FRA decision in March 2018, the crewing system at both the sites will be revised resulting in the houses becoming surplus to requirements and are to be considered for disposal.

### 3.3 Key Issues with Portfolio

#### 3.3.1 Age

A large percentage of our fire stations – 59% were originally constructed over 50 years ago with only 28% 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 regard to issues such as dignity at work and compliance with the Equality Act 2010 for a modern fire & rescue service.

### **3.3.2 Maintenance Backlog**

The Property Department completed initial condition surveys of all properties 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' 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' in line with 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 value of DFRS's property portfolio is estimated at circa £19.95M (excluding the value of the vacant former HQ site in Littleover, Derby estimated at circa £3M).

### 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 biennial 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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Co-location and collaborative partnership schemes are now very much the driver behind DFRS's future Property Strategy, highlighted by the recent completion of the new Joint Headquarters building and the new Joint Training Centre in conjunction with Derbyshire Police which represents a joint investment of some £27M. These projects have allowed DFRS and the Police to identify further potential schemes to reduce and rationalise the joint estate, along with other opportunities co-locations with East Midlands Ambulance Service (EMAS) and potentially North West Ambulance Service (NWS).

#### **4.1 2018/19 Capital Projects**

At the time of writing DFRS currently has 6 'live' co-location projects at various stages of development. These schemes are as follows:-

##### **4.1.1 Replacement of Swadlincote Fire Station**

A £2.9M scheme to construct a new fire station at Swadlincote is currently on site, having commenced in January 2018 and is due for completion in December 2018. The project represents a first joint construction with EMAS who will be taking accommodation on a sole and shared occupancy basis within the building on an initial 25 year lease, generating an ongoing revenue income for DFRS.

##### **4.1.2 Police Co-Location Schemes**

DFRS currently have 5 identified Co-location schemes with Derbyshire Police in various stages of development. The Police currently co-locate a Safer Neighbourhood Team (SNT) at Ashbourne fire station which is an on-call site and due to the success of this arrangement the Police have requested that their presence on site be expanded, which has resulted in an extension to the building being required to accommodate their requirements. Planning consent has been received for a circa £60,000 scheme which is currently out to tender.

A circa £75,000 development at Bakewell fire station to accommodate a SNT comprising an extension and internal remodelling of the building has recently received planning consent. An extension and internal re-modelling scheme at Shirebrook fire station, circa £400,000 in value to accommodate a Police SNT and Local Policing Unit (LPU) has recently gained planning consent and is now undergoing design development to enable tenders to be sought.

Two further schemes have been identified whereby Police SNT's are to be co-located at Long Eaton and Melbourne fire stations. Both projects are in the very early stages of design development against the Police requirements brief and will involve extension and internal remodelling at both sites. The Long Eaton scheme is likely to be circa £150,000 in value and Melbourne some £75,000.

The capital costs of the extensions are to be funded by Derbyshire Police on a recharge basis and the schemes will generate ongoing revenue for DFRS through annual lease charges.

#### **4.1.3 Disposal of Former HQ Site, Littleover, Derby**

As a result of the moves to the new Joint Headquarters and Joint Training Centre buildings at Ripley (with the last personnel leaving site in December 2017), the former Old Hall, Headquarters site is now surplus to requirements and is due to be disposed of to fund the move to the new HQ in Ripley. In order to facilitate marketing the 4.7 acre site, works have been ongoing with telecommunication operators, who have licences to operate from DFRS's mast with a view to them relocating off site. At the time of writing the last operator is preparing to move to an alternative site and it is anticipated that the site will go on the market with options for disposal or development partnership in the Autumn of 2018.

#### **4.2 Future Capital Projects 2019/20 Onwards**

At the meeting of 21 June 2018 the DFRA approved a broad 15 year capital replacement plan commencing in 2018/19 with schemes for 2018/19 having been allocated and approved. Members approved the exploration of further collaborative co-location opportunities with partner organisations, in particular the Police and EMAS with a view to aligning DFRS's capital replacement proposals with those of the other organisations. An indicative programme of works and associated timescales as approved by DFRA is included in Appendix B.

The length of the plan is deliberately designed with flexibility in mind to accommodate the fluctuating plans of potential co-location partners and issues such as site availability, operational service delivery requirements and changes to the economic, political and legal landscape. Consultation has taken place with the Police who have developed a 15 year plan to modernise and rationalise their estate and early discussions have taken place with both EMAS and NWAS, however their plans are still being developed.

