



to NH (De)
 SMC
 Vaughan
 Nick J
 David McJ
 Paul B.

PFCC SIGNATURE SUMMARY

DATE:	22.12.20		
AUTHORITY:	Northamptonshire Fire and Rescue Authority		
ITEM FOR DECISION/SIGNATURE:	<p>Contract</p> <p>For the purchase of the premises, units 1 5 Baron Avenue, Earls Barton to be refurbished as joint Fire and Police vehicle workshops for the sum of £3.3M (plus VAT). a deposit of 10% to be paid on exchange and the full balance upon completion, and post judicial review period.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>		
REMARKS: (include Budget approval)			
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no. Comments	<p>[REDACTED]</p> <p>The Finance Dept have confirmed that the cost of the purchase is included in the new capital strategy and captured within the capital programme. Cash flow is sufficient to make the deposit payment of £330k and work is underway to identify borrowing options to provide funds for completion of the purchase and to pay for commissioning works. Exchange of contracts is subject to satisfactory legal and procurement advice, and that the cost of the purchase and overall project is still in line with the approved business case.</p>		
ICT Comments	<p>"Chanko an itan"</p>		
LEGAL Name and contact no. Signature evidenced elsewhere on docs	<p>Other [REDACTED] - EMPLS</p> <p>The contract is on standard commercial terms which have been adapted to meet the specific circumstances of the purchase relating to the recently granted planning permission. The contract has a completion date of 22 February 2021, but</p>		



	provides that in the event of a judicial review being brought in respect of the planning permission, the purchase completion will be delayed until judicial review has been determined. Either party can terminate the contract if it is not completed by the longstop date of 21 June 2021. The Seller can also terminate the contract early if a JR is lodged.		
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] The value of the sale has been confirmed with our appointed agent as at market value. The general refurbishment proposed would also be reflected in the future value for the property. The operational fitout costs would be reflected in market values through a B2 planning consent which would have to be applied for and accepted to be sold as a potential going concern for a future sale. A default position of class B8 is included in the planning consent, which is aligned to local activity. Planning consent has been granted, with conditions being of an acceptable nature.		[REDACTED]
Page numbers for signing (list each document and page number)			
PFCC S151, S151 for the Policing Group and S151 for Fire	<i>I have been regularly updated on the progress of this purchase. The fire transformation grant balance will be used towards this.</i>	Y	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	Approved	Y	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		Y	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED <input checked="" type="checkbox"/> YES/NO <i>on capex</i>			

** Exchange is scheduled for 7/1/21 if all info is provided to Finance in a timely manner to set up the supplier + make payment.*

** close financial monitoring of the project is essential to ensure there is no cost creep + all related impacting on cost require PFCC approval.*

** Funds option for the purchase are available*



DECISION RECORD

Decision Record Number 187

This document records a decision taken by the Police, Fire and Crime Commissioner, together with details of the advice he received prior to taking the decision.

Decision taken

The Police, Fire and Crime Commissioner has taken the decision to:

Purchase a Joint Garage for Police and Fire at a total capital cost of £7.4m including fit out costs.

Details of advice taken

The business case accords with the agreed estates strategy and has been subject to wide consultation and includes agreement from both chief officer teams to ensure this best supports business need and represents value for money.

Stephen Mold
Police, Fire and Crime Commissioner
16/11/2020

END



- Shoot
 - HK.
 - Paul B
 - Vaxha A -

PFCC SIGNATURE SUMMARY

DATE:	20/10/20		
AUTHORITY:	Other Police and Fire		
ITEM FOR DECISION/SIGNATURE:	Other Business Case for a Joint Garage for Police and Fire		
REMARKS: (include Budget approval)	Request is to approve the purchase of the garage at a total capital cost of £7.4m (including fit out costs and assuming no sales). The business case sets out the case which in summary here includes: <ul style="list-style-type: none"> - Delivering the agreed joint estates strategy - Delivering the previously agreed business case for Darby House through facilitating disposals predicated in that business case - Enabling a fit for purpose garage to be provided for both organisations - Cost avoidance through not being required to improve facilities at MLC and Earls Barton Fire Station - To be consistent with the direction of travel for joint enabling services, facilitating potential efficiency savings. - To potentially facilitate commercial opportunities for the estate - To future proof the estates for future challenges 		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
PROCUREMENT Name and contact no. Signature evidenced elsewhere on docs	Choose an item. Not required – already procured		N/A
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] The business case accords with the agreed estates strategy and has been subject to wide consultation and includes agreement from both chief officer teams that this is the right thing to do.	Y	N/A
Page numbers for signing (list each document and page number)	This sheet to approve the business case		

PFCC S151, S151 for the Policing Group and S151 for Fire	*	X	
MONITORING OFFICER/DEPUTY MONITORING OFFICER	Approved	4	
POLICE, FIRE AND CRIME COMMISSIONER		7	
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED <u>YES</u> /NO			

* The lease has undergone significant review + challenge. on its own it is not a financial savings purchase but it is one which brings:

1. Interoperability benefits
2. Futureproofing for Police + fire fleet
3. Cost avoidance for both existing sites
4. Buy in from both services.

* In the joint sites, to minimise tax liability + to ensure Capital + Revenue Affordability it is recommended the site is purchased by fire + on an equal rent lease is paid by police. In that light, it would be appropriate as fire vehicles will take up a larger footprint for fire to purchase the site. In which case, all assets must be explored to minimise the costs of borrowing. The S151 officer will seek use of fire's 'redemption' Grant for this purpose.

* It is essential that Estates Reports include Professional Estates Assessments of lease/rent charges so they can be appropriately built in. It is recommended this advice/info is sought prior to any further agreements + is included in future business cases + is drawn via professional estates advice + not calculated internally from scratch.



Garage Workshops

Business Case

Author



Date 20.10.2020

(Incorporating feedback from Section 151 and ACO)

Executive Summary

The main objective within this business case has been to consider the requirements of both Fire and Police vehicle workshop requirements in line with the wider joint estates strategy and to offer viable options that either provide facilities for both services or combine Fire and Police garage workshop operations within one premises that are fit for purpose and has scope to maintain such for the future.

Current Context:

The Police workshops are currently sited at Wootton Hall. Being in the middle of the site, they are insufficient to meet existing requirements and their current location provides a blocker to refurbishment of the existing Wootton Hall site. Furthermore, with the national Police Uplift programme providing significant investment in front line officers, it is essential that the fleet workshops and facilities have sufficient capability and capacity to meet the increasing infrastructure requirements. A recent Internal Audit of Fleet workshops, received a less than adequate assurance assessment and also highlighted the need for significant investment in Police Fleet to take forward the recommendations. Current arrangements, resources and location make implementing these recommendations difficult.

Fire workshops are based at Moulton on the same site as the Headquarters and office accommodation. Whilst there is not a similar requirement to support additional fleet in line with a national uplift programme, the fleet are of a significant age and although a fleet replacement programme is in train, this is over a significant period of time and, as such, the fleet still has significant maintenance requirements.

Due to the financial constraints of Fire whilst within NCC governance, Fire workshops have not seen investment in them for many years and there is a need to update them. This is also the case for the Earls Barton Fire Station which is incorporated within this business case and the Moulton Office Block, the sale of which was included as part of the Darby Close Business case.

Condition Surveys on the Fire estate reported in October 2020 have identified that the sum of ██████ of investment is required to address the essential maintenance requirements on the Fleet workshops which is part of the ██████ to ensure the investment is required for the Moulton site to be operating effectively.

In line with the direction of travel to maximize joint working, efficiencies and skills and capacity over the medium to longer term, the recent Darby Close purchase for office accommodation will release over 50% of the Moulton Fire site, the proceeds of which are to mitigate the cost of future investment. The Head of Estates and Facilities advises that there is not a ready market for the property for only the office accommodation whilst retaining fire workshops on the site. Therefore, whilst the costs of investment in the Moulton Office Block are not included within assessment of options 1 and 2, it is nevertheless a key independency for these options.



Similarly in policing, the Darby Close purchase is predicated on the disposal or cessation of other property arrangements, [REDACTED] and the current Police workshops site is a key enabler to releasing those arrangements.

Enabling Services Direction of Travel

The Commitment of the three organisations to Enabling Services includes the appointment of an Assistant Chief Officer across the three services, providing support service and enabling functions to all.

Key to making this work is the direction of travel to bring together joint teams over time (all supported by individual Business cases). In respect of Fleet, this can only happen and benefits maximized with co-location of all Fleet staff on one site into a single team structure.

Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Assistant Chief Officer has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, these options are considered to be in the range of [REDACTED]

Additional Benefits Identified:

In addition to the Joint Estates Direction of travel, cost avoidance (for both Police and Fire) and enabling services team structure benefits, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

A further opportunity which is undertaken by a number of Fire and Rescue Services (for example, Hampshire and Essex, amongst others) is to offer the provision of MOTs to members of the public in line with their Vehicle and Asset Management Strategies to use available existing resources to achieve income and mitigate the cost of the vehicle fleet workshops.

As a joint site away from Wootton Hall and Moulton limitations, there would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. The PFCC has supported the 2 year appointment of a Business Development/Commercialisation Manager across the three organisations and whilst an assessment has not yet been made at this time, this would be a key priority to progress at an early stage. Until this work has been completed, it, a notional prudent estimate by the S151 officer for the PFCC and NCFRA estimates an indicative profit of between [REDACTED] prior to detailed assessment being undertaken.



Should the preferred joint site be approved, this will enable work to commence on the Joint Fleet Team Business Case and Income Generation Strategy and to enable specific requirements to be considered as part of the specification of the site.

In addition to the cashable savings above, only a joint site and joint team will meet the synergistic benefits which are set out in the Fire Governance Business case and the Enabling Services approach to joint support services.

Preferred Option:

In line with recent Estates business cases, investigating re-using existing properties available on the market, which can be adapted for our purposes, has taken at least the same priority as recommending commissioning a building from new. It has been the professional experience of the Head of Estates and Facilities that re-using existing properties can provide fit for purpose facilities, which support our Estate strategy objectives of lower costs than building new.

The search for existing available premises that meets our requirements had been ongoing for several years without previous success. The level of match to specification of the property referred to as Baron Avenue within this business case is remarkable. The purchase price and fit out costs of this option make it the preferred option at an estimated purchase and fit out cost of [REDACTED] which convert into annual running costs estimated at [REDACTED] (including capital repayment costs) with the potential to reduce to [REDACTED] with the potential release of other properties. The technical equipment costings are included in this sum (this is new ramps, lifts etc.), which would provide a modern fit out of the workshops in an ergonomic and effective style, using a specialist workshop fit out company recommended by our transport managers in line with similar integration of Fire and Police workshops nationally.

The Baron Avenue property affords excess capacity which would easily allow developments on the horizon, in particular, electrification of vehicles to be maintained at this site, but also has space which would allow operational units to be located, relinquishing estate allocated to them. With the relocation of the Fire, workshops at the Moulton Logistics Centre complex and relocating, the local retained Fire station into Baron Avenue, and such sales could reduce the capital cost to [REDACTED] with the increased revenue running costs as set out above.

There are no known significant risks associated with Baron Avenue property. Planning consents for change of use and re-location of the Earls Barton Station would be required. The change of main use would form part of the sale agreement process, the type of use proposed for us is in line with the type of activity expected in an industrial zone.

The Baron Avenue and new build options provide the opportunity to achieve between additional income and Joint Team Savings within the range of [REDACTED] per annum as set out above (included as a prudent estimate in the Business case as [REDACTED] [per annum]), reducing the annual running costs further if other property sales are realised. It also avoids [REDACTED] of work required at MLC garage and Earls Barton Fire Station according to the condition surveys on fire premises in October 2020



There is a potential to fund some of the costs either by a one off bid to the Home Office or from the remaining Transformation Grant funding held by NCFRA for which the Home Office has previously advised would be willing to consider utilizing in this manner. This has the opportunity to reduce the revenue implications of capital financing further. The S151 Chief Finance Officer will explore this opportunity with the Home Office.

Baron Avenue is the preferred option for a combined Fire and Police joint heavy and light vehicle workshops. The front of house and back room functions for Transport and Logistics would also be co-located. It is anticipated the vendors would want a quick sale (and in the current climate, further negotiation on the purchase price may be entered into) and with the works program completed that occupation would take place by September 2021. Baron Avenue is the only existing premises in many years of searching to have received universal operational approval by both Police and Fire and suitability for this function.

Other Options Considered:


A new building using latest industry indexes and fitting out to our specification on new land based on previous estimates could cost in the region of [REDACTED] resulting in annual running costs of circa [REDACTED]. Previous experience of new builds in Northamptonshire Police such as the NAB and the CJ Building resulted in costs higher than the Business Case, not recognized by existing building valuations. Conversely, conversion of property such as Giffard House has seen less of an increase in costs above the Business Case.

Within this business case are options to retain the two existing sites. To modernize the existing footprint through a new build at Wootton Hall for lights, re-using the existing garage footprint for other functions and retain heavies at MLC would be the preferred of the two options provided, the cost of this development converts into increased annual running costs estimated at [REDACTED]. There would be an also be adverse financial impact on the sale of MLC if the Office/stores and Workshops were not sold as a single unit.

Costs of all options considered:

This following financial summary chart is included in a larger format within appendix 5.







In respect of joint assets, the approach taken with Darby Close is for one of the parties to purchase, capitally finance and own the building and for the other party to pay an annual charge. This mitigates taxation implications and meets the statutory requirements of the Home Office Financial Management Code of practice and Accounting legislation. In respect of Darby Close, Police purchased the asset. A joint workshops would be reviewed but, subject to the assessment of their financial standing, it may be appropriate for Fire to purchase the asset in this instance and for Fire Grants to mitigate the financial outlay. This would need to be explored further.

Recommendation


Additional costs will be incurred by all options to ensure both Fleet workshops are fit for purpose and are futureproofed. The Barron Avenue option is the preferred option which is in line with the principles as set out in the Fire Governance transfer and which mitigates the additional costs required, at the same time as meeting the strategic direction of Fire Governance transfer and the Enabling Services Programme.



1. Introduction and Current Position

- 1.1 Both Northamptonshire Police and Northamptonshire Fire and Rescue have existing garage workshops in freehold premises within a larger complex of buildings. Northamptonshire Police's is within the Wootton Hall site, Fire and Rescue's is part of the Moulton Logistics Centre footprint.
- 1.2 The current Fire provision meets operational requirements, is geographically well positioned, although the condition of them, according to the condition surveys in 2020 is less than ideal and significant costs are required to address these in the workshops, the Moulton Office Block and the Earls Barton Fire Station. However, substantial refurbishment or alterations are not being considered as necessary.
- 1.3 The current Police provision does not meet operational requirements, is geographically well positioned and generally is in just a tolerable condition. The workshops cannot accommodate larger vehicles. Substantial refurbishment and re-modelling would be necessary to modernise the facility. Refurbishment streams are hampered due to inaccessible asbestos as part of the building fabric, which affects roof height extensions. There is therefore a requirement for a new, or substantial refurbished, facility for the Police.
- 1.4 A number of consultants have explored a combined Police and Fire vehicle workshops within the last few years. This business case uses some of their findings.
- 1.5 
- 1.6 This business case explores the options available to deliver improved garage facilities across both services, before recommending a preferred option.

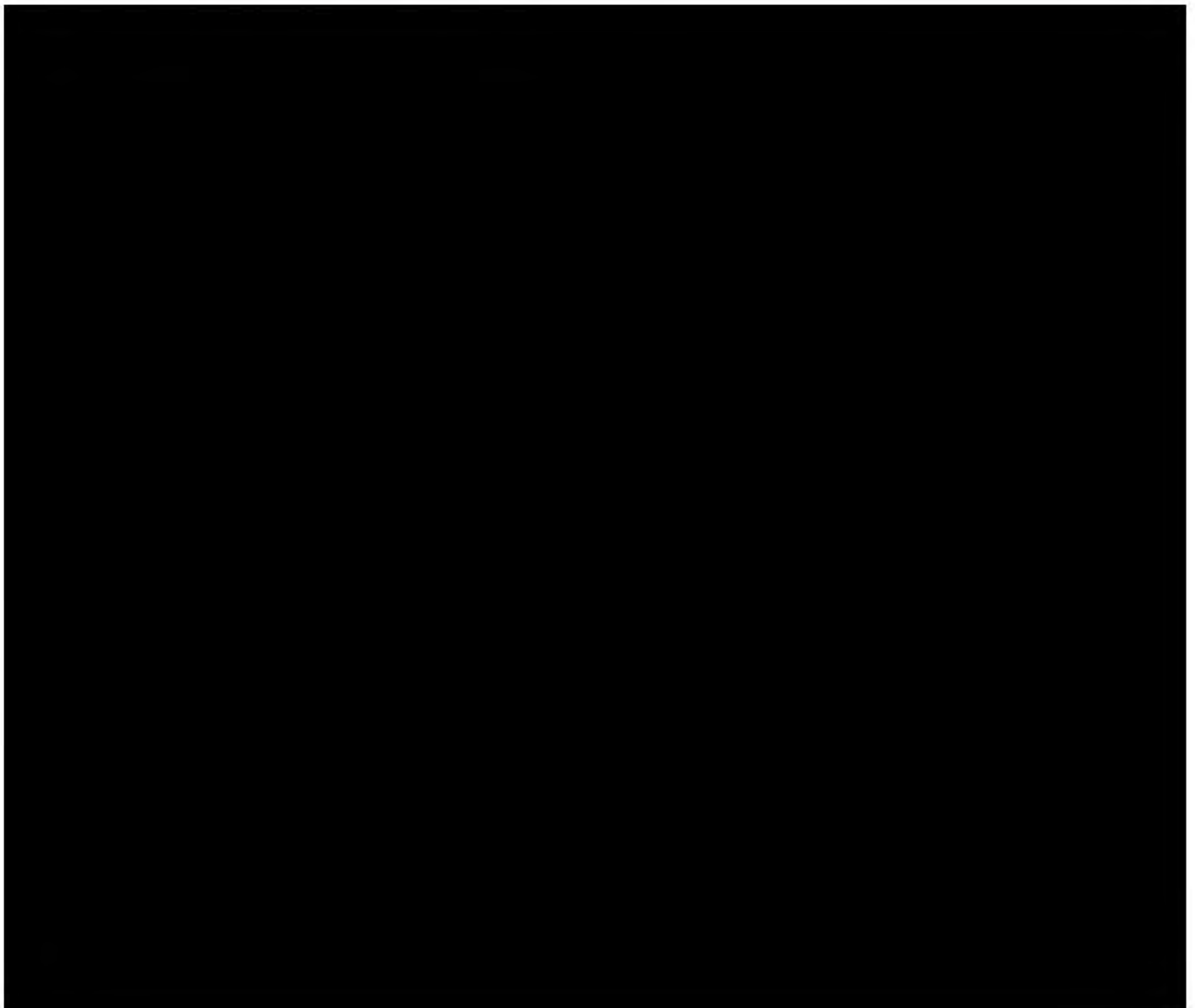
2 Objectives

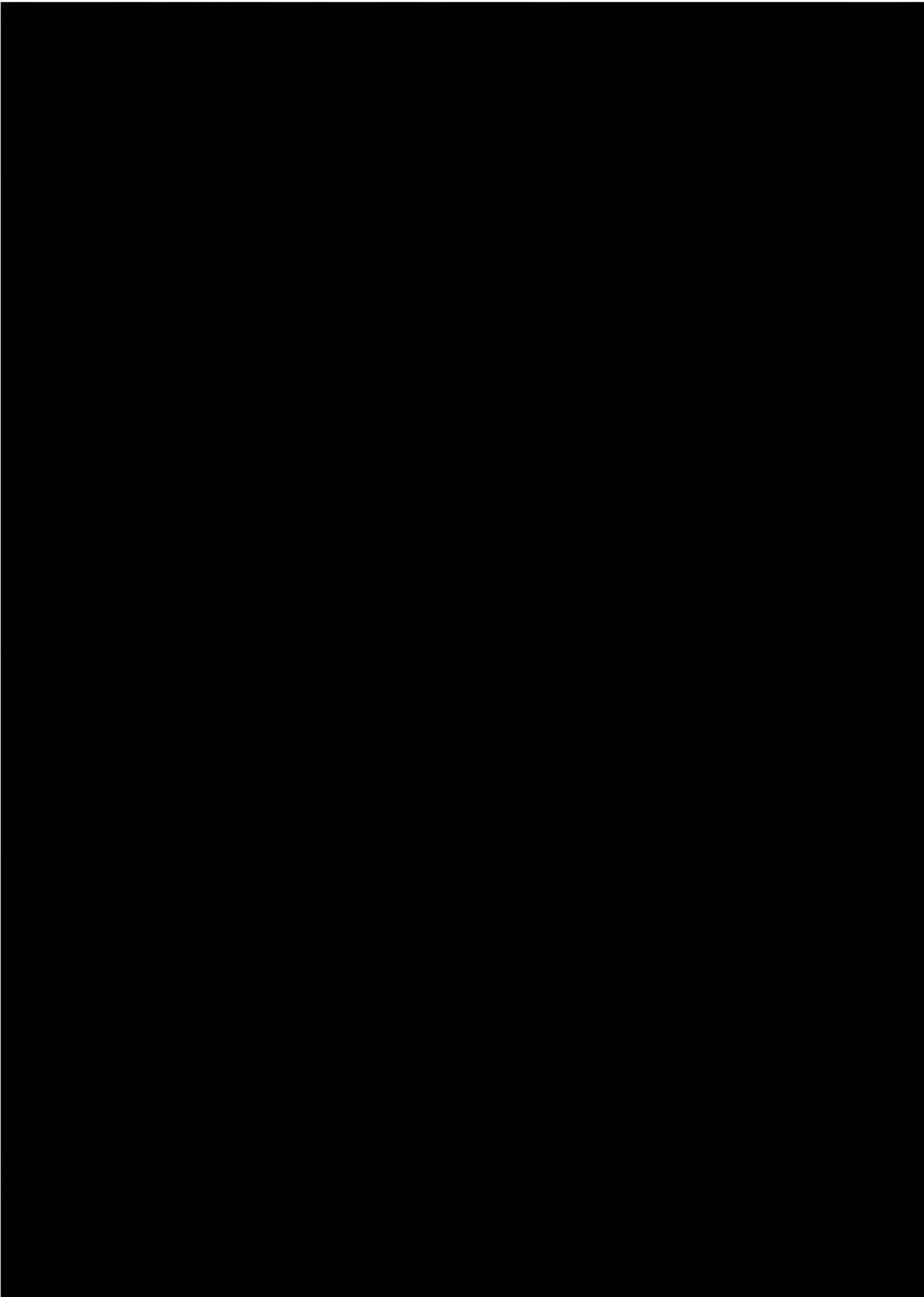
- To create a fit for purpose combined garage workshops for Fire and Police at a single location.
 - To provide capacity for increased workload and future proof workshop activity for the foreseeable future.
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- To provide an environment to maximise integration of both workshops in terms of activities, technicians, spares & equipment and supporting functions.
- To provide viable alternatives to acquiring land and building new. Evaluating the operational and financial impacts of such alternatives.

2.1 Specification

- 2.1.1 JOINT POLICE AND FIRE FLEET WORKSHOPS – COMBINED REQUIREMENTS, provided by Fire and Police Fleet & Workshop Managers (Within this specification are several service improvement recommendations, which have been included for prudence and would be subject to future detailed assessment and confirmation)





3. Options

Option 1 - Status Quo. Refurbish existing buildings depending on condition surveys

Option 2 - Retain Fire provision, refurbish and expand existing Police provision at existing site.

Option 3 - Build new for Fire and Police at new site.

Option 4 - Purchase and re-purpose an existing site.

Provision of new workshops on separate sites for both organizations has not been considered, and whilst early considerations of splitting or outsourcing the functions by heavy and light vehicles been considered, this is really a version of options 1 and 2 and has not been considered further at this stage.

3.1 Option one Status Quo

- Continue using current Fire and Police provision undertaking refurbishments as necessary to make fit for purpose.
- Split of heavy and light vehicles making each site category specific. Heavy vehicles at Fire workshops, light vehicles at Police workshops.
- When refurbishing Wootton Hall site, would take opportunity to raise the building roof height and entrance ways to allow access and to work on the larger non heavies (carriers, minibus etc.). This could be achieved safely to mitigate the current issues with asbestos.
- The current footprint for the garage workshops at Wootton Hall has already all the infrastructure in place to support the operations for Fire and Police

light vehicles if the building apertures and internal infrastructure were modified (groundworks, interceptor, utilities etc.)

- Whilst the Fire facilities at the Moulton Logistics Centre are current, they are subject to a condition survey carried out in August 2020, the outcome for which has just been received. Whilst due diligence is currently being undertaken on the survey, the initial figure from within the survey suggests [REDACTED] of work is required at Moulton Logistics Centre (including the garage).