The following schemes represent opportunities where partners would like to collaborate within the same geographical locations to co-locate on a single existing DFRS site or potentially new sites, or for rationalisation/modernisation of DFRS's existing estate provision and were approved by DFRA members.

#### **4.2.1 Ascot Drive Fire Station – Police Co-Location**

An opportunity exists for the Police to co-locate their new build replacement for Cotton Lane 'Section' station site into an extension to Ascot Drive fire station on land to the rear of the fire station site. The proposed extension will provide a new section station and other ancillary office accommodation, with shared dining and welfare facilities being created within the extension link between the 2 buildings, allowing the Police to share DFRS station facilities such as the gym. The external secure line will be redesignated around the 2 sites to allow Police emergency response vehicles to operate through the fire station site. The current scheme as proposed is budgeted by the Police to cost circa £9M with an income being generated for DFRS through ground lease rental.

#### **4.2.2 Kingsway Fire Station – Tri-Service Co-Location**

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 49 years old and nearing the end of its functional life, having had a refurbishment in 2012 to maintain its operational fitness for purpose.

EMAS have a requirement for a new hub ambulance and 'make ready' station in Derby to improve service delivery ideally located in close proximity to the Derby Royal Hospital and Derbyshire Police have a local SNT base in Littleover which they would like to vacate and move to more suitable accommodation. EMAS have approached DFRS to discuss the potential for redeveloping the Kingsway fire station site into a joint emergency services hub. Consultation with Derbyshire Police has also confirmed their interest in co-locating on the site and a feasibility study is currently being undertaken to assess the suitability of the site to accommodate the requirements of all 3 services and produce a draft scheme and a budget cost for a Tri-Service hub. The likely budget cost is potentially circa £8.5M split between each service on an occupancy ratio basis.

#### **4.2.3 Heanor Fire Station – Police Co-Location**

Heanor fire station is a CLASP structure building constructed in 1968 and some 50 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. Derbyshire Police have a requirement to relocate their local SNT and have approached DFRS with regards to a collaboration at Heanor fire station. The building is no longer fit for purpose and would not be suitable to extend to accommodate any Police 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 to be constructed ideally on the existing fire station site, which could cost in the order of £1.5M.

#### **4.2.4 Clay Cross Fire Station – Police Co-Location**

Clay Cross fire station is a 53 year old structure being built 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. Derbyshire Police have a requirement for a SNT and LPU in Clay Cross and have approached DFERS to discuss the possibility of co-locating on the Clay Cross site. Initial feasibility assessments based on the likely Police requirements have indicated that the building cannot be practically extended and as such a new build redevelopment most likely on the existing site has been proposed with the likely cost being in the order of £1.7M.

#### **4.2.5 Matlock Fire Station – Police Co-Location**

Matlock fire station, constructed in 1959 is currently a day staffed station, with 12 fire service houses on the site, occupied by fire service personnel in connection with their employment to provide evening on-call cover in line with the duty system. At the DFRA meeting of 22 March 2018 the decision was taken to change the duty system to a day crewed system, which will result in the houses no longer being required and becoming a surplus asset which can be realised to generate a capital receipt.

Derbyshire Police have a requirement to replace their existing ‘Section’ station in Matlock which is no longer fit for purpose. The change of duty system decision and the age of the station provide an opportunity for DFERS to rationalise their accommodation requirements to suit the new duty system and the potential for the Police to co-locate on the site in a new joint Fire & Police station building, which could cost circa £7M. The sale of the 12 fire service houses at their open market value could realise some £2M in capital receipts which could be used to part fund the DFERS proportion of the build costs.

#### **4.2.6 Glossop Fire Station – Potential Tri-Service Co-Location**

At the FRA meeting of 22 March 2018 the decision was taken to also change the duty system at Glossop fire station which like Matlock is currently a day staffed station with 12 fire service houses on site. The day crewed system will again result in the houses being surplus to requirements and an asset which can be realised through disposal. The existing fire station constructed in 1972 is coming to the end of its operational life and once the new duty system is introduced the station will no longer be fit for purpose, being too large and inefficient for the new operational requirements.

The fire station and houses are located on a 6.7 acre site, which represents a rationalisation, co-location and redevelopment opportunities for DFRS. Derbyshire Police have expressed an interest in co-locating a SNT and potentially an LPU with DFRS at Glossop and discussions have taken place with NWAS regarding relocation of Glossop Ambulance station with DFRS. A potential tri-service building at Glossop either on the existing or a new site within the town would cost circa £4.5M. The redevelopment of the surplus land on the site and the potential sale of some or all of the houses on the open market would generate capital receipts which could be used to part fund DFRS's share of the new development costs.

#### **4.2.7 New Mills Fire Station**

New Mills fire station is a former day staffed station, which was changed to an 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 significant backlog maintenance requirement (some £400,000) 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 construct a new joint fire and ambulance building in the existing building yard area, with the potential for a Police SNT to have a presence in terms of welfare provision. This would enable the existing station building to be demolished and a small housing scheme (4 town houses) to be constructed for sale, the profits from which could be used to part fund the new station build. There would also be potential for a new off-site location to be sourced for the station, subject to the results of the risk analysis for New Mills.

#### **4.2.8 Whaley Bridge Fire Station**

Whaley Bridge is an on-call station constructed in 1958, with the site located away from the main road, with a narrow access road and with the advent of the new generation of fire appliances, circulation around the site is now more restricted. Subject to a risk analysis to determine the optimum location, it is proposed the construction of a new on-call station either on the same site or a new location if the risk analysis deems necessary. Presently at the time of writing there are no requirements for any partner co-locations, however this will be reviewed periodically as the scheme comes live within the development programme.

#### **4.2.9 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 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 would continue within any new build subject to EMAS retaining the lease at the relevant stage of the programme.

#### **4.2.10 Welfare/Changing Facilities Upgrade Works – On-Call Stations**

The majority of DFRS's on-call station sites have no suitable separate male and female changing facilities and only have single shared locker provision which means that clean uniform/personal kit and potentially contaminated fire kit are kept in the same location. In order to rectify this it is proposed to provide (where possible) separate male and female facilities at each on-call station where these do not currently exist and refurbish, upgrade and extend the WC and shower facilities to provide self-contained unisex provision.

The station facilities upgrade will also include for internal alterations to form separate male and female changing provision with separate lockers for personal and fire kit for each member of on-call personnel. The works are planned to be phased over a 3 year period commencing in 2018/19 completing in 2020/21. The estimated total cost of these works will be circa £500,000.

#### **4.2.11 Fire Station External Security**

In the light of the heightened security situation across the country DFRS has been looking at the external perimeter security of its sites in terms of fencing, automated gates and where necessary improving CCTV provision. The focus of the works is mainly at on-call sites and work has already been undertaken where partners such as the Police are co-locating to enhance fencing and provide automated gates. At the meeting of 22 June 2018 DFRA approved funding over a 3 year period (2018/19 and 2020/2021) to roll out the works across all on-call station sites, with a budget figure of £500,000 allowed for this work.

### **4.3 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 the some 11 potential schemes, outlined in Section 4.2.

EMAS are another preferred partner of DFRS and currently there are 5 DFRS sites which EMAS co-locate out of with a sixth, the relocation of Swadlincote ambulance station into the new fire station at Swadlincote coming online at the end of 2018. Presently a range of opportunities are currently being discussed with EMAS, ranging from welfare points for single response vehicles to a shared new build scheme at DFRS's Kingsway site. The service operates a variety of local arrangements where small elements of DFRS properties are shared/used by other organisations, such as Derbyshire Cave & Rescue, Buxton Mountain Rescue teams at Buxton Fire & Rescue Centre.

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 space to a private sector organisation at Chesterfield fire station. Currently DFRS receive some £42,500/annum in lease/licence charges. Surplus office accommodation is available at both Buxton Fire & Rescue Centre and Ilkeston Fire Station and this surplus accommodation is being or will be marketed for let, ideally to public sector partners/bodies to generate rental income.

#### **4.4 Planned Maintenance Works**

##### **4.4.1 Condition Surveys**

DFRS operate a Concerto P2 'PropView' asset management system which has been in place for 6 years and the condition data held within it has been used to determine planned works programmes. DFRS's properties are now due for re-survey to determine current condition and the maintenance works required. Derbyshire Police have recently acquired the same asset management system and are commencing populating their data. In line with collaboration partnership between the 2 services DFRS will seek to undertake a joint tender exercise with the Police during 2018/19 for condition surveys to be undertaken across both estates to benefit from cost economies of scale.

##### **4.4.2 Grounds Maintenance Tender – 2019-2022**

The existing contract expires on 31 March 2019 and as such the tender process for renewal of the contract will commence in Autumn 2018, with a view to having a new contract in place to start on 1 April 2019.