Advantages

- Based on the information available at the time of the BC, this is the least cost option.
- Police workshops. Have potential to alter existing footprint, creating premises fit for purpose, with minimum risk of rejection of planning permission.
- Re-modelling can be phased to minimize operational impact of on-site changes and ensure fit for purpose facilities.
- Fire workshops. Alterations limited to those within 2020 condition survey.
- Re-use of vacated estate. Existing Fire stores area could be re-used to offset some of the functions identified within the estates strategy for re-location [REDACTED].
- Space. Of all the sites within The Commissioner's Estates Wootton Hall is the largest. A substantial amount of space is required for all transport related vehicles on site: pool cars; standby provision; awaiting works/during works/awaiting operational redeployment; awaiting commission; awaiting de-commissioning and accident damaged for assessment/disposal. Future predicted capacity increases due to electrification etc. could be accommodated.

Disadvantages

- This option does not futureproof both services for uplift infrastructure growth.
- This option does not achieve the objective of co-location and integration of Fire and Police services.

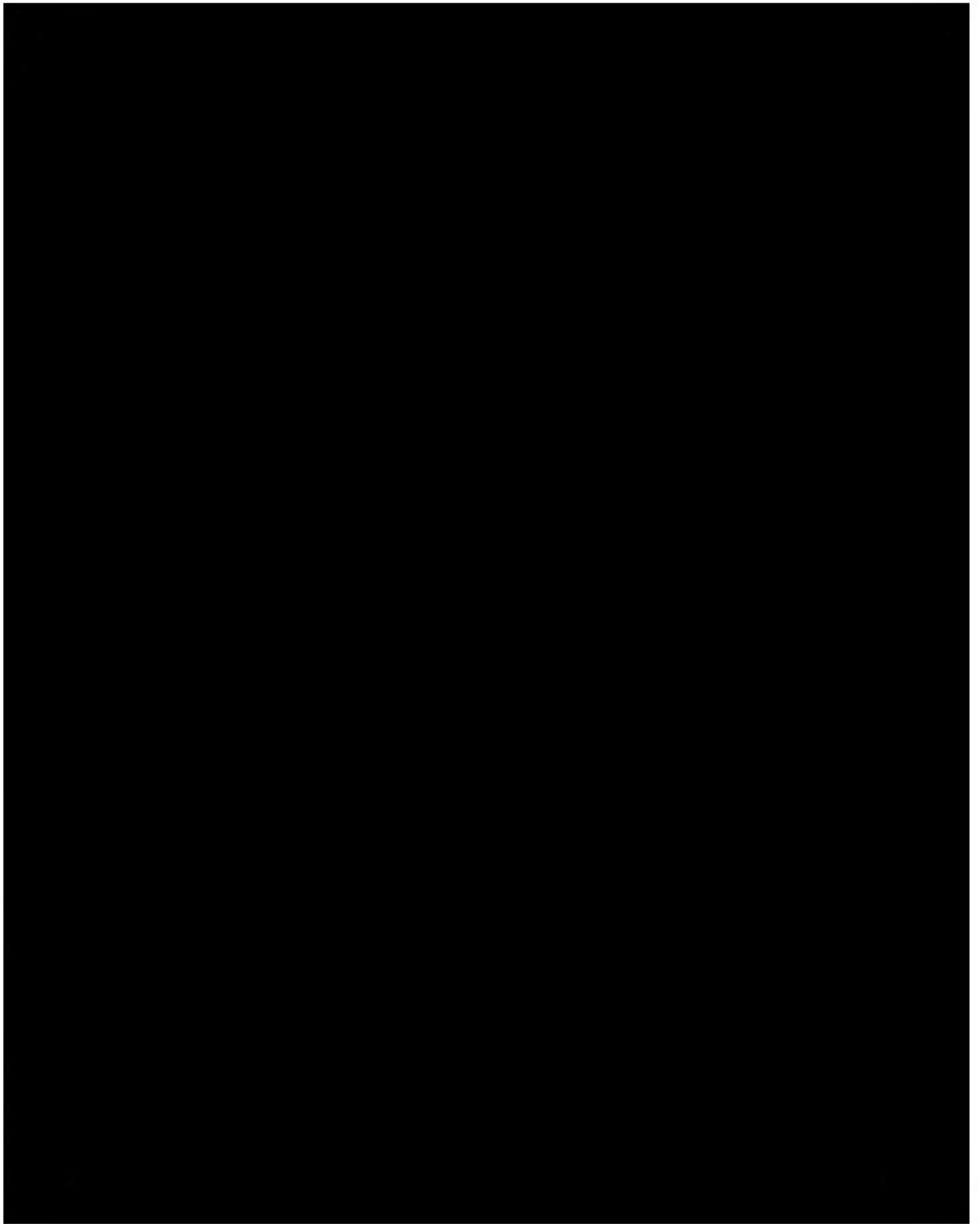


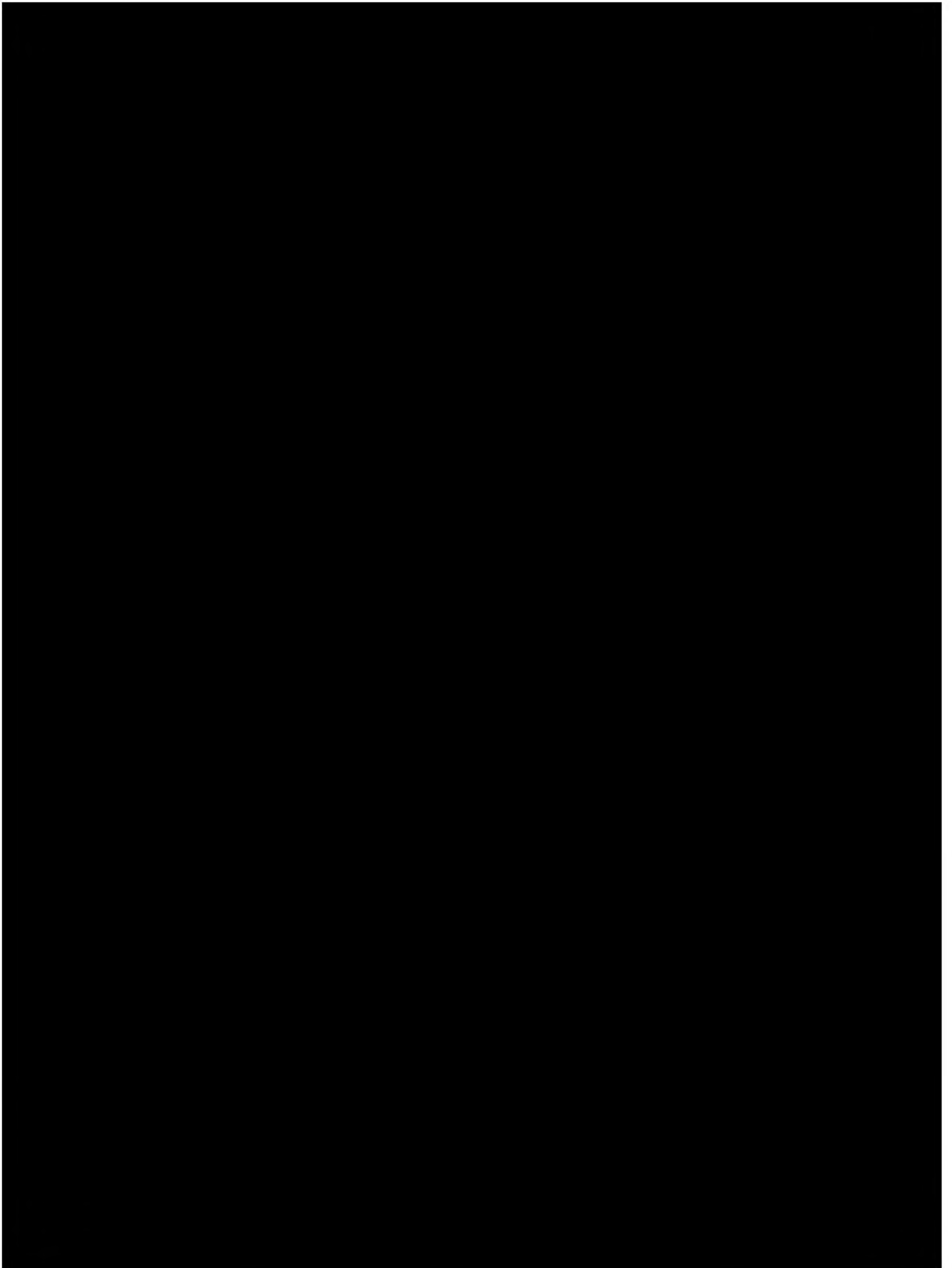
- The sale of the entire MLC site is prevalent on all functions being re-located including the Fire garage workshops. To retain this function would affect the sale proceeds and the synergistic benefits of a joint arrangement for the site and team.
- Disruption would occur during refurbishment, which may be mitigated by phasing works and careful planning. Majority of disruption occurs during removal of asbestos, and increasing ceiling height
- Police workshops occupies a premium site at a key location restricting opportunities for wholesale changes at the Wootton Hall site.
- The design and layout of the main police building supported by a number of converted garages have severe operational limitations. Whilst this would improve the police garage, it may limit its effectiveness, in terms of modern processing of vehicles on a production line methodology.
- Over ██████ worth of work is required at Moulton Logistics Centre, including over ██████ on the garage workshops themselves. This would not create any additional capacity or capability within the workshops or opportunity to futureproof or take forward environmental, organisational or financial benefits and opportunities.

Risks

- There is a risk that the planning consent process generates substantial local objections, either substantially altering plans or incurring significant costs to overcome (acoustic protection around the perimeter of the workshops or acoustic sound proofing materials within the fabric of the building).
- There is a risk that after substantial investment in preparing a planning consent it is rejected (after appeal and a year or so) enforcing the other options.
- Noise restrictions measures are already in place at Wootton Hall relating to car parks and not the current workshops. Further expansion and perception of additional noise may result in interest through The Environmental Protection Act. These may arise during planning or at any time after development. Mitigation measures would have to be applied to meet improvement notices.







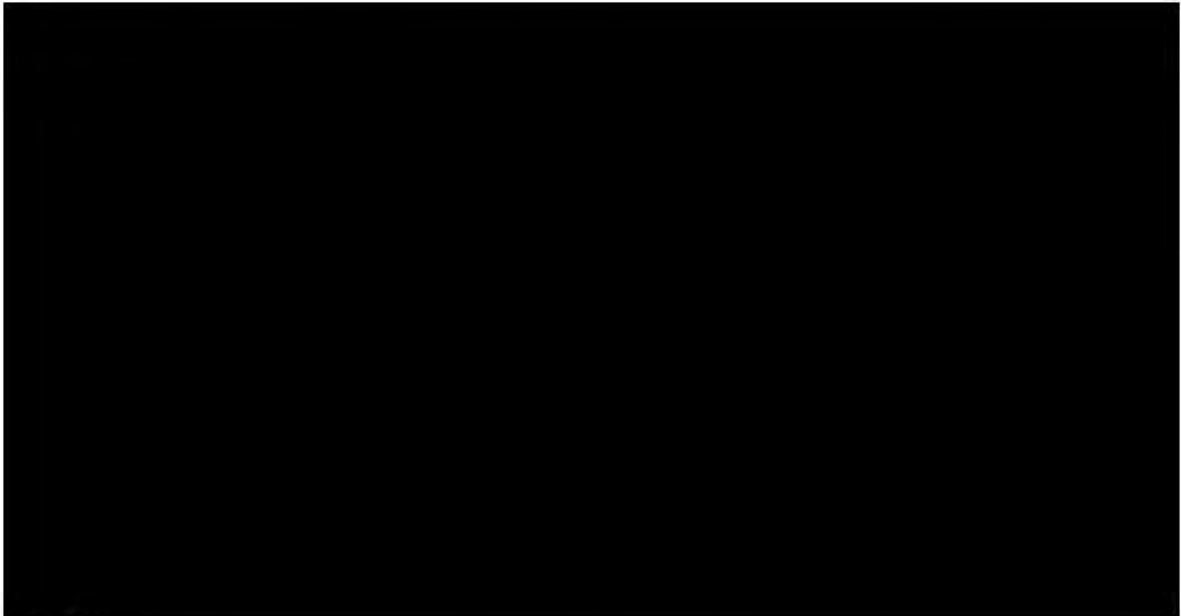
Assessment:

This option could deliver a better garage facility for policing (although it would still be a compromised solution) with no change for fire and rescue. It negates a stores move into existing estate, and therefore requires additional funding for that function. However it doesn't achieve the single location for the two sites and will therefore impact on the efficiencies possible within a joint transport and logistics function. **This does not meet all the objectives of this business case and is therefore not the preferred option.**

3.2 Option 2 retain Fire at current site. Re-locate Police within existing overall demise at Wootton Hall in a purpose built new building.

- Architects in 2018-9 provided a block building sketch below based on relocating the Police workshops only, during scoping relocating on site at Wootton Hall.
- For this option, the existing buildings would be used for other purposes, with a bespoke new building created on site.
- The current specification for Police only would require a larger footprint at approx. [REDACTED]





Advantages

- Construction type, including size, materials, components would be to own specification. These could be blended into the site to provide an aesthetic result comparable to existing buildings.
- Features can be designed in with the construction phase, reducing fit out costs, e.g. fuel interceptors, inspection pits within main flooring base
- Any additional functionality for other users on site can be factored into the design, and be provided with their specifications and not having to make do,
- All transport related functions for both Fire and Police light vehicles (all heavy functions would continue at Moulton Logistics Centre) would fit within the site.
- Can design in own requirements, e.g. enhanced sustainability.
- Would build in some excess capacity and re-design the flow of the workshops to provide efficient use of space and create a production line flow within the premises which would increase productivity through systematic location of processing activity.

Disadvantages



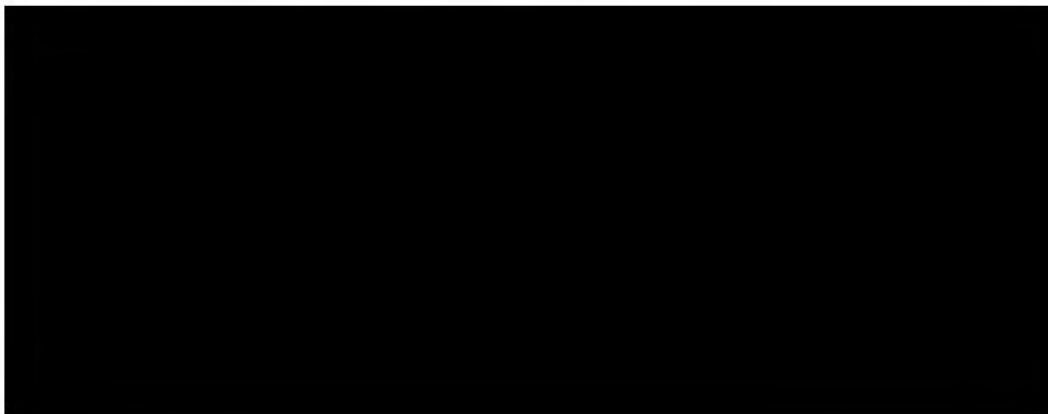
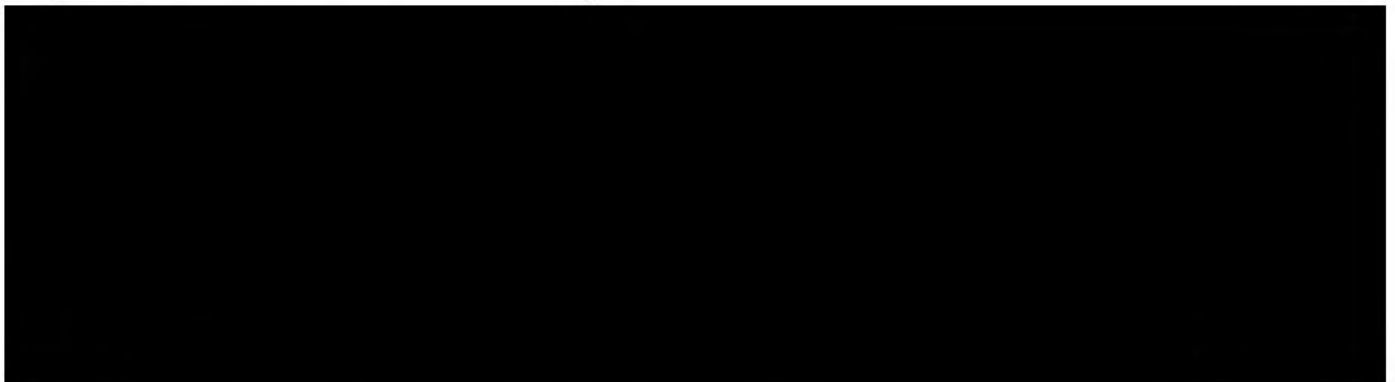
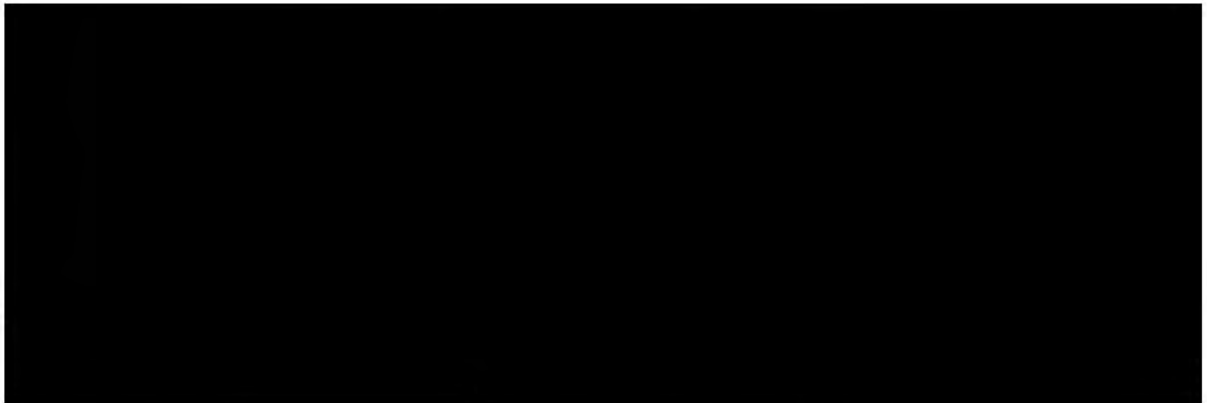
- Cost. The additional works for extending the building would be about [REDACTED] more expensive than re-purposing existing buildings alone.
- Business rates are reflected in newer properties than a rated at a higher value than re-purposed premises. The overall charge of Business rates at Wootton Hall is modest compared to newer premises on the estate. An increase at next re-valuation could be expected for a new build on site. This will negate energy efficiencies achieved in relation to utilities savings for a new building.
- Current operations. Being able to develop land at Wootton Hall whilst maintaining full operations at the site. Phasing of works would be significant to maintaining full functionality on site.
- Condition surveys indicate over [REDACTED] worth of work is required at the fire garage alone, increasing to over [REDACTED] for the full Moulton site. In addition, the condition surveys highlight improvements are required at the Earls Barton Fire station.

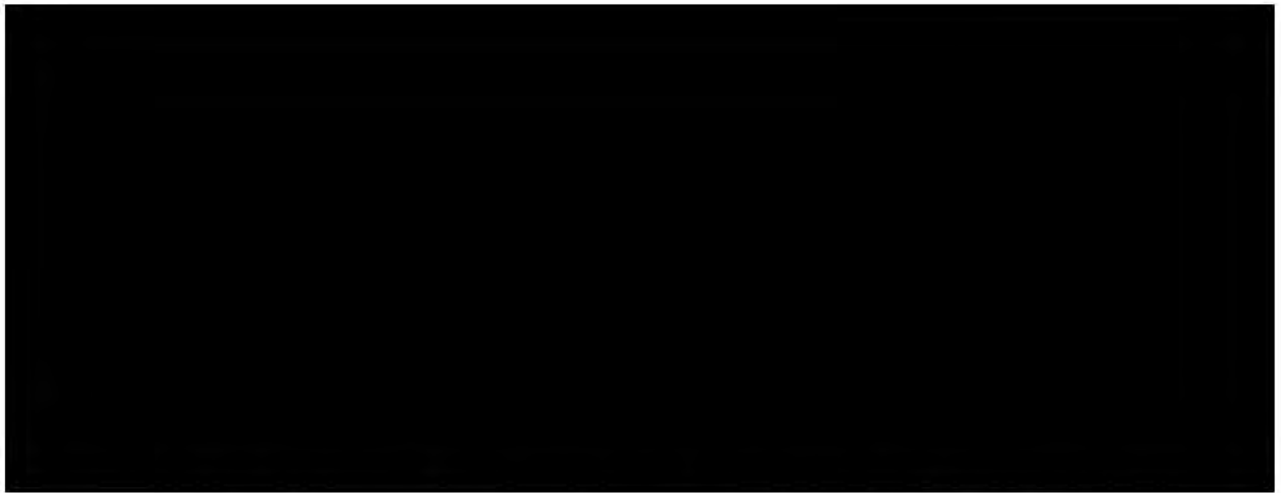
Risks

- The time required to build & fit out. Linked to interdependencies, may require interim arrangements, if completely Greenfield development within Wootton Hall.
- Finding an optimal available location for the function. This should be possible but will also be dependent on planning consent.
- There is a risk that the planning consent process generates substantial local objections, either substantially altering plans or incurring significant costs to overcome (acoustic protection around workshops or acoustic sound proofing materials within the fabric of the building).
- There is a risk that after substantial investment in preparing a planning consent it is rejected (after appeal and a year or so) enforcing the other options.
- Noise restrictions measures are already in place at Wootton Hall relating to car parks and not the current workshops. Further expansion and perception of additional noise may result in interest through The Environmental Protection Act. These may arise during planning or at any time after



development. Mitigation measures would have to be applied to meet improvement notices.

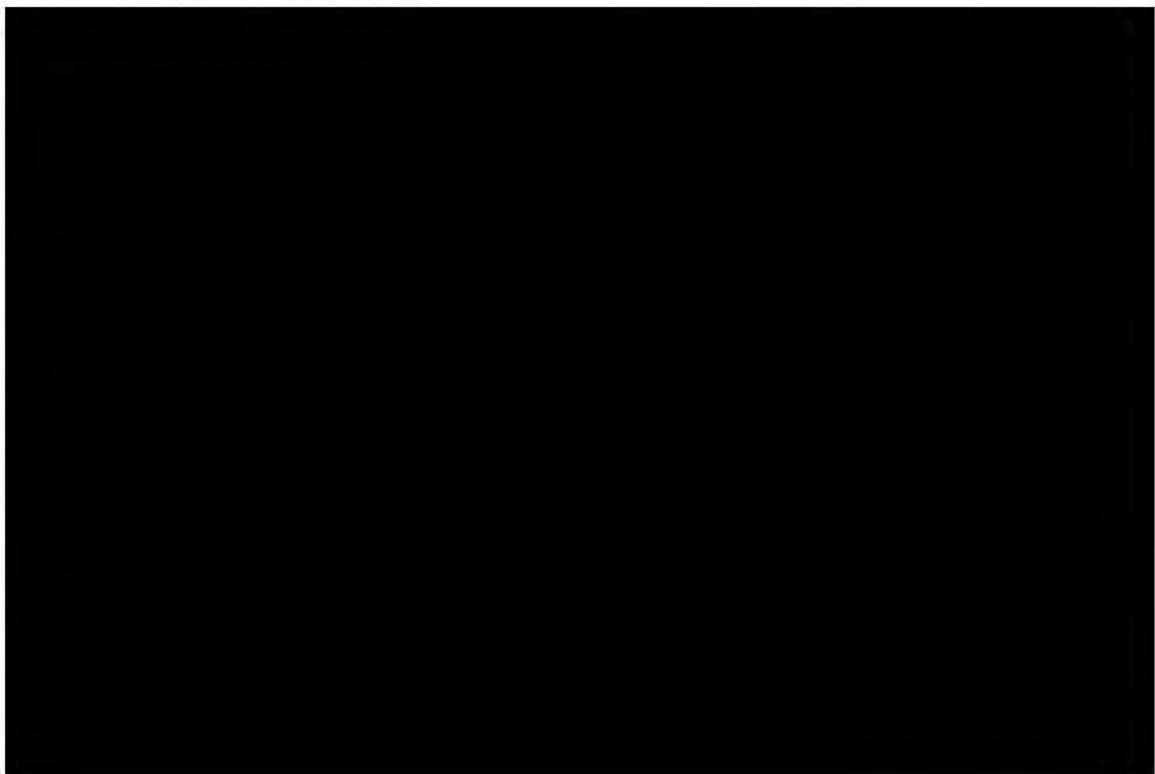


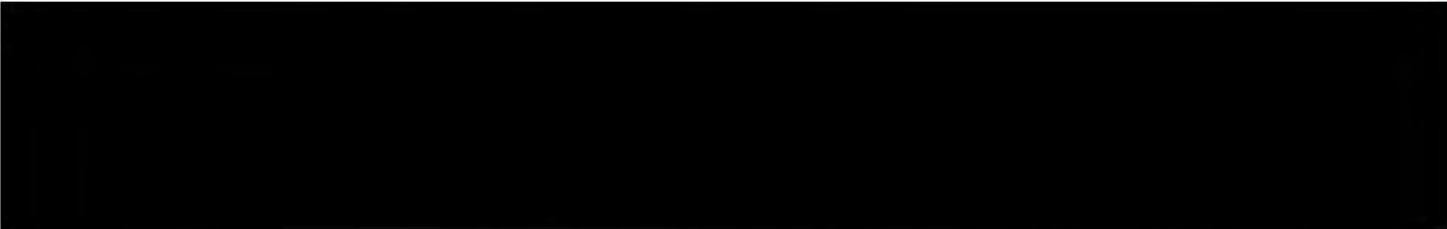


Assessment: This is a better status quo option and is not a significantly different capital cost to option 1 for a bespoke facility. However this does not achieve the single location objective and again therefore this prevents the most efficient staffing structure in a joint department. **If a joint garage is not deliverable then this should be the preferred fallback option.**

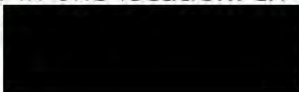

3.3 Option 3 Purchase Freehold land and build bespoke joint workshops

- A bespoke premise to meet exact current specifications and an allowance for future proofing. Estimated cost [REDACTED] depending on location (desirability of land will transfer to land values)
- Architects in 2018-9 provided a block building sketch below called Option 4A based on relocating the Police workshops only, whilst advising on potential Wootton Hall developments.



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- It is assumed to be in an existing industrial development zone, with at least outline planning consent.
 - It is assumed it would be a serviced plot with utilities to the boundary and Greenfield requiring all groundworks, and has no existing security measures.
 - Such plots would be prime development areas attracting land values towards the higher end of those in the county, with our own focus being within the central band of the county, at approximately £1M per acre.

Advantages

- This would deliver exactly what is required for both organizations.
 - Construction type, including size, materials, components would be to own specification.
 - Features can be designed in with the construction phase, reducing fit out costs, e.g. fuel interceptors, inspection pits within main flooring base.
 - All transport related functions for both Fire and Police would fit within the site. Any additional functionality for other users on site can be factored into the design, and be provided with their specifications and not having to make do. E.g. enhanced sustainability.
 - Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Director for Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is estimated to be in the range of 
- 

As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

- A further opportunity which is undertaken by a number of Fire and Rescue Services (for example, Hampshire and Essex, amongst others) is to offer the provision of MOTs to members of the public in line with their Vehicle and Asset Management Strategies to use available existing resources to achieve income and mitigate the cost of the vehicle fleet workshops.
- As a joint site away from Wootton Hall and Moulton limitations, there would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. The PFCC has supported the 2 year appointment of a Business Development/Commercialisation Manager across the three organisations and whilst an assessment has not yet been made at this time, this would be a key priority to progress at an early stage. Until this work has been completed, it, a notional prudent estimate by the S151 officer for the PFCC and NCFRA estimates an indicative profit of between [REDACTED] prior to detailed assessment being undertaken.

Disadvantages

- Time. Planning through to practical completion, would be considerable from a Greenfield site, measured in seasons rather than months reducing significantly by using an existing outline planning consent or pre-authorized development zone. Even with that in place, though this will take 18 months to deliver.
- Cost. Overall capital costs will be [REDACTED] more expensive than re-purposing existing buildings.
- Revenue costs. Business rates are reflected in newer properties and are rated at a higher value than re-purposed premises.

Risks



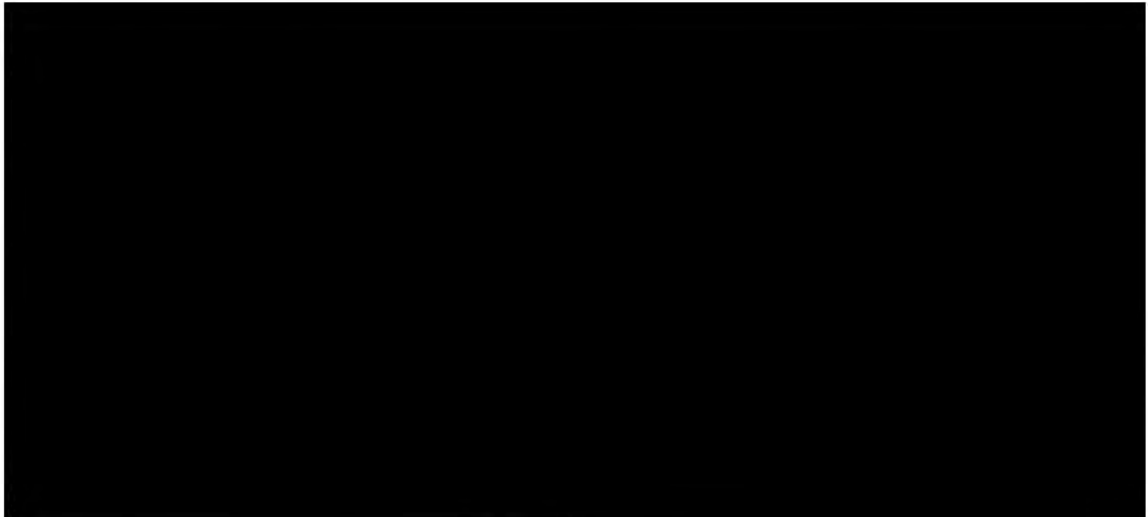
- Finding an optimal available location for the function. Several sites are available on the open market so this should be deliverable.
- The time required to build & fit out. Linked to interdependencies, may require interim arrangements, if completely Greenfield development.
- Current planning consent. Planning would be granted as part of the proposal and included within the purchase deal. No significant risk to not occurring.

Costs

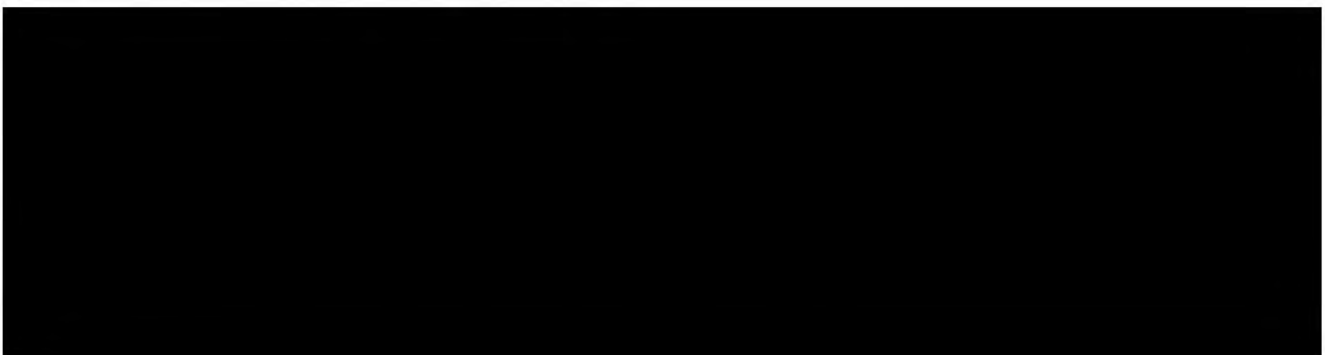
Capital:

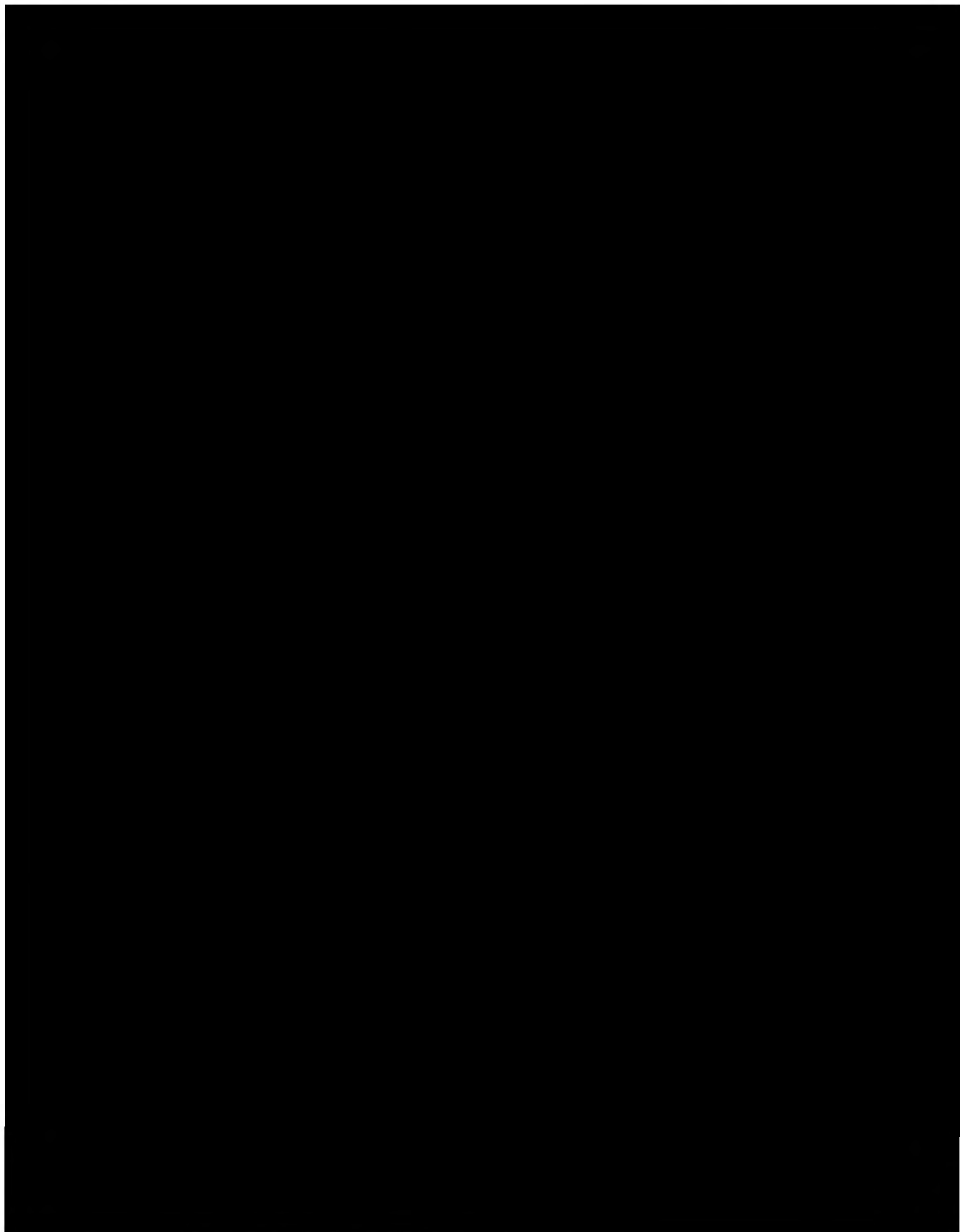
- Land purchase, SDLT, agents fees, planning consent fees. Ground works and Construction costs. Fit out costs, both warehouse and office. IT connectivity, security.

-



Disposals available within this option





There would be additional one off or temporary costs associated with the relocation of people and equipment that would be transferred.

Assessment: Not recommended on costs grounds. Would deliver the ultimate joint specification.

3.4 Option 4 purchase an existing premise with the intention of re-purposing it to be fit for purpose for a combined Fire and Police workshops.

Units 1-5 Baron Avenue, Earls Barton.



- The above example at Earls Barton has a larger building than the specification. There is off road parking for over 100 vehicles. A covered area that was due for demolition and additional parking could be retained and used for a mix of internal parking and relocation of other functions to the site.



- The site consists of a 90s built warehouse at over 7m high at the rear of the property and an older office block and warehouse at the front of the property.



- Due to the oversized property above specification additional benefits could be achieved:
 1. The office block is substantially larger than the Transport and Logistics team require, which creates an opportunity to utilize that additional space for other organizational purposes. Initial discussion included creating a conference suite, and re-locating an operational policing unit that would benefit from keeping high value assets under cover when non-operational (e.g. safer roads camera vans or the road policing unit)
 2. Centralise local Fire and Police services. There is also a small suite of offices, which would have been a goods-in function which could be re-configured at a modest cost to accommodate the equipment and functionality from the local retained fire station. The covered parking area would be suitable to store the Fire appliance. Training facilities would not be replicated. As a result the local retained fire station would be disposed of.
- The older elements of the site need complete refurbishment. The newer warehouse area would require re-purposing and limited infrastructure alterations.



- This premise will require modifications to be used. However, the previous function of the site was relatively compatible with the suggested new purpose. The level of variation would not be significant, although the level of sunk costs to be operational may be significant, as we would model the internal warehousing space to suite our needs which may not be reflected in future commercial values. The main warehouse as indicated in green above, would be the main workshops area. The smaller warehouse in blue would be retained with a replacement roof, creating an indoor parking area and storage for The Earls Barton fire engine. By using this internal space, far less modifications are required to external aspects of the site, and less spent on perimeter security. Bespoke modifications to a purchased property may not be recovered if later sold (E.g. vehicle fume extraction system)
- Our land agent advises that this type of property would lend itself to a purchase/lease back option for a property investor who would return the capital outlay [REDACTED] and then charge a rent over the lifecycle of the property with a breakeven return for the investor at about 20 years.

Advantages

- The size of the building is larger than the footprint required, which allows natural expansion for the activity providing future proofing, but also the opportunity to co-locate compatible functions. Oversized premises may present opportunities to release other premises on the Estate. As in the example above at Earls Barton, this may accommodate the retained firefighting capability at Earls Barton and/or accommodate an operational policing unit, which may wish to store their vehicles under cover (e.g. road crime unit, safer roads team)
- The site would be suitable to consider commercialization of the garage function to provide income generation for the organizations.
- Total revenue costs would be lower in the short term due to lower business rates for older properties, rather than building a new property. Provides substantial flexibility and credible solution with a capital cost about [REDACTED] lower than building new.
- This premise has been reviewed several times and meets all the initial requirements, and has capacity for changes expected with horizon scanning (e.g. electrification of vehicles).



- All transport related functions for both Fire and Police would fit within the site. With this site, there are no initial compromises in relation to specification to be made.
- Time to be operational would be about half of the time to build a new premises.
- Substantial internal space. A ceiling height over seven meters, which would support the use of vehicle ramps.
- Secondary Internal space, using old warehouse. Ability to use some internal space for storage of vehicles overnight, but also to process covert vehicles.
- Existing HGV sized entrances to the main internal area. Modification needed to existing doors.
- Parking areas can be configured to differing sizes of vehicles, including the potential to make parking areas secure by fencing and gating. Also, create a heavy and light parking areas for vehicles being processed, reducing risks to pedestrians. Separate staff parking area.
- Relocate local functions to the building to utilize additional space and release other properties. E.g. Earls Barton Fire station. As part of this process a desktop market valuation, by our land agent, puts the Earls Barton Fire Station value in the region of [REDACTED]. Given the proximity to the date of disposal post governance transfer, it is possible an overage to NCC (or the respective organisation post Unitary arrangements) would be entitled to a proportion of the proceeds in line with the agreement. This would need further assessment.
- Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Assistant Chief Officer - Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is estimated to be in the range of [REDACTED].



- As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.
- A further opportunity which is undertaken by a number of Fire and Rescue Services (for example, Hampshire and Essex, amongst others) is to offer the provision of MOTs to members of the public in line with their Vehicle and Asset Management Strategies to use available existing resources to achieve income and mitigate the cost of the vehicle fleet workshops.
- As a joint site away from Wootton Hall and Moulton limitations, there would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. The PFCC has supported the 2 year appointment of a Business Development/Commercialisation Manager across the three organisations and whilst an assessment has not yet been made at this time, this would be a key priority to progress at an early stage. Until this work has been completed, it, a notional prudent estimate by the S151 officer for the PFCC and NCFRA estimates an indicative profit of between [REDACTED] prior to detailed assessment being undertaken.
- There would be the cost avoidance of not requiring further works (as indicated in the October 2020 condition surveys) at the existing fire garage facility or at Earls Barton Fire Station. According to those condition surveys this amounts to [REDACTED]

Disadvantages

- Planning consent would have to be altered from engineering to a more general purpose. Although this will take time, the type of activity being proposed is within the general permissions for this type of industrial zone and so should not present a significant risk.

- [REDACTED]



- Some groundworks will be required to meet the specifications, in terms of interceptors, inspection pits.

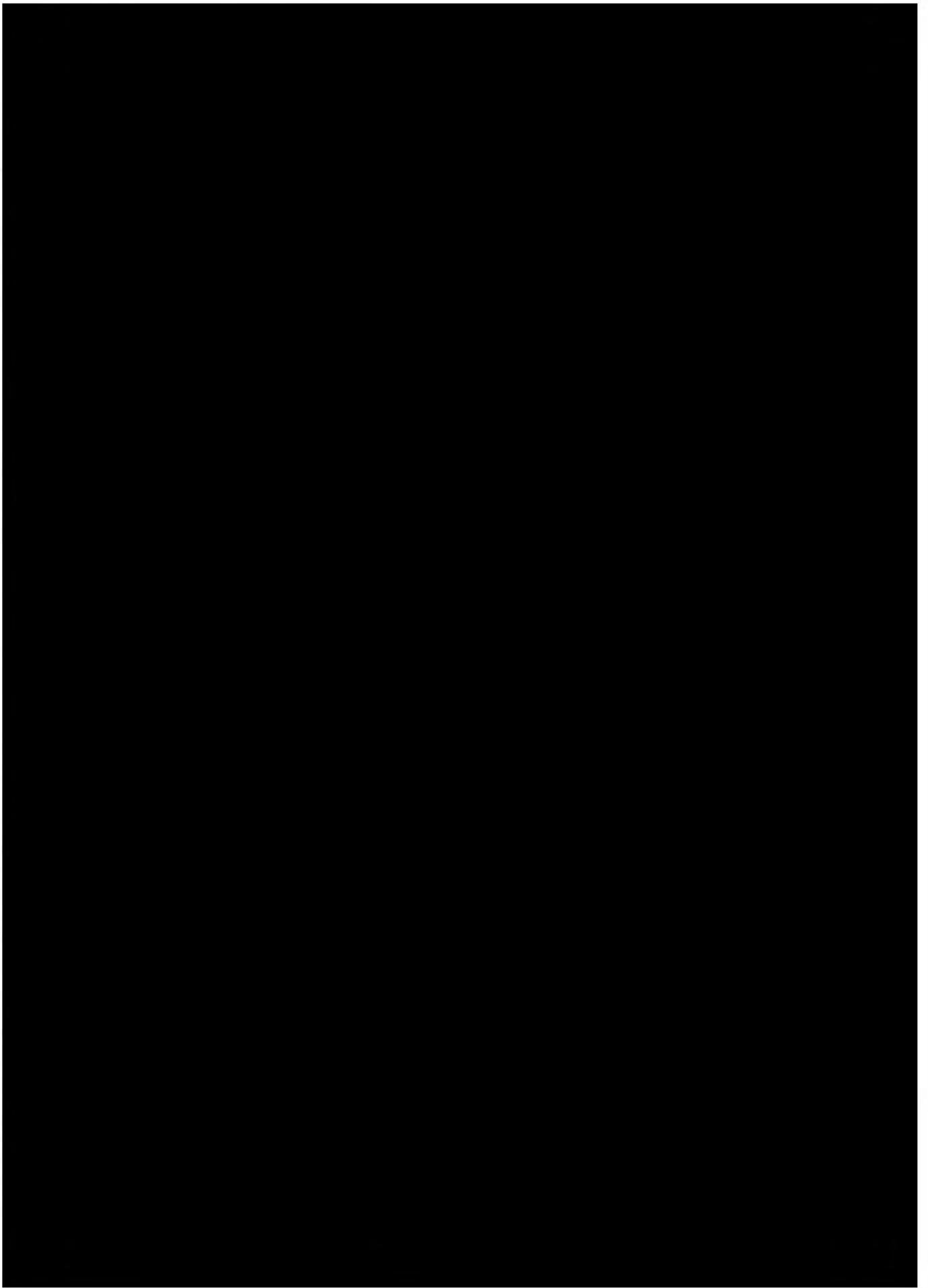
Risks

- Current planning consent. Change required, not believed significant.

Costs

Capital cost estimates:







Assessment: Preferred and recommended option. There has been ongoing searching for many years to find suitable alternative premises. This is the first that has met the specification and received universal operational approval.


3.4 Options not considered

Other provision models for providing this service have not been included in this business case (e.g. contracting out) which have been considered in recent times.

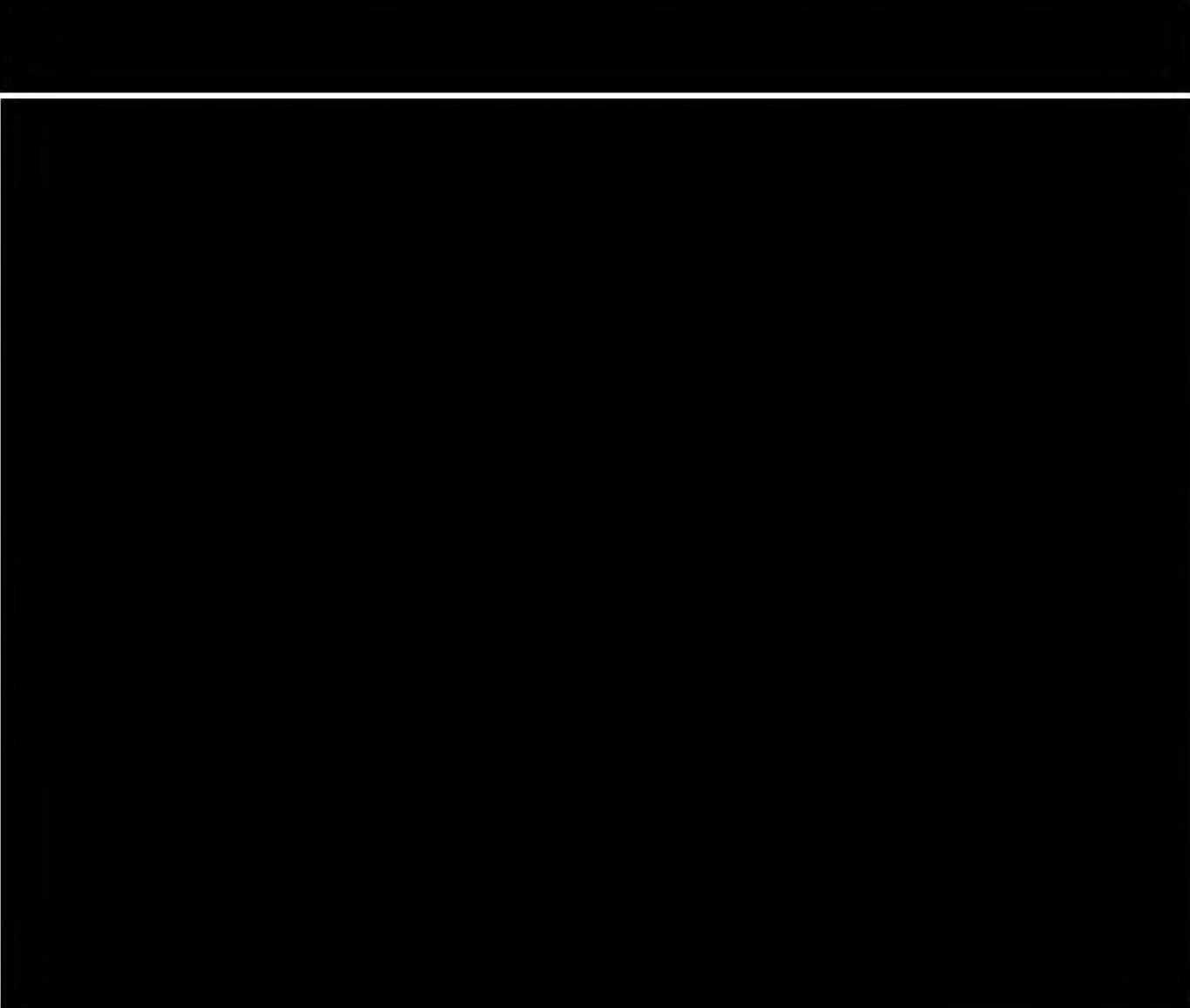
4. Interdependencies

There are interdependencies in relation to the options.