##### **4.4.3 Building Cleaning Services Contract - 2019-2024**

The existing contract was extended until March 2019 to allow for the construction of the new headquarters and joint training centre buildings. The tender process for renewal of the contract will commence in Summer 2018 with a view to a new contract being in place to start in April 2019.

## **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	2
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	2
54050	Chesterfield Community Fire Station	2009	WDS	2,068	No	B	4
54240	Clay Cross Fire Station	1965	ON-CALL	310	No	B	4
54210	Clowne Fire Station	1962	ON-CALL	186	No	B	3
54250	Crich Fire Station	1967	ON-CALL	182	No	B	2
54000	Derbyshire Fire & Rescue HQ  Old Hall Training Cen ICT,HR, C&C Restaurant Lodge Maintenance	1897 1955 1985 1973 1898 1897	HQ	4,451	No	Vacant Site & Allocated for disposal	
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	DS	639	No	B	2

UPRN	Site Name	Date Built	Operational Usage	GIA Total (m <sup>2</sup> )	Community Facility	Condition Category	Repair Priority
54160	Hathersage Fire Station	1962	ON-CALL	181	No	B	2
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	3
54110	Long Eaton Fire Station	1978	WDS	1,069	No	A	3
54040	Matlock Fire Station	1959	DS	638	No	B	3
54310	Melbourne Fire Station	1964	ON-CALL	181	No	B	3
54020	New Mills Fire Station	1967	ON-CALL	768	No	B	1
54080	Nottingham Road Community Fire Station	2008	WDS	828	Yes	B	3
54280	Ripley Fire Station	1960	ON-CALL	833	No	B	4
54220	Shirebrook Fire Station	1989	ON-CALL	318	No	B	2
54231	Staveley Fire Station	2006	WDS	1,226	Yes	B	3
54120	Swadlincote Fire Station	2018	DS	Under Construction			
54140	Whaley Bridge Fire Station	1958	ON-CALL	173	No	B	3
54180	Wirksworth Fire Station	1964	ON-CALL	185	No	B	2

### **LLP Leased Premises**

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

### **Operational Usage Key**

- WDS - Wholtime Duty System
- DS - Day Shift Duty System
- RDS - Retained Duty System
- HQ - Headquarters
- T - Training Site

## **APPENDIX B**

### **Future Planned Schemes Programme**

**Appendix B  
Derbyshire Fire & Rescue Service  
Future Works Programme 2018-2028 - (as approved June 2018)**

				Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Year 5 2021/22	Year 6 2022/23	Year 7 2023/24	Year 8 2024/25	Year 9 2025/26	Year 10 2026/27	Year 11 2027/28	Year 12 2028/29
Fire/Police/EMAS/NWAS	Fire / Police Station / Hqs	Proposal	Costings												
F/P	Ashbourne	Adaptation		Joint Fire/Police Station											
F/P	Bakewell	Adaptation		Joint Fire/Police Station											
FIEMAS	Swadlinoote	Proposed Joint New Build		Joint Fire/Police Station											
F/P	Shirebrook	Extension		Joint Fire/Police Station											
F/P	Asool Drive	Proposed Joint New Build		Police Extension											
F/P/EMAS	Kingsway Fire Station	Proposed Tri- New Build		Combined Tri Service - Fire / Police / EMAS											
F/P	Heanor	Proposed Joint New Build		Joint Fire/Police Station											
F/P	Clay Cross	Proposed Joint New Build		Joint Fire/Police Station											
F/P	Maibook	Proposed Joint New Build		Joint Fire/Police Station											
F/P/NWAS	Glossop	Proposed Joint New Build		Combined Tri Service - Fire / Police / NWAS											
F/P	New Mills	Proposed Joint New Build		Joint Fire/EMAS/Police											
F	Whaley Bridge	Fire - New Build		Fire New Build											
F	Bolsover	Fire - New Build		Fire New Build											
F	Fire	Boundary Security on stations													
F	Fire	On-Call Locker Upgrade / Building works													
F	Fire	Female toilets/facilities on On-Call Stations													
F/P	HQ/Training Centre	HQ and Training Centre Refurbishment													

Key	
	Proposed Fire / Police and/ or Ambulance New Build
	DFRS New Build
	DFRS Planned Works
	Combined Tri Service - Fire / Police / EMAS or NWAS