- 4.1 The Police garage workshops with associated parking make up a considerable footprint at the Wootton Hall complex. The premises are effectively single story throughout at 1000m². There are 40-50 parking spaces allocated to operational vehicles in progress in and around the workshops (excludes: pool vehicles; PSU; commissioning and de-commissioning areas; and large vehicles). The buildings at Police workshops are shown below.

This space is shown as re-allocated for storage functions from other sites within the strategic plan for Wootton Hall. The spatial size would be a similar footprint , even including a small office suite, and independent welfare facilities. A provision for additional storage would be needed within the Wootton Hall site, if the garage workshops were not available to re-use.






Revenue Costs

For option one budgets are already in place, at both sites.

For option, two there are transferrable budgets bespoke to garage workshops, particularly for maintaining equipment. Additional new budget for utilities and costs associated with an additional building have been included. A small provision for business rates included, as planning consent would trigger re-evaluation of the site.

Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Director for Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is estimated to be in the range of 

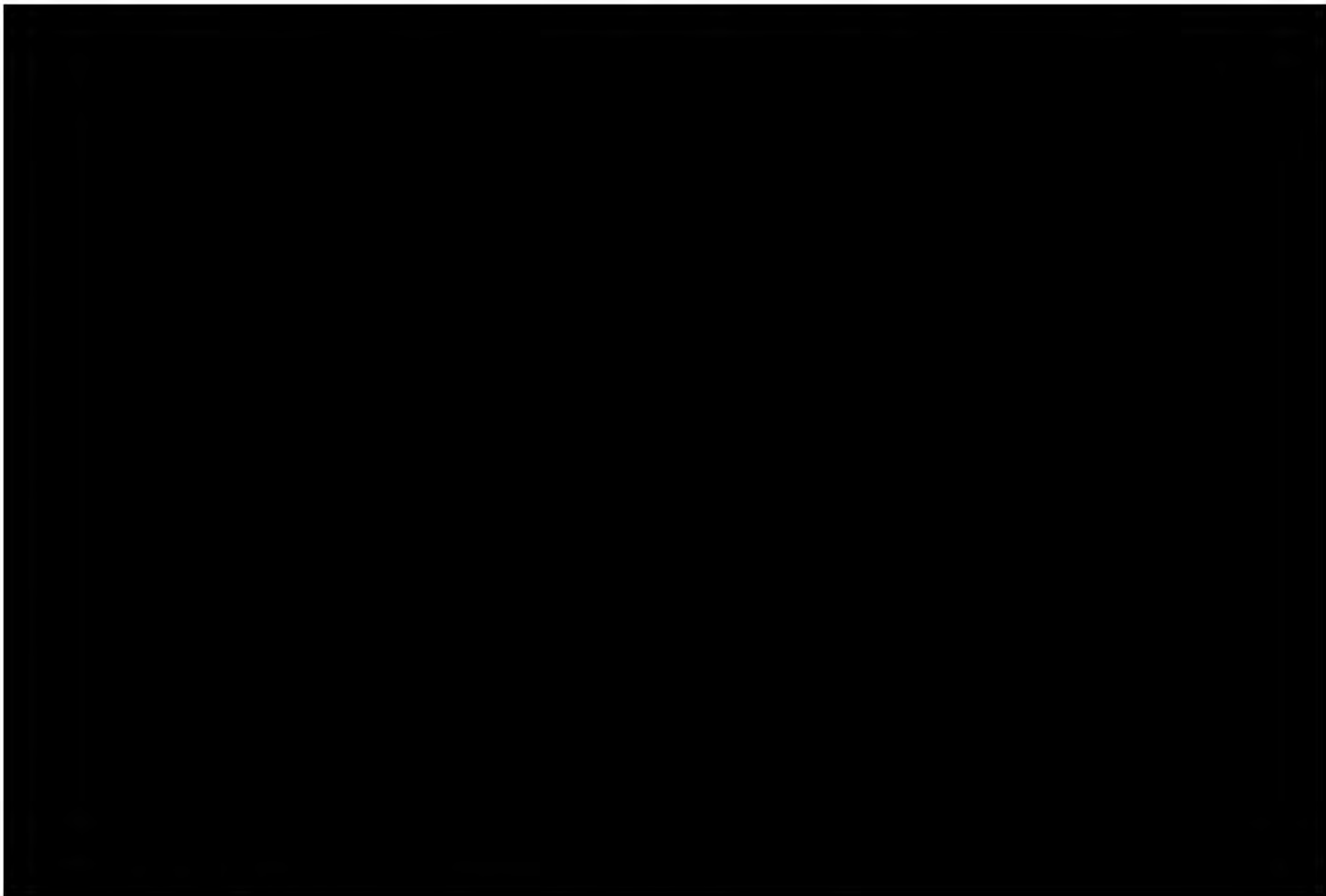


As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

A further opportunity that would be explored at a joint site would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. This is set out within options 3 and 4.

Option X has been included in these calculations based on a funding methodology, which we sell the freehold to an investment company and lease the premises off them. Our agent has estimated a value of up to [REDACTED] by this method. This would present a long-term revenue commitment. This has been calculated at an indicative total additional revenue cost of [REDACTED] for the entire life of occupancy.

If this option is of interest, it would require further investigation and assessment.



7. Stakeholder Engagement



Stakeholder engagement has been limited to due to the commercial sensitivities regarding the ongoing negotiations in relation to purchase price, as the preferred option is not formally on the market for sale.

Those having been involved so far is limited to:

The Police, Fire and Crime Commissioner

The Chief Fire Officer comments:

Looking at this the option to re-locate is definitely the best option which I would support.

In principle I would support the movement of the Fire station onto this site. The current Fire Station isn't very far away (on the same road) and it would also bring in another Capital receipt.

The Chief Constable. The Chief Constable comments:

I having read the preliminary business case (typos and grammatical errors aside) I feel that it does layout a compelling argument for the Barons Estate purchase and fit out. My rationale:

- As Chief Constable I want to support the development of an estate which is modern and fit for purpose
- Any future estate purchase should have flexibility in terms of its growth capability and use of purpose

If affordable, I am very supportive.

The Transport Managers for both Fire and Police
Members of the Estates team.
Our appointed land agent.

8. Recommendation

Finding an existing property with nearly an exact match to specification is a rare occurrence. The premises are Baron Avenue is such a match to specification. It also affords the capacity for development, along with an opportunity to co-locate additional operational functions at the premises, utilizing the additional storage and office provisions.

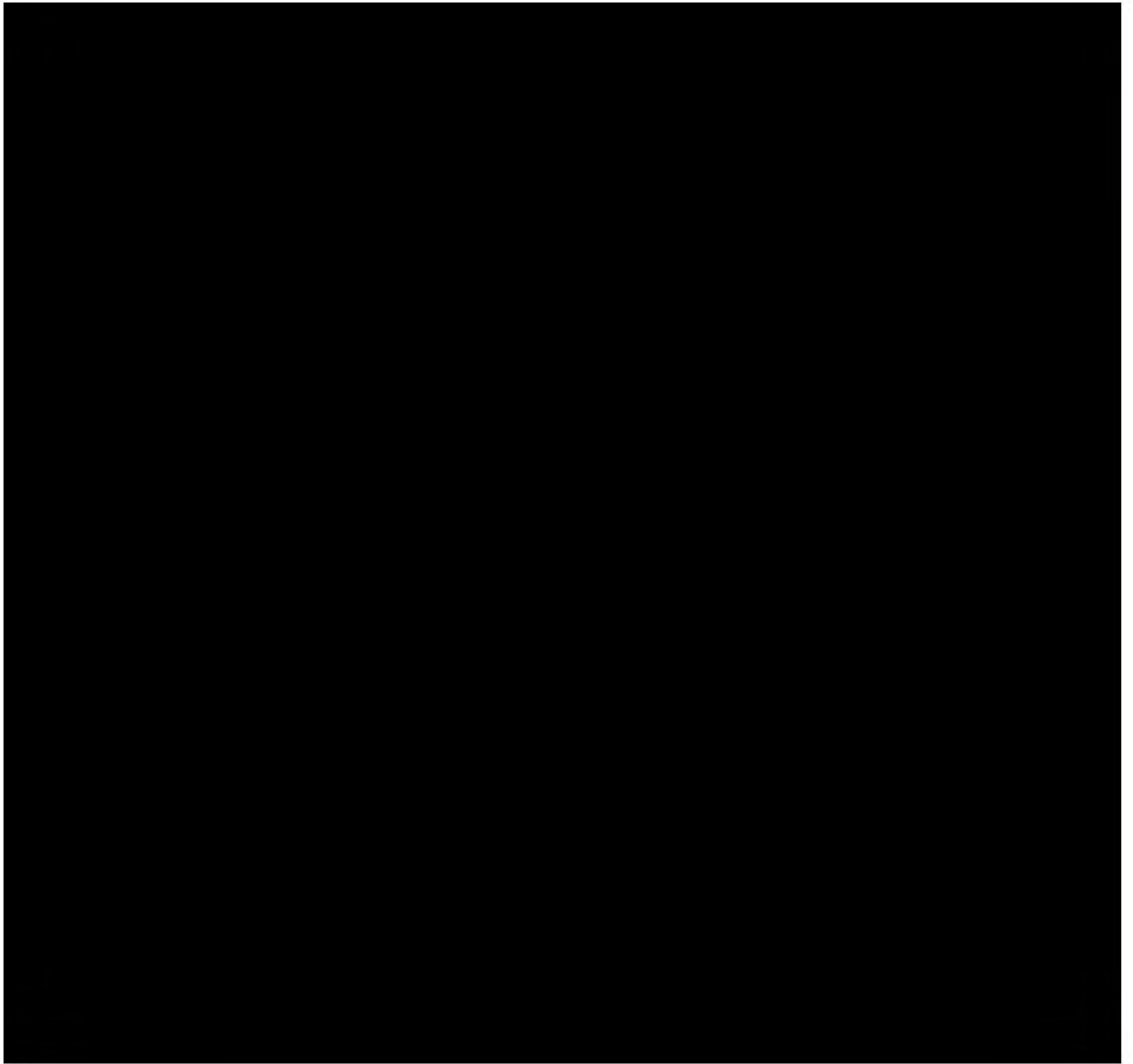
Compared to the other options there are very few, and no significant disadvantages or risks. A change of commercial use would be required, such a condition of planning consent would be linked to a sale agreement.

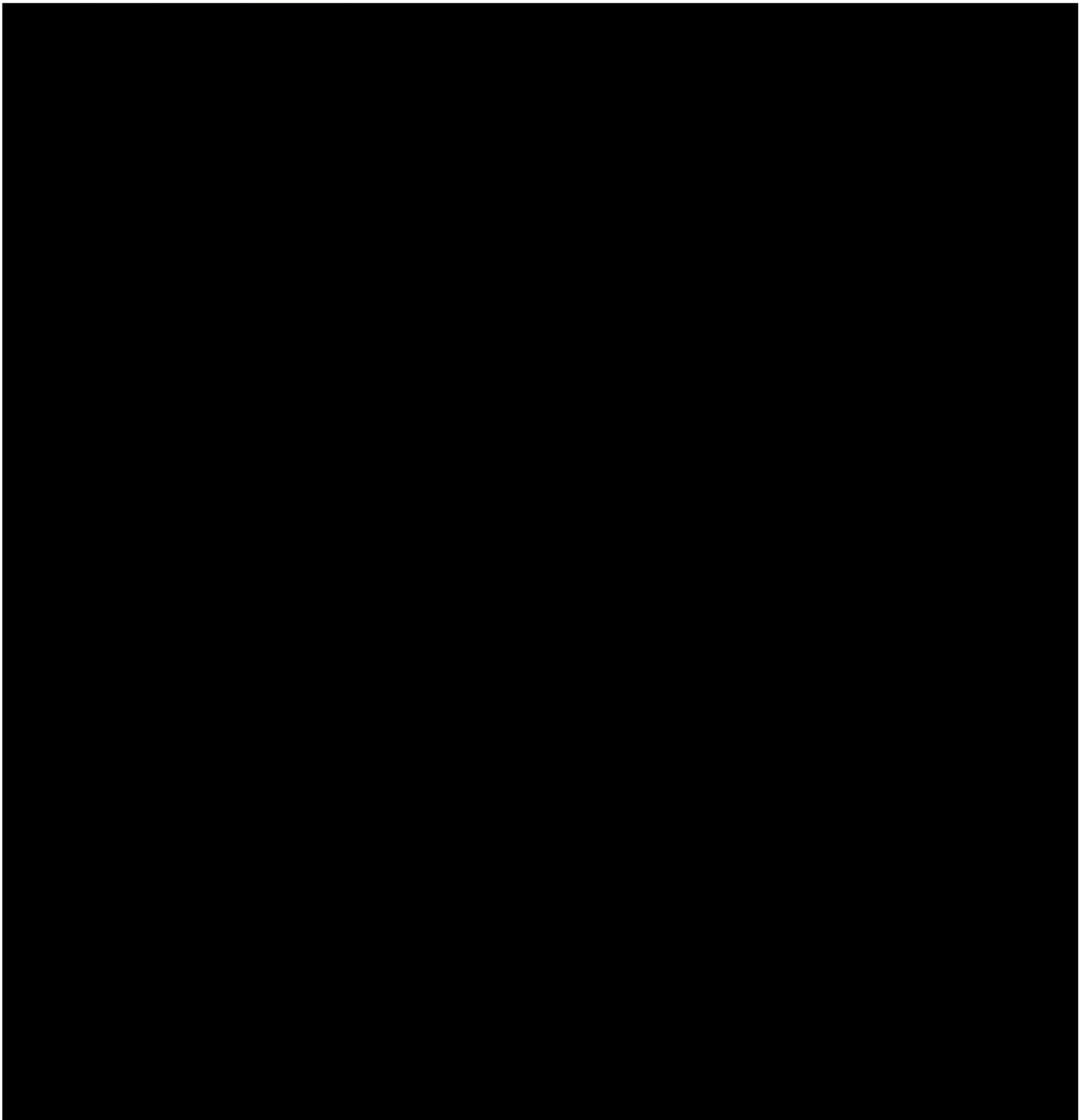
Given the rarity of such a building meeting the specifications, it is not likely that an alternative solution will be found. Option 4 is the recommended option. The fallback

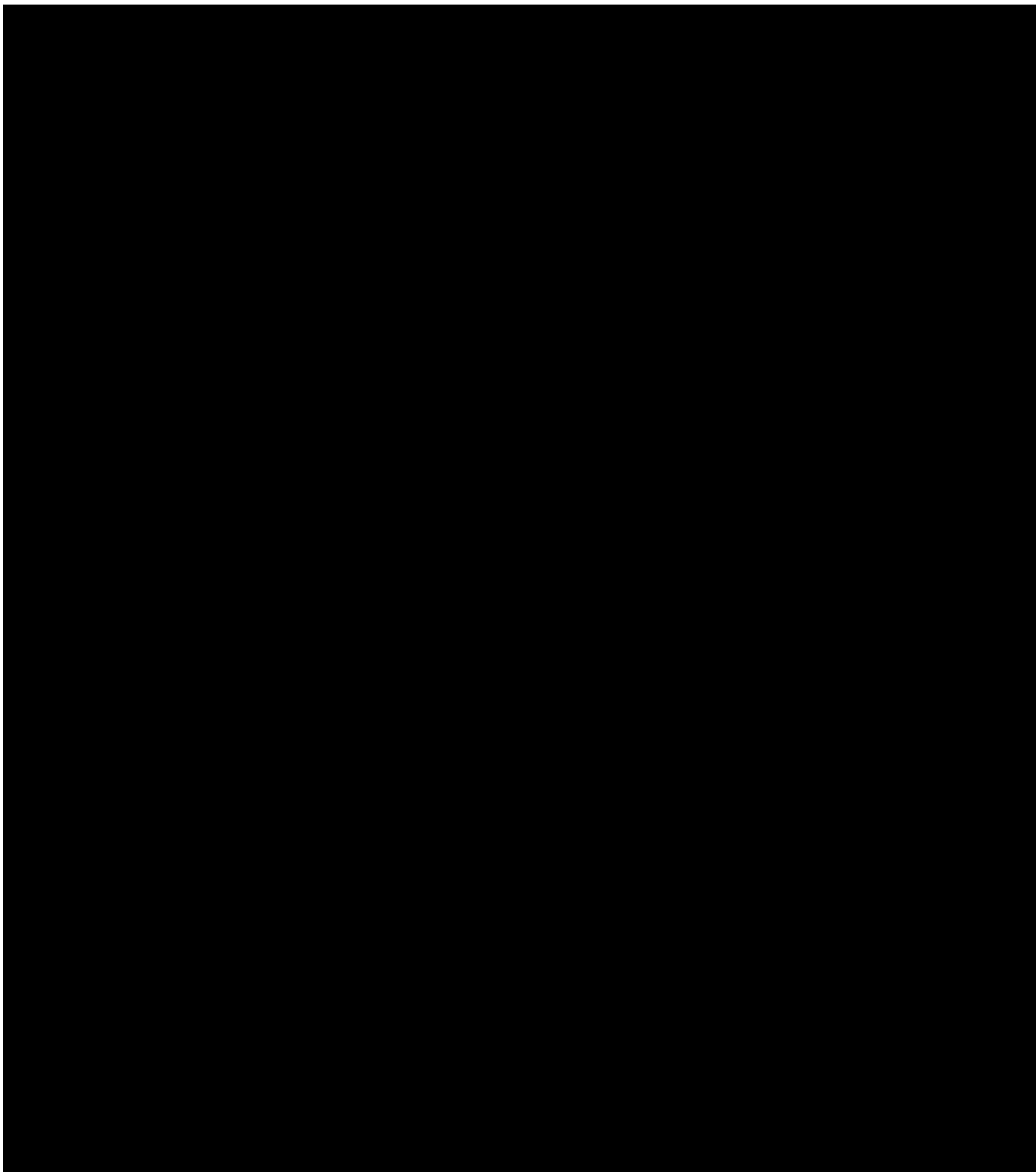


option would be Option 2, or operate until an alternative affordable Option 4 became available.











DECISION RECORD

Decision Record Number 42

This document records a decision taken by the Police, Fire and Crime Commissioner, together with details of the advice he received prior to taking the decision.

Decision taken

The Police, Fire and Crime Commissioner has taken the decision to:

Purchase a Joint Garage for Police and Fire at a total capital cost of £7.4m including fit out costs.

Details of advice taken

Operational advice has been provided by the Chief Fire Officer. Statutory officers have also provided advice.

Stephen Mold
Police, Fire and Crime Commissioner
16th November 2020

END



Short DR
Leone / Bason
Helen King

PFCC SIGNATURE SUMMARY

DATE:	01 November 2021		
AUTHORITY:	NCFRA		
ITEM FOR DECISION/SIGNATURE:	TAR + Call off Contract. • Joint Fleet workshop – Design and Project Management Services UP to total costs £524,745.53, to be released in stages.		
REMARKS: (include Budget approval)	TAR approval for the Joint Fleet workshop – Design and Project Management Services Design Part A + B £320,149.15 Part C - £204,596.38		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no. Comments	[Redacted] I approve this proposal based approach outlined and content that there is the budget available for this, noting that we are still to establish the final build costings	Y	Via Email 26.10.21
ICT Comments	N/A		
PROCUREMENT Name and contact no. Signature evidenced elsewhere on docs	[Redacted] The award is supported on the up to value, however, it is imperative that the project is managed via the stage gates to ensure project budget and deliverables are achieved and reviewed. In addition, commercial should be integral in the project management of the fleet workshop to ensure that oversight of the commercial delivery intended within the future is included and ensure any additional contracts are appropriately in place.	Y	26.10.21
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [Redacted] . I concur that we should engage Faithful and Gould to undertake activities up to RIBA stage 2 as recommended. The works with RIBA stage 2 reflect the additional vision and specification for the project that Lem has brought since his arrival. An example of which is to utilise pits for visual inspections of vehicles rather than ramps. This is fundamentally a reduction in health and safety risk, it does mean we are undertaking additional survey and confirmation work to assess the suitability of pits within the site. We do need the RIBA stage 2 work to determine the later stages and full costings for the scheme. Within	Y	By email 26-10-21



	<p>the programme on an up to basis, we can re-confirm assumptions and verify.</p> <p>In light of labour and material costs rise in the last 12 months, this exercises financial prudence, in a very uncertain market.</p> <p>This method has been discussed by the Estates team in conjunction with Lem Freezer and has our endorsement.</p> <p>Where:</p>		
Page numbers for signing (list each document and page number)	<ol style="list-style-type: none"> 1. On this doc 2. Pg 5 of TAR 		
PFCC S151, S151 for the Policing Group and S151 for Fire	<p>Based on this request I am content to support this way forward.</p> <p>Whilst the stage 2 element is slightly over that envisaged in the business case, it is essential to be progressed in order that it may assess and evaluate the requirements and costs for the rest of the project.</p> <p>I would like the Business Case financials to be updated to reflect the increased costs and to be able to review the original Business Case alongside the final costings when they have been established, prior to final authorisation.</p> <p>I support [REDACTED] comment for the importance of having commercial fully engaged throughout the process to ensure all appropriate processes and governance are followed.</p>	Y	H King
MONITORING OFFICER/DEPUTY MONITORING OFFICER	Approved	9	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		4	[REDACTED]
	SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE		
	DECISION RECORD REQUIRED – At contract award stage		



Garage Workshops

Business Case

Author



Date 2.10.2020

Executive Summary

The main objective within this business case has been to offer viable options that combine Fire and Police garage workshop operations within one premises that are fit for purpose and has scope to maintain such for the future.

Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Director for Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is estimated to be in the range of [REDACTED]. This is considered a conservative estimate.

As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

A further opportunity that would be explored at a joint site would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. An assessment has not been made at this time of the potential income generation and therefore no figures are included within the financial section.

In line with recent Estates business cases, investigating re-using existing properties available on the market, which can be adapted for our purposes, has taken at least the same priority as recommending commissioning a building from new. It has been our experience that re-using existing properties can provide fit for purpose facilities, which support our Estate strategy objectives of lower costs than building new.

The search for existing available premises that meets our requirements had been ongoing for several years without previous success. The level of match to specification of the property referred to as Baron Avenue within this business case is remarkable. The purchase price and fit out costs of this option make it the preferred option at an estimated purchase and fit out cost of [REDACTED], which convert into annual running costs estimated at [REDACTED] (including capital repayment costs) reducing to an estimated [REDACTED] with the potential release of other properties. The technical equipment costings are included in this sum (this is new ramps, lifts etc.), which would provide a modern fit out of the workshops in an ergonomic and effective style, using a specialist workshop fit out company recommended by our transport managers in line with similar integration of Fire and Police workshops nationally.



The Baron Avenue property affords excess capacity which would easily allow developments on the horizon, in particular, electrification of vehicles to be maintained at this site, but also has space which would allow operational units to be located, relinquishing estate allocated to them. With the relocation of the Fire, workshops at the Moulton Logistics Centre complex and relocating, the local retained Fire station into Baron Avenue, and such sales would reduce the capital cost to [REDACTED] that converts into annual running costs increase estimated at [REDACTED]

There are no known significant risks associated with Baron Avenue property. Planning consents for change of use and re-location of the Earls Barton Station would be required. The change of main use would form part of the sale agreement process, the type of use proposed for us is in line with the type of activity expected in an industrial zone.

A new building using latest industry indexes and fitting out to our specification on new land would cost in the region of [REDACTED] including a receipt provision for the current Fire workshops that converts into annual running costs estimated at [REDACTED]

Baron Avenue is the preferred option for a combined Fire and Police joint heavy and light vehicle workshops. The front of house and back room functions for Transport and Logistics would also be co-located. It is anticipated the vendors would want a quick sale, and with the works program completed that occupation would take place by September 2021. Baron Avenue is the only existing premises in many years of searching to have received universal operational approval and suitability for this function.

Within this business case are options to retain the two existing sites. To modernize the existing footprint through a new build at Wootton Hall for lights, re-using the existing garage footprint for other functions and retain heavies at MLC would be the preferred of the two options provided, the cost of this development converts into increased annual running costs estimated at [REDACTED]

Costs of all options considered:

This following financial summary chart is included in a larger format within appendix 5.



1. Introduction and Current Position


Both Northamptonshire Police and Northamptonshire Fire and Rescue have existing garage workshops in freehold premises within a larger complex of buildings. Northamptonshire Police's is within the Wootton Hall site, Fire and Rescue's is part of the Moulton Logistics Centre footprint.

The current Fire provision meets operational requirements, is geographically well positioned and generally is in reasonable condition (Subject to 6 facet and condition surveys in 2020). Substantial refurbishment or alterations are not being considered as necessary.

The current Police provision does not meet operational requirements, is geographically well positioned and generally is in just a tolerable condition. The workshops cannot accommodate larger vehicles. Substantial refurbishment and re-modelling would be necessary to modernise the facility. Refurbishment streams are hampered due to inaccessible asbestos as part of the building fabric, which affects roof height extensions. There is therefore a requirement for a new, or substantial refurbished, facility for the Police.

A number of consultants have explored a combined Police and Fire vehicle workshops within the last few years. This business case uses some of their findings.





This business case explores the options available to deliver improved garage facilities across both services, before recommending a preferred option.

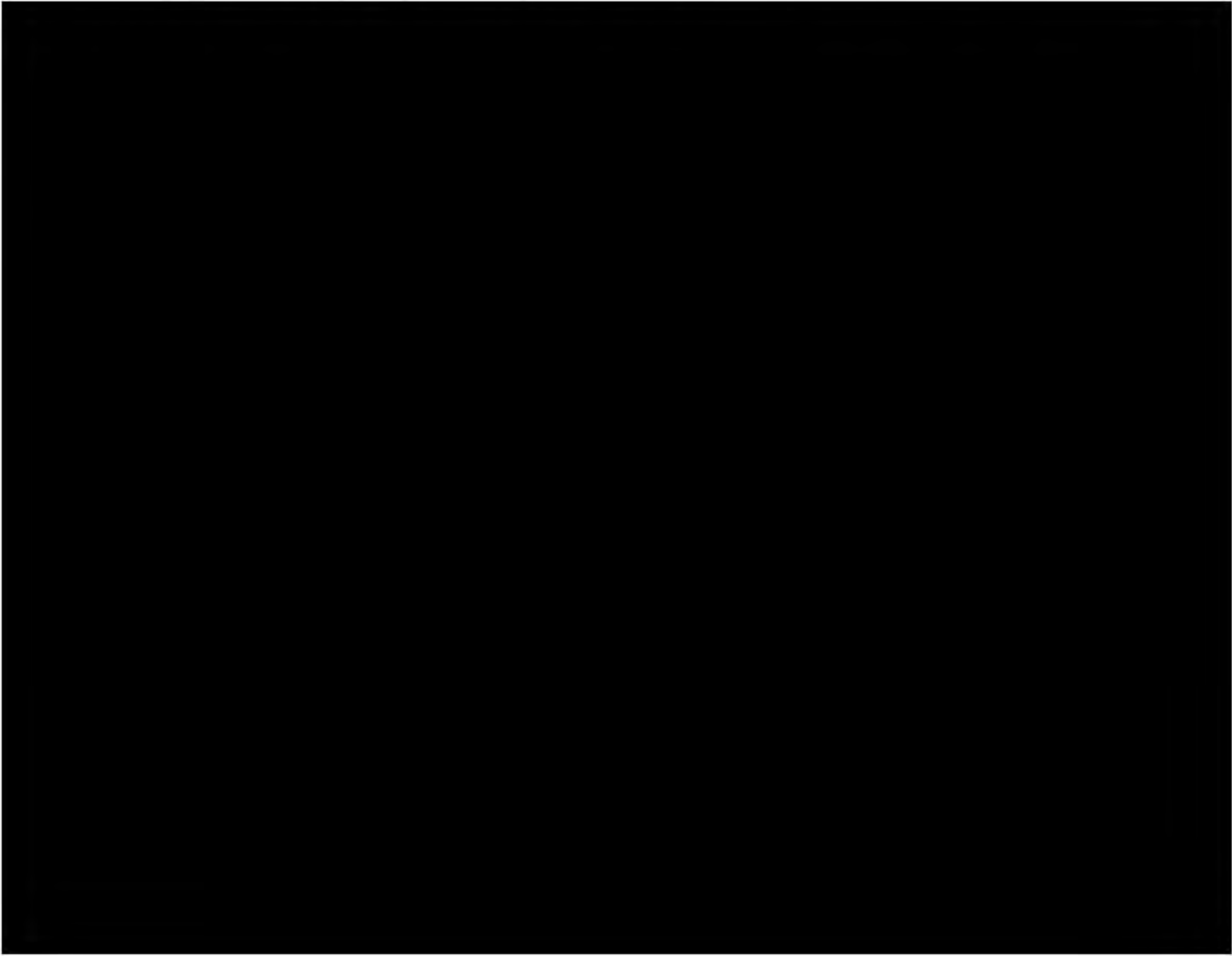
2 Objectives

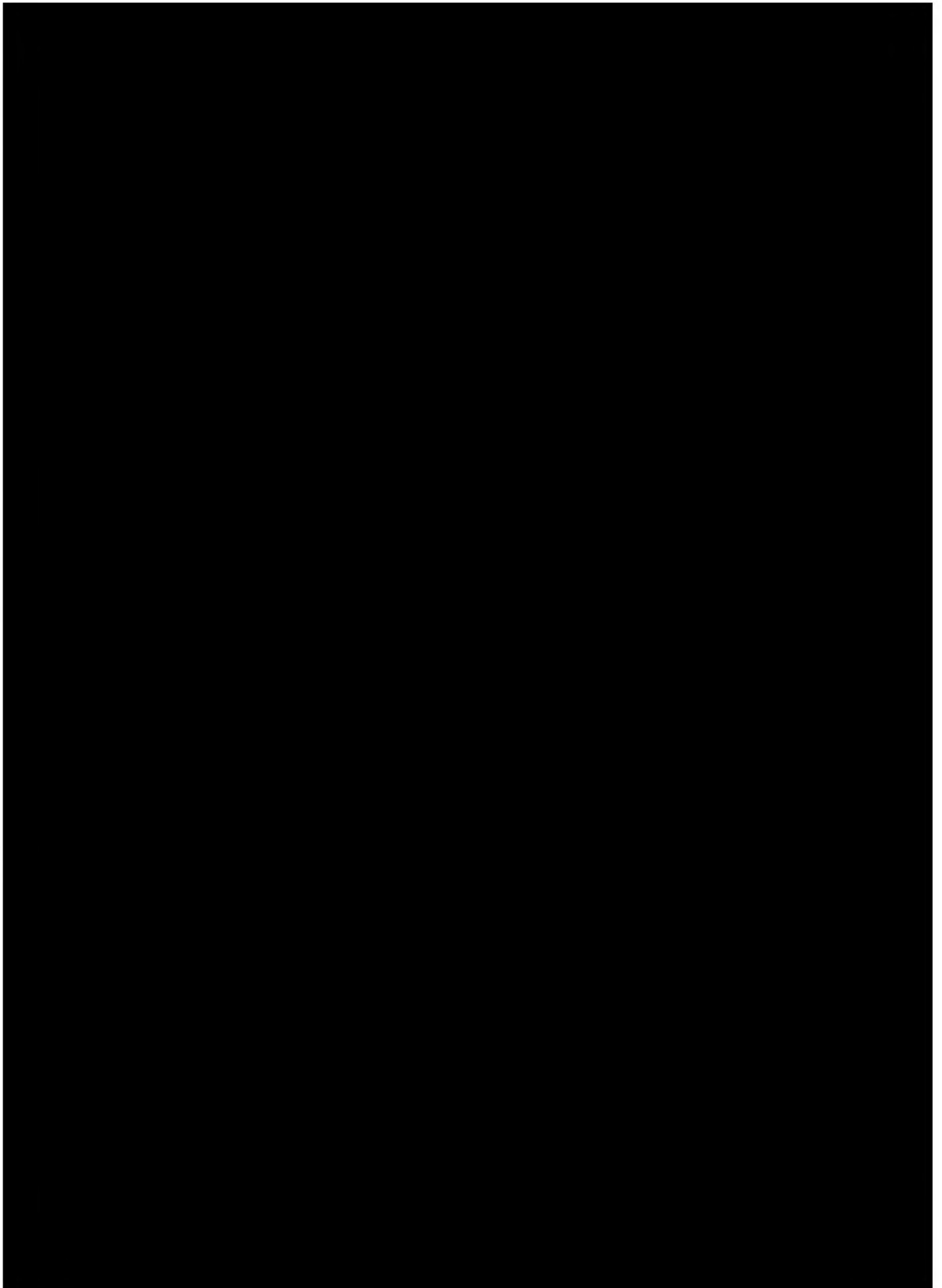
To create a fit for purpose combined garage workshops for Fire and Police at a single location.

To provide capacity for increased workload and future proof workshop activity for the foreseeable future.

To provide an environment to maximise integration of both workshops in terms of activities, technicians, spares & equipment and supporting functions.

To provide viable alternatives to acquiring land and building new. Evaluating the operational and financial impacts of such alternatives.





3. Options

1. Status Quo. Refurbish existing buildings depending on condition surveys
2. Retain Fire provision, refurbish and expand existing Police provision at existing site.
3. Build new for Fire and Police at new site.
4. Purchase and re-purpose an existing site.

Provision of new workshops on separate sites for both organizations has not been considered, nor has splitting the functions by heavy and light vehicles been considered (this is really a version of options 1 and 2).

3.1 Option one Status Quo

Continue using current Fire and Police provision undertaking refurbishments as necessary to make fit for purpose.

Split of heavy and light vehicles making each site category specific. Heavy vehicles at Fire workshops, light vehicles at Police workshops.

When refurbishing Wootton Hall site, would take opportunity to raise the building roof height and entrance ways to allow access and to work on the larger non heavies (carriers, minibus etc.). This could be achieved safely to mitigate the current issues with asbestos.



The current footprint for the garage workshops at Wootton Hall has already all the infrastructure in place to support the operations for Fire and Police light vehicles if the building apertures and internal infrastructure were modified (groundworks, interceptor, utilities etc.)

The Fire facilities at the Moulton Logistics Centre are current. They are subject to a condition survey carried out in August 2020.

Advantages

This is the least cost option.

Police workshops. Have potential to alter existing footprint, creating premises fit for purpose, with minimum risk of rejection of planning permission. Re-modelling can be phased to minimize operational impact of on-site changes and ensure fit for purpose facilities.

Fire workshops. Alterations limited to those within 2020 condition survey.

Re-use of vacated estate. Existing Fire stores area could be re-used to offset some of the functions identified within the estates strategy for re-location [REDACTED]

Space. Of all the sites within The Commissioner's Estates Wootton Hall is the largest. A substantial amount of space is required for all transport related vehicles on site: pool cars; standby provision; awaiting works/during works/awaiting operational redeployment; awaiting commission; awaiting de-commissioning and accident damaged for assessment/disposal. Future predicted capacity increases due to electrification etc. could be accommodated.

Disadvantages

This option does not achieve the objective of co-location and integration of Fire and Police services.

The sale of the entire MLC site is prevalent on all functions being re-located including the Fire garage workshops. To retain this function would affect the sale proceeds for fire.

Disruption would occur during refurbishment, which may be mitigated by phasing works and careful planning. Majority of disruption occurs during removal of asbestos, and increasing ceiling height

Police workshops occupies a premium site at a key location restricting opportunities for wholesale changes at the Wootton Hall site.

The design and layout of the main police building supported by a number of converted garages have severe operational limitations. Whilst this would improve the police



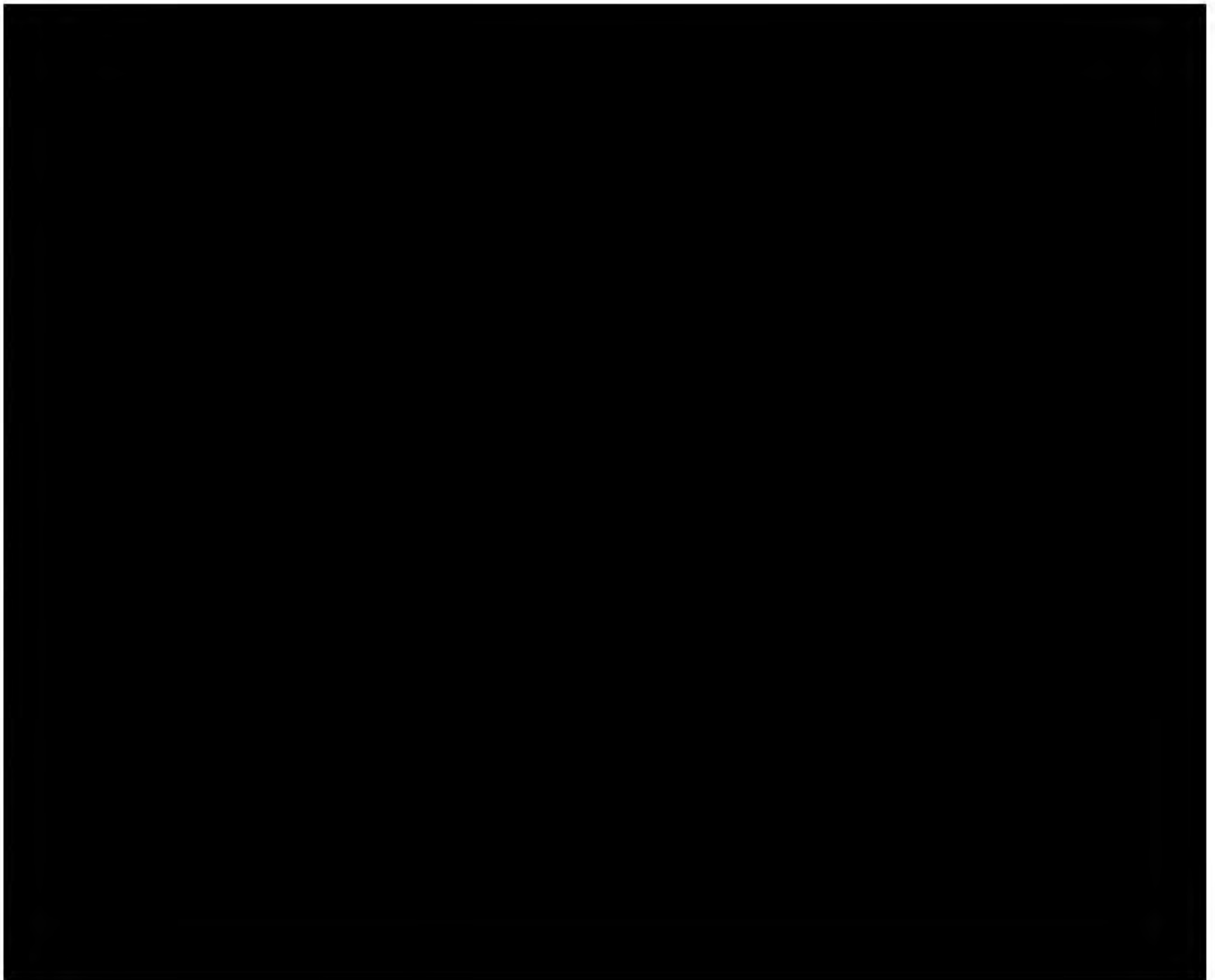
garage, it may limit its effectiveness, in terms of modern processing of vehicles on a production line methodology.

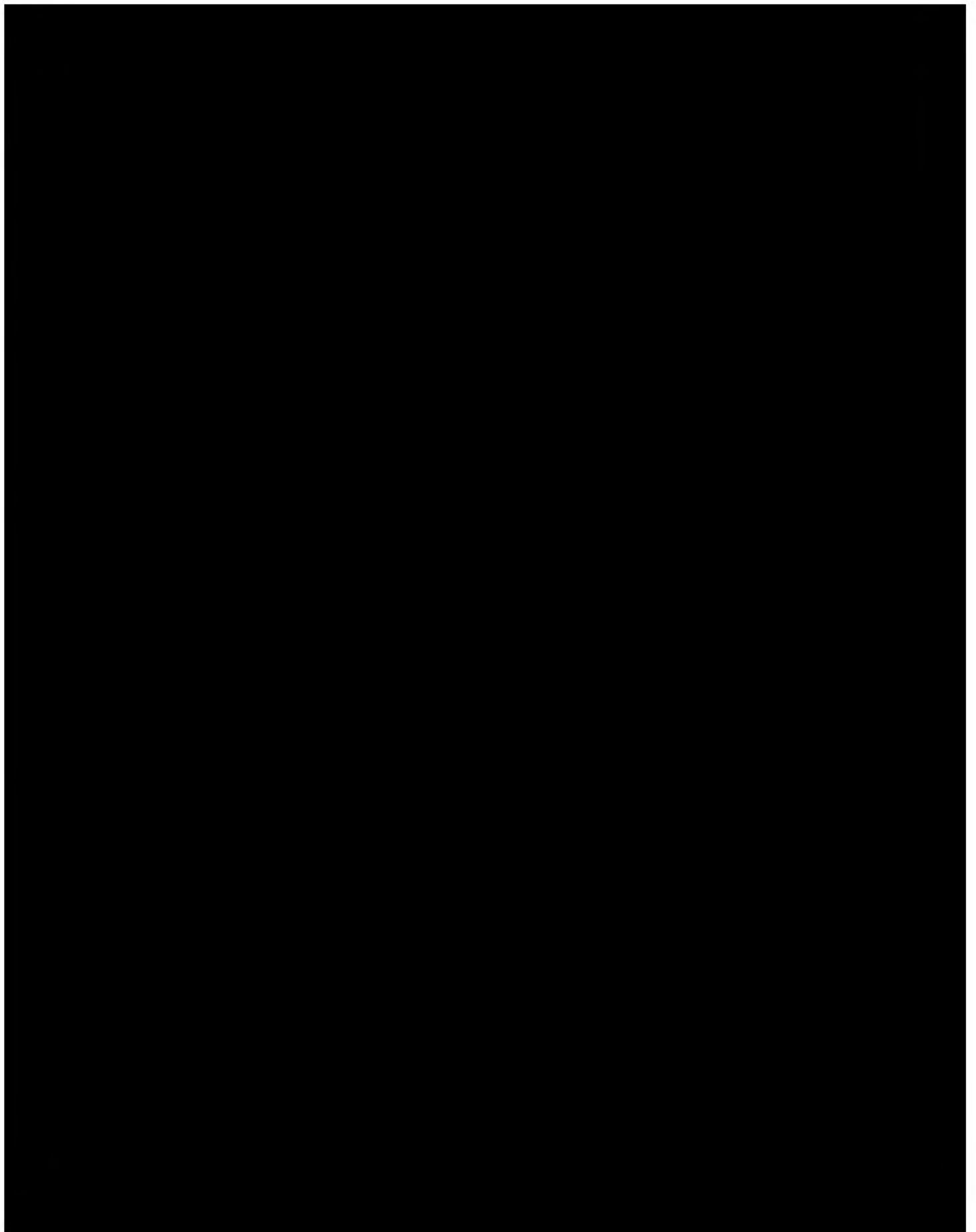
Risks

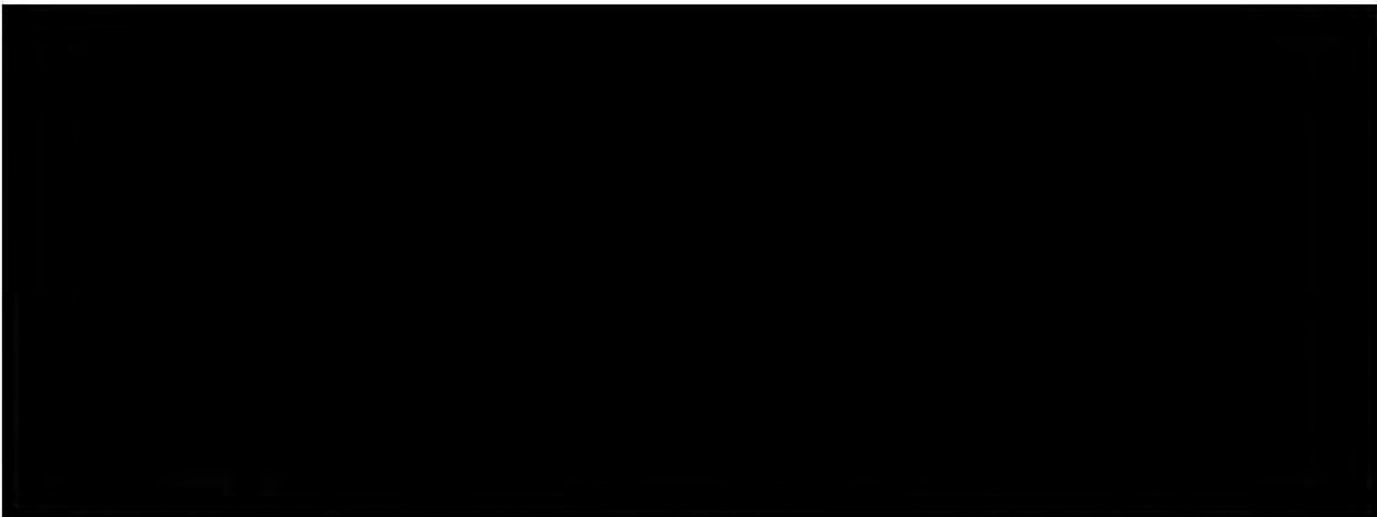
There is a risk that the planning consent process generates substantial local objections, either substantially altering plans or incurring significant costs to overcome (acoustic protection around the perimeter of the workshops or acoustic sound proofing materials within the fabric of the building).

There is a risk that after substantial investment in preparing a planning consent it is rejected (after appeal and a year or so) enforcing the other options.

Noise restrictions measures are already in place at Wootton Hall relating to car parks and not the current workshops. Further expansion and perception of additional noise may result in interest through The Environmental Protection Act. These may arise during planning or at any time after development. Mitigation measures would have to be applied to meet improvement notices.







Assessment: This option could deliver a better garage facility for policing (although it would still be a compromised solution) with no change for fire and rescue. It negates a stores move into existing estate, and therefore requires additional funding for that function. However it doesn't achieve the single location for the two sites and will therefore impact on the efficiencies possible within a joint transport and logistics function. This does not meet all the objectives of this business case and is therefore not the preferred option.

3.2 Option 2 retain Fire at current site. Re-locate Police within existing overall demise at Wootton Hall in a purpose built new building.

Architects in 2018-9 provided a block building sketch below based on relocating the Police workshops only, during scoping relocating on site at Wootton Hall.

For this option, the existing buildings would be used for other purposes, with a bespoke new building created on site.

The current specification for Police only would require a larger footprint at approx. 1500M2.



Advantages

Construction type, including size, materials, components would be to own specification. These could be blended into the site to provide an aesthetic result comparable to existing buildings.

Features can be designed in with the construction phase, reducing fit out costs, e.g. fuel interceptors, inspection pits within main flooring base

Any additional functionality for other users on site can be factored into the design, and be provided with their specifications and not having to make do.

All transport related functions for both Fire and Police light vehicles (all heavy functions would continue at Moulton Logistics Centre) would fit within the site.

Can design in own requirements, e.g. enhanced sustainability.

Would build in some excess capacity and re-design the flow of the workshops to provide efficient use of space and create a production line flow within the premises which would increase productivity through systematic location of processing activity.

Disadvantages

Cost. The additional works for extending the building would be about [REDACTED] more expensive than re-purposing existing buildings alone.

Business rates are reflected in newer properties than a rated at a higher value than re-purposed premises. The overall charge of Business rates at Wootton Hall is modest



compared to newer premises on the estate. An increase at next re-valuation could be expected for a new build on site. This will negate energy efficiencies achieved in relation to utilities savings for a new building.

Current operations. Being able to develop land at Wootton Hall whilst maintaining full operations at the site. Phasing of works would be significant to maintaining full functionality on site.

Risks

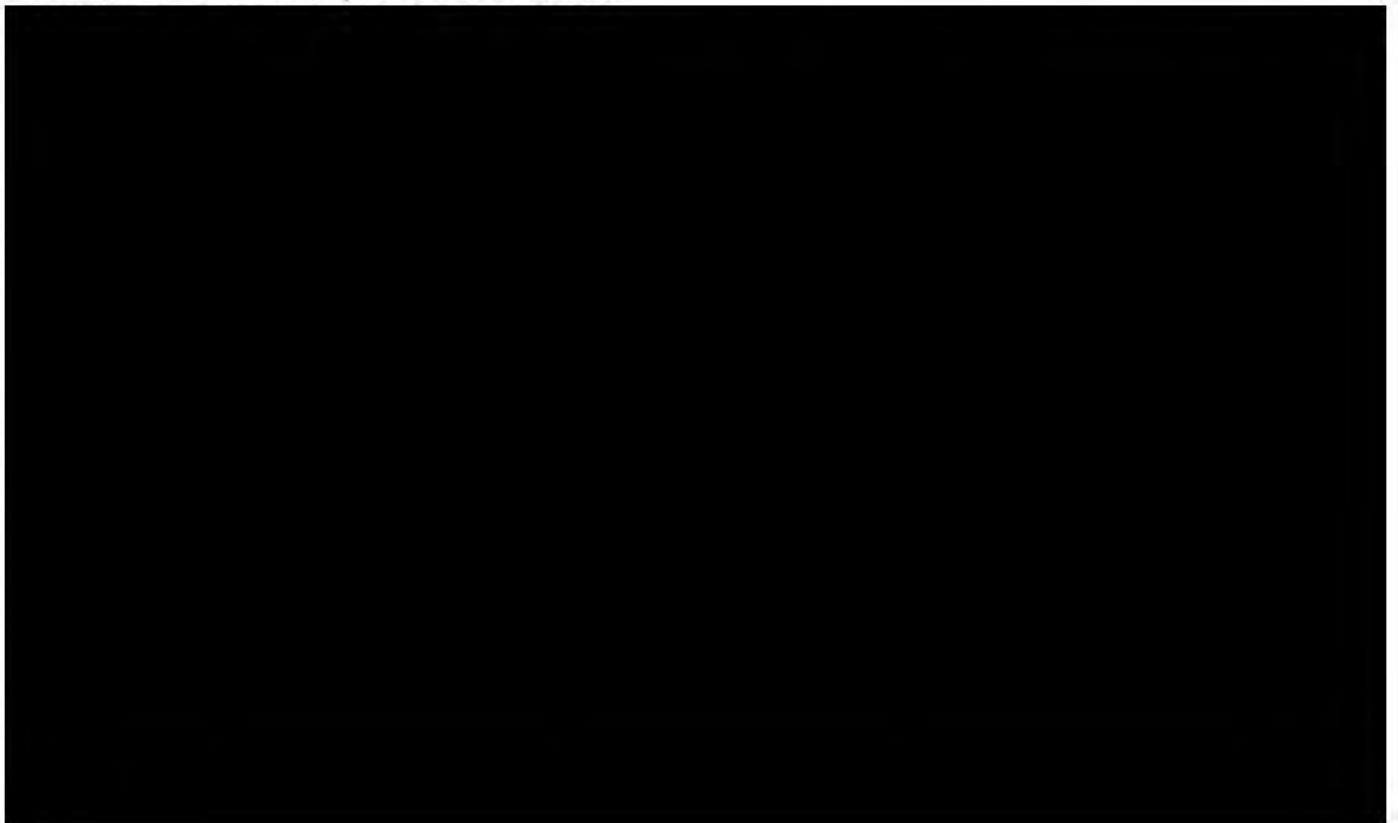
The time required to build & fit out. Linked to interdependencies, may require interim arrangements, if completely Greenfield development within Wootton Hall.

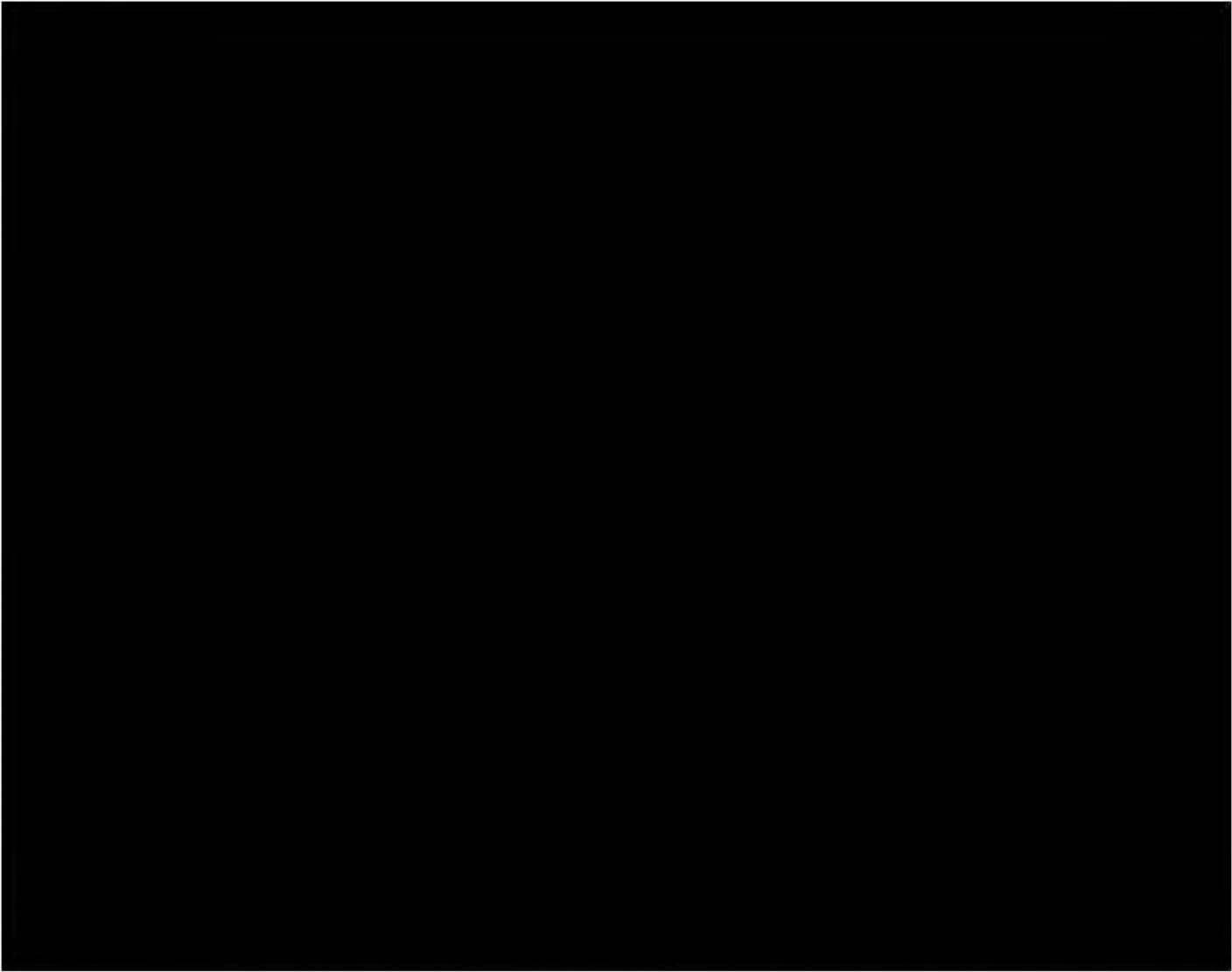
Finding an optimal available location for the function. This should be possible but will also be dependent on planning consent.

There is a risk that the planning consent process generates substantial local objections, either substantially altering plans or incurring significant costs to overcome (acoustic protection around workshops or acoustic sound proofing materials within the fabric of the building).

There is a risk that after substantial investment in preparing a planning consent it is rejected (after appeal and a year or so) enforcing the other options.

Noise restrictions measures are already in place at Wootton Hall relating to car parks and not the current workshops. Further expansion and perception of additional noise may result in interest through The Environmental Protection Act. These may arise during planning or at any time after development. Mitigation measures would have to be applied to meet improvement notices.





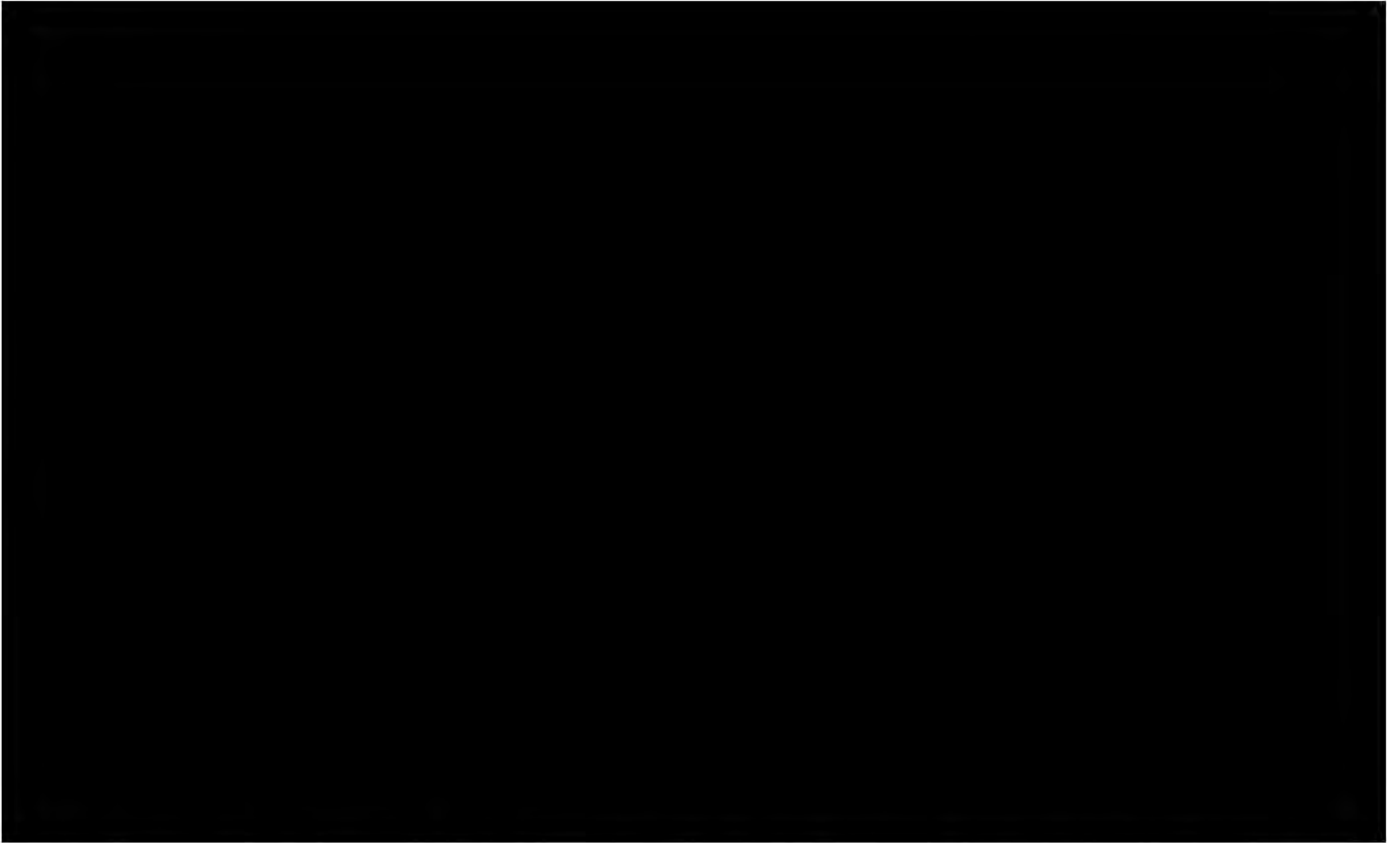
Assessment: This is a better status quo option and is not a significantly different capital cost to option 1 for a bespoke facility. However this does not achieve the single location objective and again therefore this prevents the most efficient staffing structure in a joint department. If a joint garage is not deliverable then this should be the preferred fallback option.

3.3 Option 3 Purchase Freehold land and build bespoke joint workshops

A bespoke premise to meet exact current specifications and an allowance for future proofing. Estimated cost [REDACTED] depending on location (desirability of land will transfer to land values)

Architects in 2018-9 provided a block building sketch below called Option 4A based on relocating the Police workshops only, whilst advising on potential Wootton Hall developments.





The current specification for Police and Fire at joint premises is a 2500M2 building on an overall plot size of 3 acres, which allows for the building development, current boundaries for the building, along with parking requirements for 150 vehicles.

It is assumed to be in an existing industrial development zone, with at least outline planning consent.

It is assumed it would be a serviced plot with utilities to the boundary and Greenfield requiring all groundworks, and has no existing security measures.

Such plots would be prime development areas attracting land values towards the higher end of those in the county, with our own focus being within the central band of the county, at approximately £1M per acre.


Advantages

This would deliver exactly what is required for both organizations.

Construction type, including size, materials, components would be to own specification.

Features can be designed in with the construction phase, reducing fit out costs, e.g. fuel interceptors, inspection pits within main flooring base.

All transport related functions for both Fire and Police would fit within the site. Any additional functionality for other users on site can be factored into the design, and be provided with their specifications and not having to make do. E.g. enhanced sustainability.



Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Director for Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is estimated to be in the range of [REDACTED]. This is considered a conservative estimate.

As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

A further opportunity that would be explored at a joint site would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. An assessment has not been made at this time of the potential income generation and therefore no figures are included within the financial section.

Disadvantages

Time. Planning through to practical completion, would be considerable from a Greenfield site, measured in seasons rather than months reducing significantly by using an existing outline planning consent or pre-authorized development zone. Even with that in place, though this will take 18 months to deliver.



Risks

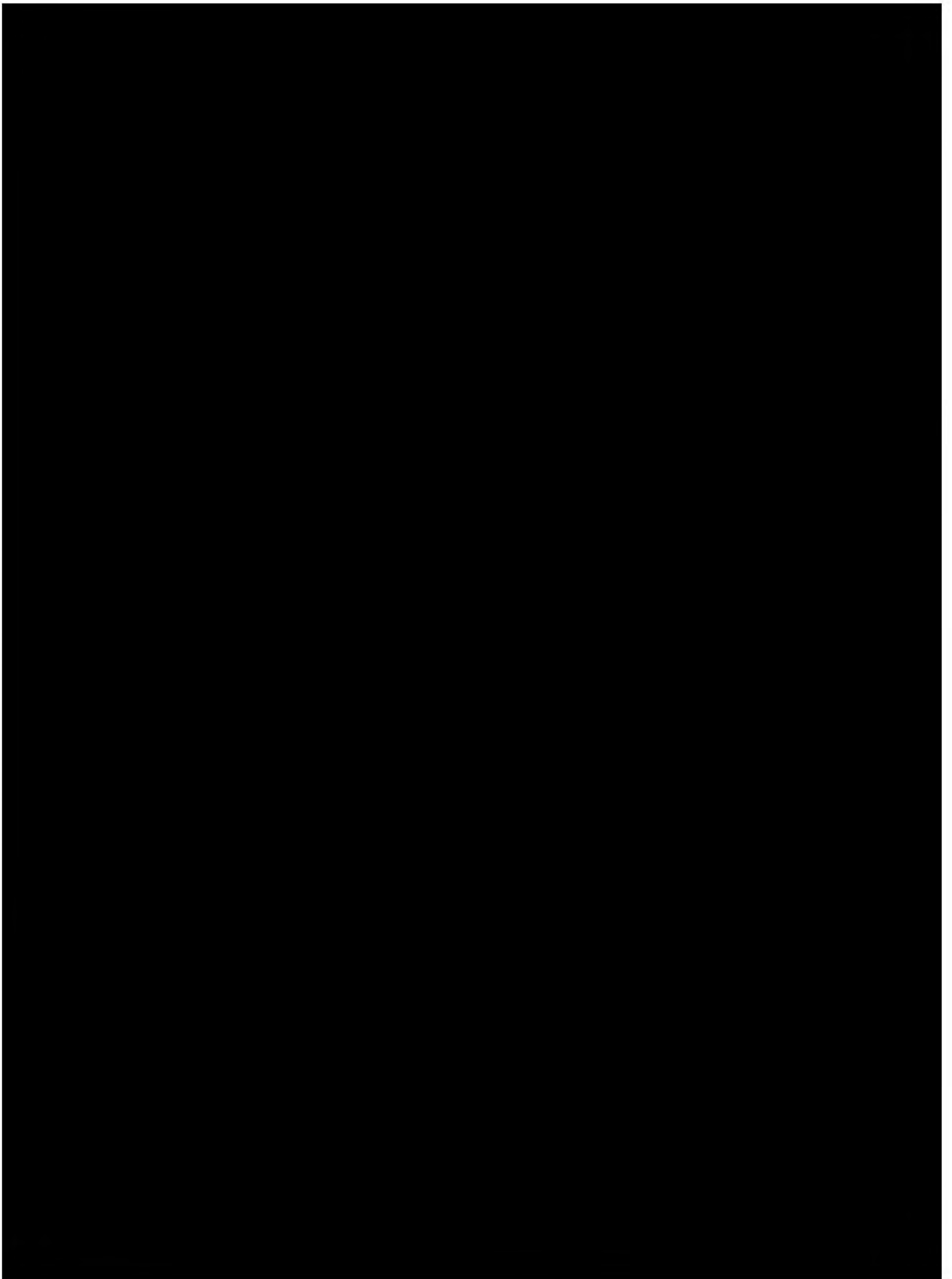
Finding an optimal available location for the function. Several sites are available on the open market so this should be deliverable.

The time required to build & fit out. Linked to interdependencies, may require interim arrangements, if completely Greenfield development.

Current planning consent. Planning would be granted as part of the proposal and included within the purchase deal. No significant risk to not occurring.

Costs





Assessment: Not recommended on costs grounds. Would deliver the ultimate joint specification.

3.4 Option 4 purchase an existing premise with the intention of re-purposing it to be fit for purpose for a combined Fire and Police workshops.

Units 1-5 Baron Avenue, Earls Barton.





The above example at Earls Barton has a larger building than the specification. There is off road parking for over 100 vehicles. A covered area that was due for demolition and additional parking could be retained and used for a mix of internal parking and relocation of other functions to the site.



The site consists of a 90s built warehouse at over 7m high at the rear of the property and an older office block and warehouse at the front of the property.

Due to the oversized property above specification additional benefits could be achieved:

1. The office block is substantially larger than the Transport and Logistics team require, which creates an opportunity to utilize that additional space for other organizational purposes. Initial discussion included creating a conference suite, and re-locating an operational policing unit that would benefit from keeping high value assets under cover when non-operational (e.g. safer roads camera vans or the road policing unit)
2. Centralise local Fire and Police services. There is also a small suite of offices, which would have been a goods-in function which could be re-configured at a modest cost to accommodate the equipment and functionality from the local retained fire station. The covered parking area would be suitable to store the



Fire appliance. Training facilities would not be replicated. As a result the local retained fire station would be disposed of.

The older elements of the site need complete refurbishment. The newer warehouse area would require re-purposing and limited infrastructure alterations.



This premise will require modifications to be used. However, the previous function of the site was relatively compatible with the suggested new purpose. The level of variation would not be significant, although the level of sunk costs to be operational may be significant, as we would model the internal warehousing space to suite our needs which may not be reflected in future commercial values. The main warehouse as indicated in green above, would be the main workshops area. The smaller warehouse in blue would be retained with a replacement roof, creating an indoor parking area and storage for The Earls Barton fire engine. By using this internal space, far less modifications are required to external aspects of the site, and less spent on perimeter security. Bespoke modifications to a purchased property may not be recovered if later sold (E.g. vehicle fume extraction system)

Our land agent advises that this type of property would lend itself to a purchase/lease back option for a property investor who would return the capital outlay (about £8M), and then charge a rent over the lifecycle of the property with a breakeven return for the investor at about 20 years.

Advantages

The size of the building is larger than the footprint required, which allows natural expansion for the activity providing future proofing, but also the opportunity to co-locate compatible functions. Oversized premises may present opportunities to release other premises on the Estate. As in the example above at Earls Barton, this may accommodate the retained firefighting capability at Earls Barton and/or accommodate an operational policing unit, which may wish to store their vehicles under cover (e.g. road crime unit, safer roads team)

The site would be suitable to consider commercialization of the garage function to provide income generation for the organizations.

Total revenue costs would be lower in the short term due to lower business rates for older properties, rather than building a new property. Provides substantial flexibility and credible solution with a capital cost about 30% lower than building new.

This premise has been reviewed several times and meets all the initial requirements, and has capacity for changes expected with horizon scanning (e.g. electrification of vehicles).

All transport related functions for both Fire and Police would fit within the site. With this site, there are no initial compromises in relation to specification to be made.

Time to be operational would be about half of the time to build a new premises.

Substantial internal space. A ceiling height over seven meters, which would support the use of vehicle ramps.

Secondary Internal space, using old warehouse. Ability to use some internal space for storage of vehicles overnight, but also to process covert vehicles.

Existing HGV sized entrances to the main internal area. Modification needed to existing doors.

Parking areas can be configured to differing sizes of vehicles, including the potential to make parking areas secure by fencing and gating. Also, create a heavy and light parking areas for vehicles being processed, reducing risks to pedestrians. Separate staff parking area.

Relocate local functions to the building to utilize additional space and release other properties. E.g. Earls Barton Fire station. As part of this process a desktop market valuation, by our land agent, puts the Earls Barton Fire Station value in the region of

Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Director for Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is



estimated to be in the range of [REDACTED] This is considered a conservative estimate.

As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

A further opportunity that would be explored at a joint site would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. An assessment has not been made at this time of the potential income generation and therefore no figures are included within the financial section.

Disadvantages

Planning consent would have to be altered from engineering to a more general purpose. Although this will take time, the type of activity being proposed is within the general permissions for this type of industrial zone and so should not present a significant risk.

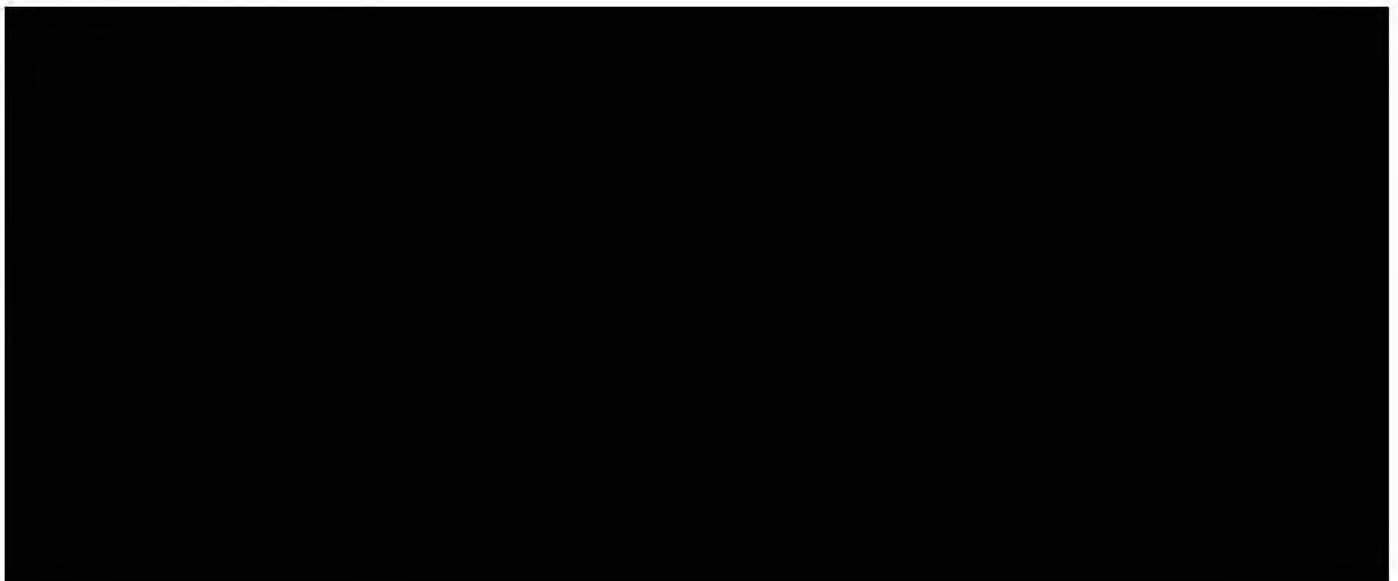
Planning consent is required for a fire station. As it is a movement of 500-600m along the road, localized objections may arise. The Fire Business team is assessing the overall impact on operational Fire Response for this proposed change in location.

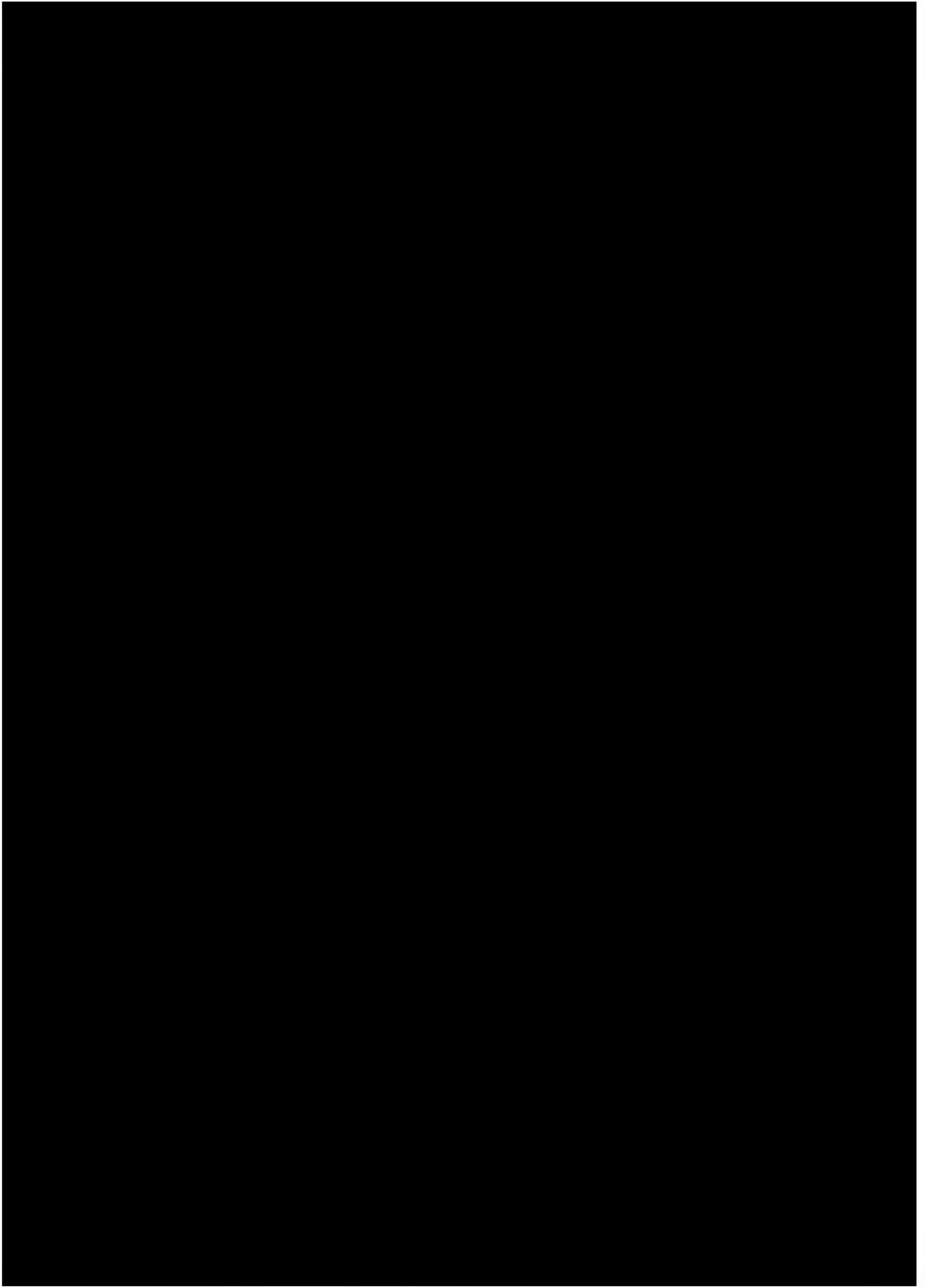
Some groundworks will be required to meet the specifications, in terms of interceptors, inspection pits.

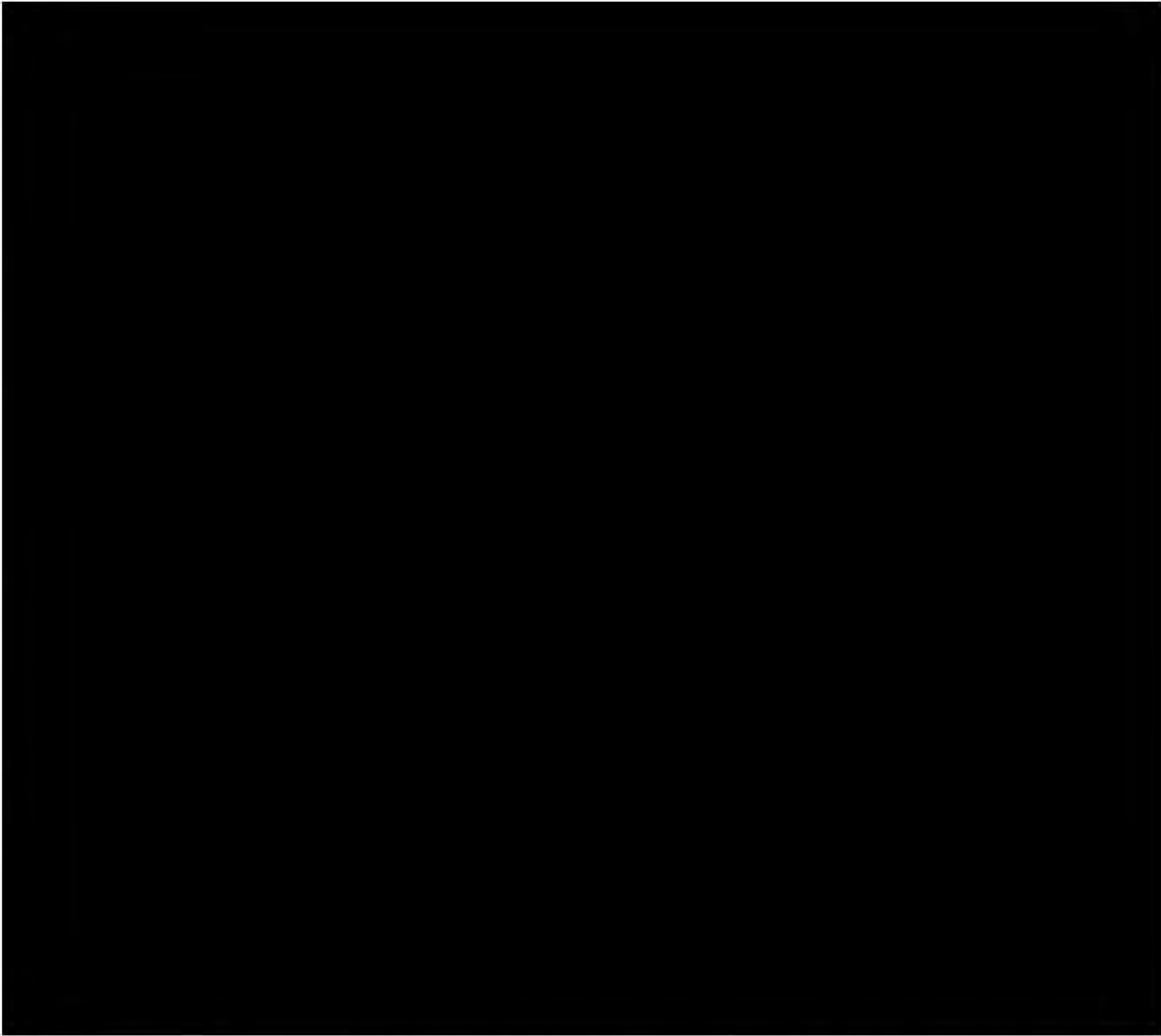
Risks

Current planning consent. Change required, not believed significant.

Costs







Assessment: Preferred and recommended option. There has been ongoing searching for many years to find suitable alternative premises. This is the first that has met the specification and received universal operational approval.


3.4 Options not considered

Other provision models for providing this service have not been included in this business case (e.g. contracting out) which have been considered in recent times.

4. Interdependencies

There are interdependencies in relation to the options.

4.1 The Police garage workshops with associated parking make up a considerable footprint at the Wootton Hall complex. The premises are effectively single story throughout at 1000m². There are 40-50 parking spaces allocated to operational vehicles in progress in and around the workshops (excludes: pool vehicles; PSU;

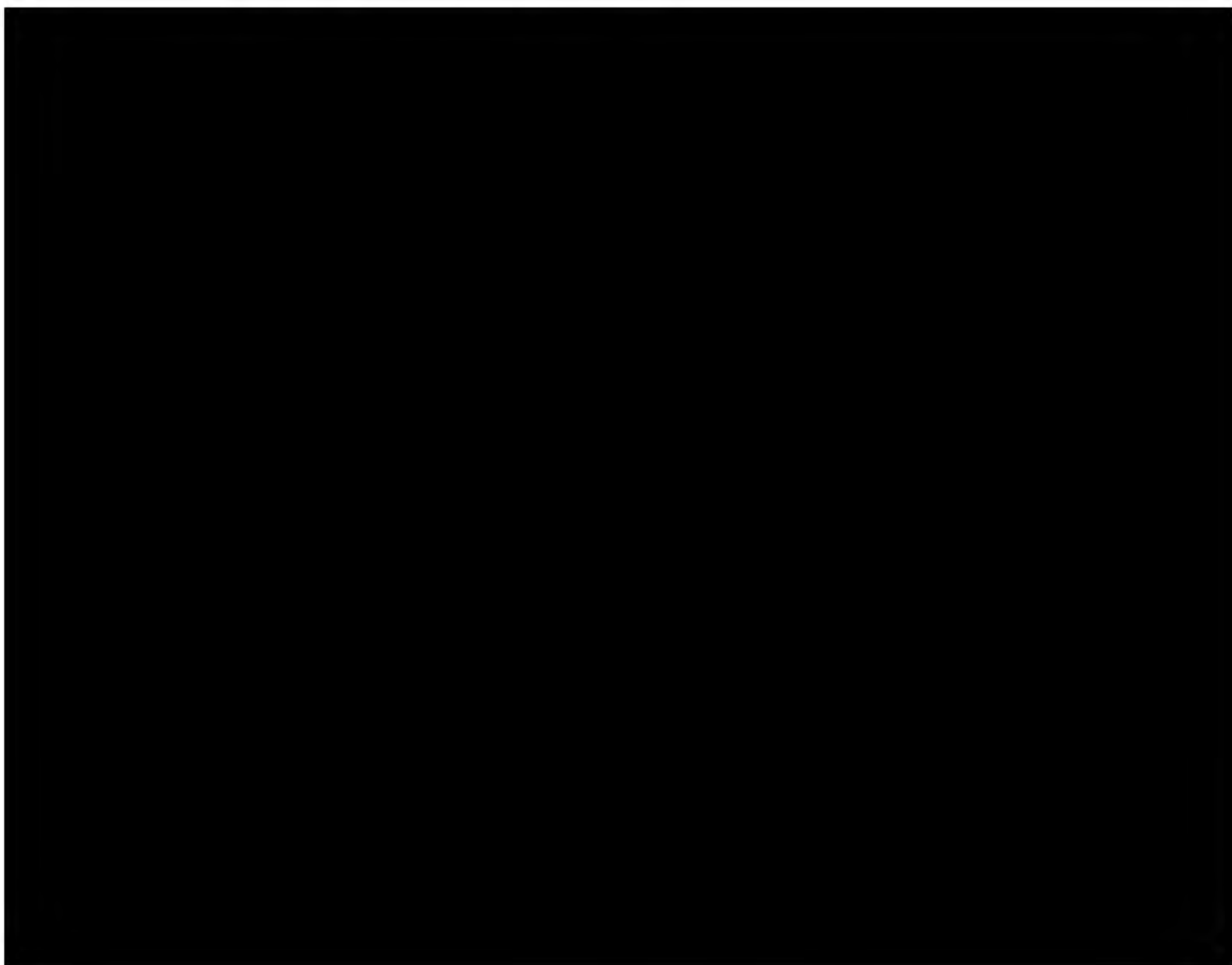


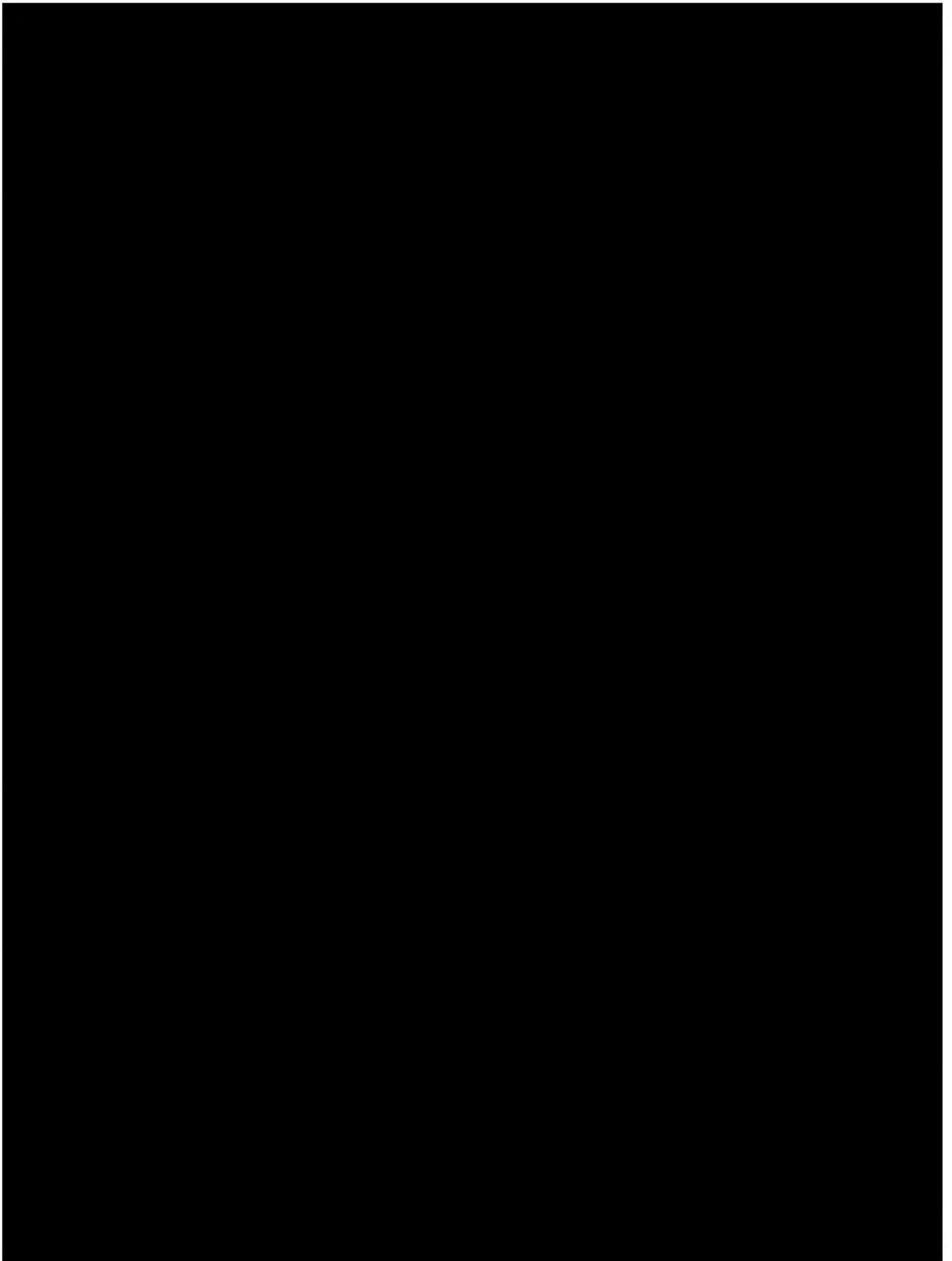
commissioning and de-commissioning areas; and large vehicles). The buildings at Police workshops are shown below.

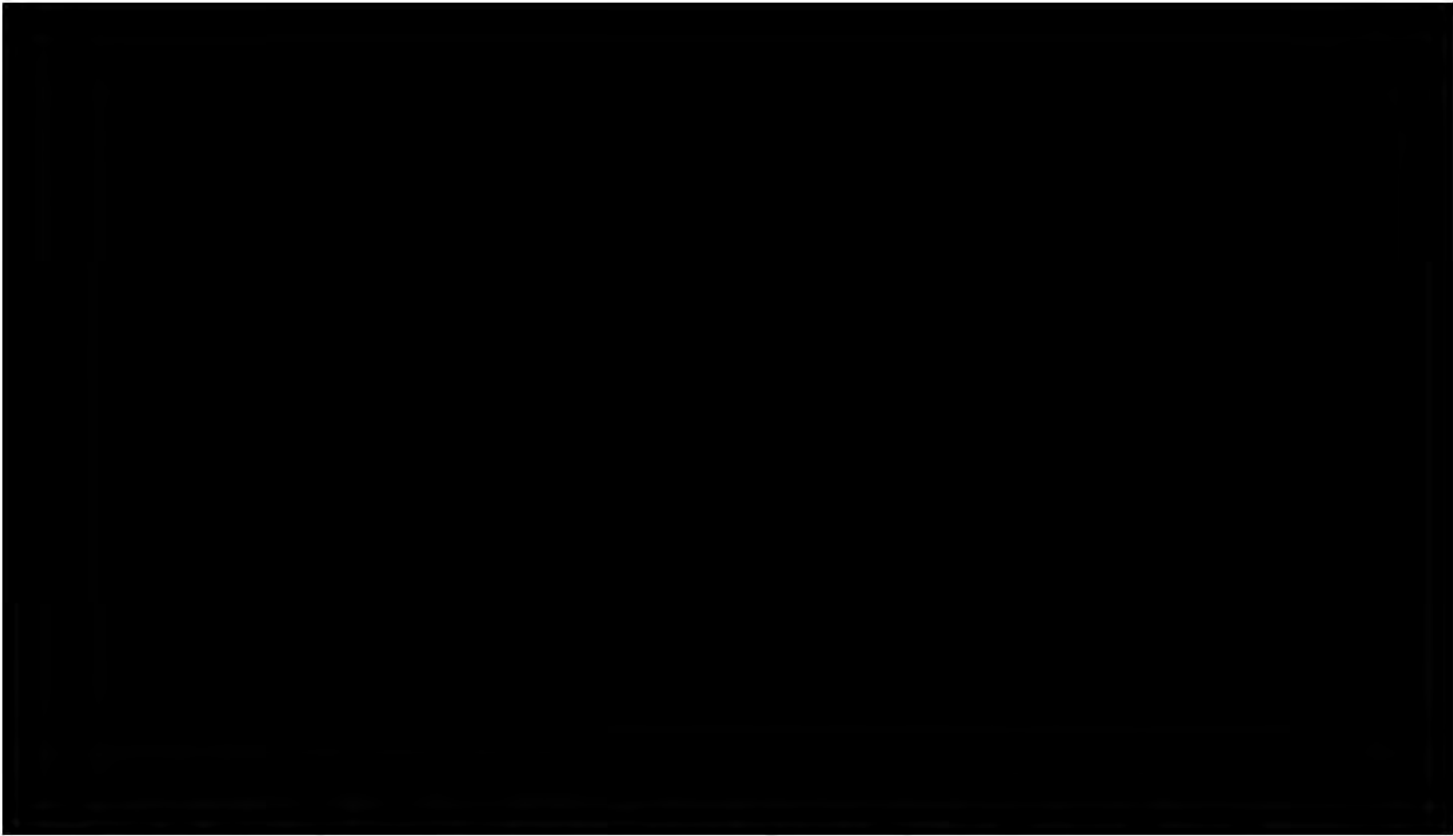
This space is shown as re-allocated for storage functions from other sites within the strategic plan for Wootton Hall. The spatial size would be a similar footprint to [REDACTED] [REDACTED] even including a small office suite, and independent welfare facilities. A provision for additional storage would be needed within the Wootton Hall site, if the garage workshops were not available to re-use.

4.2 The sale of MLC and Fire Garage workshops.

The sale of the garage workshops is presumed as part of an overall sale of the MLC site. Our long-standing land agent has assessed a recent market valuation of between [REDACTED] for the entire Office/stores and garage workshop areas. Other than the workshop staff, other staff are planned to be relocated during spring 2021 to Darby Close. In order to sell the entire site (retaining The Fire Station), the vacant possession of the garage workshops is required.








Only an option of bringing together the two garages onto one site provides real opportunities for greater effectiveness and efficiency through collaboration of the services, and a single team structure. Detailed work is required to fully assess this, which has not been undertaken at this time. However, the Director for Enabling Services has undertaken a high-level assessment of potential benefits through being able to provide a single joint structure in one location. In cashable savings, this is estimated to be in the range of [REDACTED]. This is considered a conservative estimate.

As well as cashable savings, a single building for the department will enable greater efficiencies in ways of working and greater resilience in the structure to be built to fulfil the needs of the two organizations more effectively. These intangible benefits will be much harder to achieve with the continuation of separate garages workshops.

A further opportunity that would be explored at a joint site would be the opportunities for commercialization through offering services to members of the public e.g. MOTs. Whilst there would need to be small additional investments up front to do this (for example, a public viewing area for the MOTs), it is envisaged that this would provide opportunities for income generation. An assessment has not been made at this time of the potential income generation and therefore no figures are included within the financial section.

Option X has been included in these calculations based on a funding methodology, which we sell the freehold to an investment company and lease the premises off them. Our agent has estimated a value of up to [REDACTED] by this method. This would present a long-term revenue commitment. This has been calculated at an indicative total additional revenue cost of [REDACTED] for the entire life of occupancy.



7. Stakeholder Engagement

Stakeholder engagement has been limited to due to the commercial sensitivities regarding the ongoing negotiations in relation to purchase price, as the preferred option is not formally on the market for sale.

Those having been involved so far is limited to:

The Police, Fire and Crime Commissioner

The Chief Fire Officer

The Chief Constable. The Chief Constable comments:

I having read the preliminary business case (typos and grammatical errors aside) I feel that it does layout a compelling argument for the Barons Estate purchase and fit out. My rationale:

- As Chief Constable I want to support the development of an estate which is modern and fit for purpose
- Any future estate purchase should have flexibility in terms of its growth capability and use of purpose



If affordable, I am very supportive.

The Transport Managers for both Fire and Police
Members of the Estates team.
Our appointed land agent.

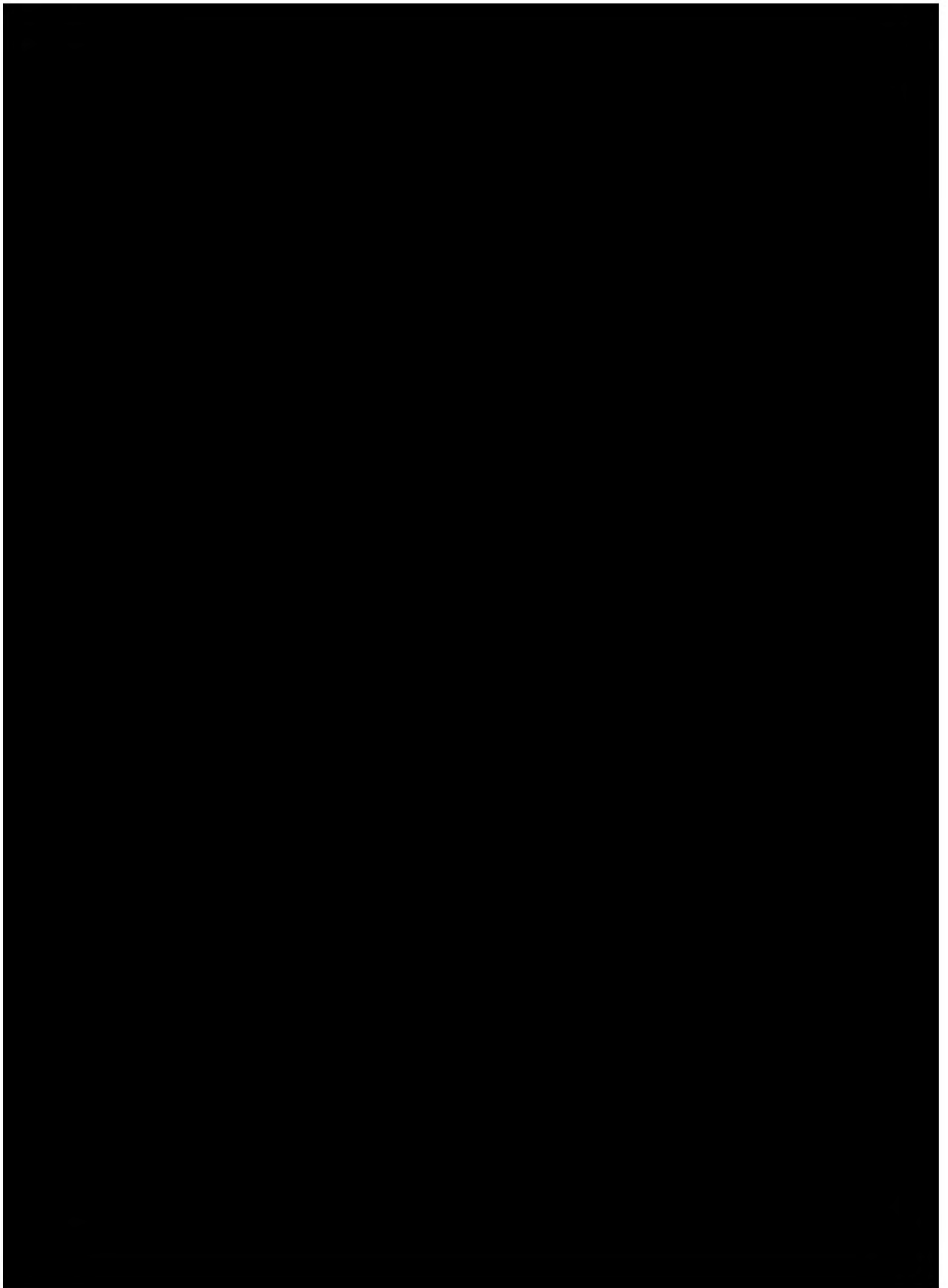
8. Recommendation

Finding an existing property with nearly an exact match to specification is a rare occurrence. The premises are Baron Avenue is such a match to specification. It also affords the capacity for development, along with an opportunity to co-locate additional operational functions at the premises, utilizing the additional storage and office provisions.

Compared to the other options there are very few, and no significant disadvantages or risks. A change of commercial use would be required, such a condition of planning consent would be linked to a sale agreement.

Given the rarity of such a building meeting the specifications, it is not likely that an alternative solution will be found. Option 4 is the recommended option. The fallback option would be Option 2, or operate until an alternative affordable Option 4 became available.







Baron Avenue

Contract advice



22.12.2020

Estates

Planning classification

Baron Avenue currently has planning consent for B2 use for the Commissioner's undertaking within the industrial planning consent category B2.

The planners have applied conditions for a limited B2 use, for the purpose of auto motives repairs and servicing as applied for.

B2 means heavy industrial normally for business like manufacturing, auto motives repairing and almost any trades. Use Class B2 (general industrial) relates to industrial process other than those falling within Use Class B1 (excluding incineration purposes, chemical treatment or landfill or hazardous waste).

There is also an underlying B8 classification Storage or distribution which would be applied if the premises was no longer used by The Commissioner's undertaking.

Planning consent conditions and mitigations.

1. The development shall be begun not later than the expiration of three years beginning with the date of this permission.

Mitigation: none required.

2. development hereby approved shall be carried out in accordance with the drawing received 23 Oct 2020:

Mitigation: none required, there are no external changes to the buildings being submitted

3. When the site ceases to be occupied by the Emergency Services the Class B2 use hereby permitted shall cease [and all materials and equipment brought on to the premises in connection with the use shall be removed]. The site's use will thereafter revert to Class B8 use

Reason: The local planning authority would wish to consider the implications of a commercial or other more intensive use having regard to residential amenity, traffic generation and highway safety in accordance with policy 8 (b) (i) of the North Northamptonshire Joint Core Strategy

Mitigation: allows full operational use by emergency services for their purpose. Using the same activity, a commercial wing could be created within the site using resources within the planning consent.



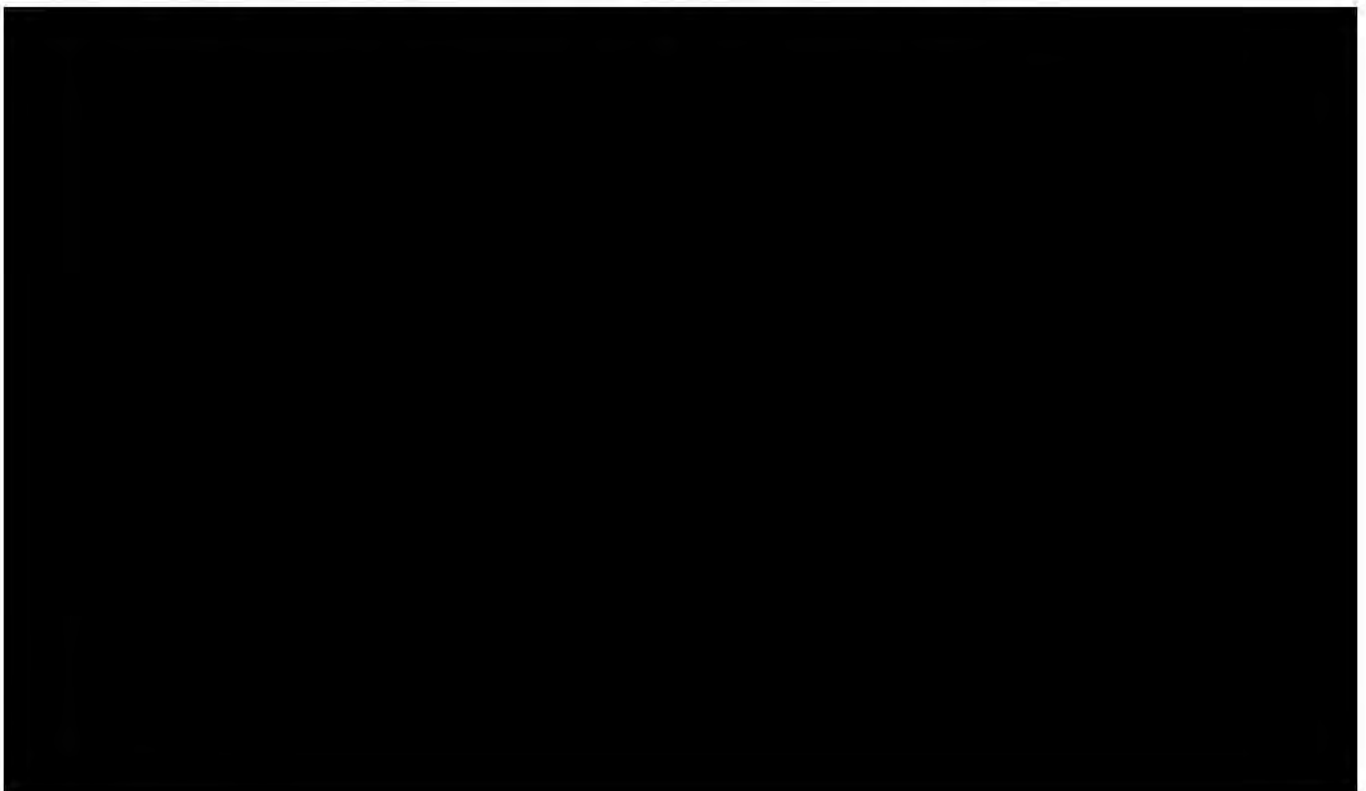
Post NFRS purpose, the default of the planning application is B8, although new purchasers, would be able to apply for the same use to be extended, subject to planning rules applicable at that time.

4. Before any external plant or equipment, including plant or equipment that vents externally, is installed on the premises an assessment of the noise impacts from the plant or equipment shall be carried out and submitted to the local planning authority for approval. The noise impact assessment shall be carried out in accordance with the method set out in British Standard BS4142:2014. Proposals for suitable mitigation measures shall also be submitted for approval if the assessment indicates that industrial or commercial noise is likely to have an adverse impact at any nearby noise sensitive premises. Any such approved mitigation measures shall be installed prior to the noise generating plant or equipment coming into use and shall be maintained in proper working order throughout the life of the plant or equipment.

Reason: To safeguard the amenity of nearby premises and the area generally in accordance with policy 8 (e) (ii) of the North Northamptonshire Joint Core.

Mitigation: noise mitigation (acoustic booths) for externally housed equipment is easily assessed and can be procured as off the shelf products.

Baseline noise assessments undertaken during 15-22 December 2020.





Timeline

Planning consent approved 18.12.2020

Contract completed 22.12.2020

Potential exchange date 8.1.2021 (payment of deposit and start of building insurance)

Judicial Review completion date, and final date for serving of papers 15.2.2021

Proposed Completion date 22.2.2021 (payment of balance)

Judicial review applications may be applied for by any local interested party whom believes the local authority have acted unlawfully within the planning consent process. Such applications have six weeks to be submitted, from the date of issue of the planning consent. 10 further working days have been applied to allow papers to be served by the courts. If no such application is served completion is proposed for 22.2.2021

If a judicial review process ensues a number of walkout clauses can be implemented (section 5 of the contract).

Finance



The Finance Department have confirmed that the cost of the purchase is included in the new capital strategy and captured within the capital programme. Cash flow is sufficient to make the deposit payment of [REDACTED] and work is underway to identify borrowing options to provide funds for completion of the purchase and to pay for commissioning works. Exchange of contracts is subject to satisfactory legal and procurement advice, and that the cost of the purchase and overall project is still in line with the approved business case.



Procurement

There is no procurement aspect to this purchase.

The next stages of the business case to generally refurbish and to operationally fit out will involve the procurement team to ensure compliant routes to market and contracts.

The provisional costings provided by [REDACTED] can be used to formulate a competitive process through multiple engagement in frameworks, e.g. Scape, Pagabo to monitor value for money.

We have costings for new technical equipment provide by [REDACTED]. These will be verified by the Head of Transport, confirming these are other requirements within the specifications provided. All purchases will be through compliant procurement processes.





to NH (De)
SMC
Vaughan
Nick A
David McJ
Paul B.

PFCC SIGNATURE SUMMARY

DATE:	22.12.20		
AUTHORITY:	Northamptonshire Fire and Rescue Authority		
ITEM FOR DECISION/SIGNATURE:	<p>Contract</p> <p>For the purchase of the premises, units 1-5 Baron Avenue, Earls Barton to be refurbished as joint Fire and Police vehicle workshops for the sum of [REDACTED] (plus VAT). a deposit of 10% to be paid on exchange and the full balance upon completion, and post judicial review period.</p> <p>[REDACTED]</p>		
REMARKS: (include Budget approval)			
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no. Comments	<p>[REDACTED]</p> <p>The Finance Dept have confirmed that the cost of the purchase is included in the new capital strategy and captured within the capital programme. Cash flow is sufficient to make the deposit payment of [REDACTED] and work is underway to identify borrowing options to provide funds for completion of the purchase and to pay for commissioning works. Exchange of contracts is subject to satisfactory legal and procurement advice, and that the cost of the purchase and overall project is still in line with the approved business case.</p>		
ICT Comments	Choose an item.		
LEGAL Name and contact no. Signature evidenced elsewhere on docs	<p>Other</p> <p>[REDACTED] – EMPLS</p> <p>The contract is on standard commercial terms which have been adapted to meet the specific circumstances of the purchase relating to the recently granted planning permission. The contract has a completion date of 22 February 2021, but</p>		



	provides that in the event of a judicial review being brought in respect of the planning permission, the purchase completion will be delayed until judicial review has been determined. Either party can terminate the contract if it is not completed by the longstop date of 21 June 2021. The Seller can also terminate the contract early if a JR is lodged.		
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] The value of the sale has been confirmed with our appointed agent as at market value. The general refurbishment proposed would also be reflected in the future value for the property. The operational fitout costs would be reflected in market values through a B2 planning consent which would have to be applied for and accepted to be sold as a potential going concern for a future sale. A default position of class B8 is included in the planning consent, which is aligned to local activity. Planning consent has been granted, with conditions being of an acceptable nature.		[REDACTED]
Page numbers for signing (list each document and page number)			
PFCC S151, S151 for the Policing Group and S151 for Fire	<i>I have been regularly updated on the progress of this purchase. The fire transformation grant income will be used towards this.</i> *	Y	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	Approved	Y	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		Y	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED <input checked="" type="checkbox"/> YES / <input type="checkbox"/> NO <i>on capex.</i>			

** Exchange is scheduled for 7/1/21 if all info is provided to finance in a timely manner to set up the supplier + make payment.*

** close financial monitoring of the project is essential to ensure there is no cost creep all variations impacting on cost require PFCC approval.*

** Funding options for the Anchor are Awaited*



DECISION RECORD

Decision Record Number 45

This document records a decision taken by the Police, Fire and Crime Commissioner, together with details of the advice he received prior to taking the decision.

Decision taken

The Police, Fire and Crime Commissioner has taken the decision to:

Purchase the premises based at Baron Avenue, Earls Barton to be refurbished as joint Fire and Police vehicle workshops for the sum of £3.3M (plus VAT). A deposit of 10% will be paid on exchange and the full balance upon completion following the post judicial review period.

Details of advice taken

Operational advice has been provided by the Chief Fire Officer. Statutory officers have also provided advice.

Stephen Mold
Police, Fire and Crime Commissioner
6th January 2021

END



PFCC SIGNATURE SUMMARY

DATE:				2 nd February 2021			
AUTHORITY:				Northamptonshire Fire and Rescue Authority			
ITEM FOR DECISION/SIGNATURE:				<p>Other</p> <p>On 8th January 2021 contracts were exchanged for the purchase of Units 1-5 Baron Avenue Earls Barton Northamptonshire NN6 OJE</p> <p>Working on the basis that no Judicial Review is received before the scheduled completion date of 22nd February 2021 please could the attached transfer deed be sealed and returned to me in good time for completion.</p> <p>The deed is for the Transfer of Whole Registered Title for Units 1 -5 Baron Avenue Earls Barton Northamptonshire NN6 OJE (registered as "Land on the west side of Wellingborough Road Earls Barton Northamptonshire and "Unit E Baron Avenue Earls Barton")</p>			
REMARKS: (include Budget approval)							
REVIEWED BY:		COMMENTS FOR PFCC CONSIDERATION:		Y/ N	SIGNATURE OR OTHER		
FINANCE Name and contact no. Comments		<p>[REDACTED]</p> <p>The finance department have confirmed the cost of thr purchase is included in the capital strategy and captured it within the capital programme.</p>					
ICT Comments		Choose an item.					
Legal Name and contact no.		<p>Other</p> <p>[REDACTED] East Midlands Police Legal Services</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>The contract is on standard commercial terms which have been adapted to meet the specific circumstances of the purchase relating to the granted planning permission. The contract has a completion date of 22nd February 2021, but provides that in the event of a judicial review (JR) being brought in respect of the planning permission, the purchase completion will be delayed until JRhas been determined. Either party can terminate the</p>					



	contract if it is not completed by the longstop date of 21 st June 2021. The Seller can also terminate the contract early if a JR is lodged.		
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] Where: The value of the sale has been confirmed with our appointed agent as market value. The general refurbishment proposed would also be reflected in the future value of the property. The operational fitout costs would be reflected in market value through a B2 planning consent, which would need to be applied for and accepted to be sold as a potential going concern, for a future sale. A default position of class B8 is included in the planning consent. Planning consent has been granted, with conditions being of an acceptable nature		
Page numbers for signing (list each document and page number)			
PFCC S151, S151 for the Policing Group and S151 for Fire			
MONITORING OFFICER/DEPUTY MONITORING OFFICER			
POLICE, FIRE AND CRIME COMMISSIONER			
	SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE		
	DECISION RECORD REQUIRED YES/NO		

URGENT
Please Scan first



PFCC SIGNATURE SUMMARY

DATE:	22 nd February 2021		
AUTHORITY:	NCFRA		
ITEM FOR DECISION/SIGNATURE:	Approval of the VAT payment for the new garages of £0.66m & the associated stamp duty of £0.1875		
REMARKS:	This reflects the decision record 187 to purchase the joint garages and is the VAT invoice from the conveyancing solicitor for the approved purchase and the legislative stamp duty payment for the title.		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
PROCUREMENT Name and contact no. Signature evidenced elsewhere on docs	Other N/A Where:		
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] [REDACTED]		[REDACTED]
Page numbers for signing (list each document and page number)	Payment request form – 1 Page		
PFCC S151, S151 for the Policing Group and S151 for Fire	<i>Supported legal request to pay stamp duty</i>	Y	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	<i>Approved</i>	Y	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		Y	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED YES/NO			

DR Already Produced



PFCC SIGNATURE SUMMARY

DATE:	2 nd February 2021		
AUTHORITY:	Northamptonshire Fire and Rescue Authority		
ITEM FOR DECISION/SIGNATURE:	<p>Other</p> <p>On 8th January 2021 contracts were exchanged for the purchase of Units 1-5 Baron Avenue Earls Barton Northamptonshire NN6 0JE</p> <p>Working on the basis that no Judicial Review is received before the scheduled completion date of 22nd February 2021 please could the attached transfer deed be sealed and returned to me in good time for completion.</p> <p>The deed is for the Transfer of Whole Registered Title for Units 1 -5 Baron Avenue Earls Barton Northamptonshire NN6 0JE (registered as "Land on the west side of Wellingborough Road Earls Barton Northamptonshire and "Unit E Baron Avenue Earls Barton")</p>		
REMARKS: (include Budget approval)			
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no. Comments	<p>██████████</p> <p>The finance department have confirmed the cost of thr purchase is included in the capital strategy and captured it within the capital programme.</p>		
ICT Comments	Choose an item.		
Legal Name and contact no.	<p>Other</p> <p>██</p> <p>██</p> <p>██</p> <p>The contract is on standard commercial terms which have been adapted to meet the specific circumstances of the purchase relating to the granted planning permission. The contract has a completion date of 22nd February 2021, but provides that in the event of a judicial review (JR) being brought in respect of the planning permission, the purchase completion will be delayed until JRhas been determined. Either party can terminate the</p>		



	contract if it is not completed by the longstop date of 21 st June 2021. The Seller can also terminate the contract early if a JR is lodged.		
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] Where: The value of the sale has been confirmed with our appointed agent as market value. The general refurbishment proposed would also be reflected in the future value of the property. The operational fitout costs would be reflected in market value through a B2 planning consent, which would need to be applied for and accepted to be sold as a potential going concern, for a future sale. A default position of class B8 is included in the planning consent. Planning consent has been granted, with conditions being of an acceptable nature		
Page numbers for signing (list each document and page number)			
PFCC S151, S151 for the Policing Group and S151 for Fire	<i>based on advice I support LGSS are writing finding optica papers (barrow) for the PFCC to consider further</i>	<i>Y</i>	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	<i>Approved</i>	<i>Y</i>	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		<i>Y</i>	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED <u>(YES)</u>/NO			



PFCC SIGNATURE SUMMARY

DATE:	16 September 2021 [REDACTED]		
AUTHORITY:	NCFRA		
ITEM FOR DECISION/SIGNATURE:	Other <ul style="list-style-type: none"> Change to route to Market for Garage Workshop and also to recognise the requirement for a Retained Fire Station to be considered as part of the specification. 		
REMARKS: (include Budget approval)	<p>After further discussions with Commercial, Estates & Fleet and also recognising the resource constraints, it has been agreed that we should undertake the 2 stage award via a CCS framework</p> <p>[REDACTED] This framework provides a lot of the high level requirements/specification details aligned to industry standards for each project role, so we can then ensure we have all areas of the project covered and not incurring more costs for areas missed. The risks would then sit with the supplier side in respect of the plans, appointment of specialist etc. Furthermore, through undertaking the 2 stage process the team appointed in stage 1 shall also then assist with the stage 2 procurement which allows for expert knowledge to be in place to push back on any supplier who is trying to leverage terms etc. for their gain. Therefore this would also require approval of the £3.5m budget to be confirmed against the two stage approach.</p> <p>In addition we will ensure that designs also incorporate an option for the retained Fire Station and stores function to be incorporated.</p>		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no. Comments	Approved as per business case for the need to deliver the joint garage & retained station with the option to consider the stores.	Y	[REDACTED]
ICT Comments	[REDACTED] N/A		
PROCUREMENT Name and contact no. Signature evidenced elsewhere on docs	[REDACTED] Has advised on the appropriate route and to ensure that the correct expertise is utilised to bring the project in on budget and the relevant timescales	Y	By email 14/9/21
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates & Fleet [REDACTED] <i>I can confirm I am supportive of your proposal Leanne.</i>	Y	By email 14/9/21



Where projects have worked well previously is where we have used multidisciplinary organisations to deliver the project. The Joint Workshop is a complex project / programme with many variables and stakeholders so the framework would be the optimum option. I am also only too aware of the risks associated with this project and agree that the burden should be shifted.

████████ commented

Happy with that process as long as we build in a process that allows us certainty that the main building contractor appointed sub-contracts to businesses with the correct level of experience and knowledge in their relevant area. A key area that I would like oversight of the appointed contractor would be the workshop equipment supply and fitment.

Where: by emails

Y

By email 14/9/21

Page numbers for signing (list each document and page number)

1. This doc

PFCC S151, S151 for the Policing Group and S151 for Fire

supported - HK still requires updated castings set out in syng request 26/8/21

Y

MONITORING OFFICER/DEPUTY MONITORING OFFICER POLICE, FIRE AND CRIME COMMISSIONER

Approved

4

✓

SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE
DECISION RECORD REQUIRED ~~YES~~/NO



PFCC SIGNATURE SUMMARY

* Pl. See HIC Comments + Reped

DATE:	26 August 2021 [REDACTED]		
AUTHORITY:	NCFRA		
ITEM FOR DECISION/SIGNATURE:	SOR To engage with [REDACTED] to design the Joint Garage Workshop at Earls Barton Value for this element is [REDACTED] (from a total budget of £3.5m)		
REMARKS: (include Budget approval)	<p>this is in line with the Garage Workshop Business case – October 2020 – attached to SOR</p> <p><i>Due to delays from our current procurement supplier, we are seeking dispensation from the Corporate Governance framework to not run an advertised tender and are seeking to undertake an Invitation To Quote (ITQ). This requirement will not utilise the incumbent procurement supplier, the Commercial Team will support the business in undertaking the process to get true market value and the specialism required for garage conversion to secure Most Economically Advantage Tender for the OPFCC. Therefore, we are asking for spend of up to [REDACTED] and the use of ITQ as a route to market, to ensure timescales in delivery can be achieved. Delay to this process will have greater cost and reduce effectiveness & efficiency in the combined teams within Fleet.</i></p>		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no.	[REDACTED]	Y	By email
Comments	<p>Approved by email (Having reviewed the SOR) 19-8-21:</p> <p><i>I am content with this, there is not a space for me to sign off the approval, however, I can confirm that there is budget and that from a finance perspective I am happy with signing this off.</i></p>		
ICT	Contract award		
Comments	N/A		
OPERATIONAL DEPARTMENT Name and contact no.	Fleet [REDACTED] - Head of Joint Transport and Logistics Northamptonshire Police & Fire - [REDACTED]	Y	[REDACTED]
Signature evidenced elsewhere on docs	Paul Bullen - Assistant Chief Officer	Y	By email 18-8-21



	Northamptonshire Police, Northamptonshire Fire and Rescue Service and Northamptonshire OPFCC – [REDACTED]		
	This is within the agreed capital budget and essential to enable the right decisions to be taken to get the workshops to be fit for the future requirements of the organisations.		
Page numbers for signing (list each document and page number)	<ul style="list-style-type: none"> This doc to approve 		
PFCC S151, S151 for the Policing Group and S151 for Fire	<i>The Garage was purchased in Feb 2021 + is still incurring costs as a vacant + depreciating property * Supported</i>	y	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	<i>Approved with support for S.151 comments</i>	y	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		y	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED YES/NO			

- * therefore it is essential this is progressed to:-
- 1) Enable the benefits in the BLOW to be realised
 - 2) Enable the fleet team structure to be progressed
 - 3) Enable associated buildings to be disposed of

The S151 Admin the PFCC should request updated costs review + capital based on the revised timescales resulting from this delay as it is possible additional costs may have been/ will be incurred due to this.



PFCC SIGNATURE SUMMARY

DATE:	12 th February 2021		
AUTHORITY:	NCFRA		
ITEM FOR DECISION/SIGNATURE:	Approval of the payment for the new garages of £3.63m (inclusive of VAT for the full payment).		
REMARKS:	This reflects the decision record 187 to purchase the joint garages.		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
PROCUREMENT Name and contact no. Signature evidenced elsewhere on docs	Other N/A Where:		
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates [REDACTED] [REDACTED]		[REDACTED]
Page numbers for signing (list each document and page number)	Payment request form – 1 Page		
PFCC S151, S151 for the Policing Group and S151 for Fire	Supported	Y	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	Approved	Y	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		Y	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED YES/NO <i>Decision Record Already</i>			



PFCC SIGNATURE SUMMARY

DATE:	6-Apr-21 [REDACTED]		
AUTHORITY:	Northamptonshire Fire and Rescue Authority		
ITEM FOR DECISION/SIGNATURE:	<p>STA</p> <p>Land Agent services for the purchase of 1-5 Baron Avenue – Joint Transport Workshop</p>		
REMARKS: (include Budget approval)	<p>The estates department acting on behalf of Northamptonshire Police, Northamptonshire Fire and Rescue Service and Police Fire and Crime Commissioner for Northamptonshire have been searching for a suitable location for a joint transport facility for over 7 years. Much work has been carried out using a number of consultants including exploring green field and brown field sites and the potential for refurbishing a new buildings and to no avail in terms of location nor budget.</p> <p>In the 1st quarter of 2020 [REDACTED] approached the estates department to advise us that there maybe a suitable property that would suit the joint transport requirements. The property was not on the open market, but we were advised that the property was available. It was confirmed and agreed by all authorities that the property met the needs as a joint facility and on 22nd February 2021 the property known as 1-5 Baron Avenue was purchased by Northamptonshire Commissioner Fire and Rescue Authority for the purpose of a Joint Transport Function.</p> <p>As with all commerical property sales there are agents fees attributed to the acquisition:</p> <p>Professional services rendered in undertaking a property search for a relocation of the vehicle workshop, to reporting and investigating various options to client over 3-year period leading to the successful identification and acquisition of the subject property. [REDACTED]</p> <p>The agent fees (see quote 5000 240221) were included in the business case, written by, [REDACTED] and approved in December 2020.</p> <p>Authority has been sought and agreed for the spend for the fees to [REDACTED] by [REDACTED] Paul Bullen (see email evidence)</p>		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
FINANCE Name and contact no.	[REDACTED]	y	By email 30-3-21
Comments	I can confirm that there is sufficient budget for this		



ICT	Choose an item.		
Comments			
LEGAL Name and contact no.	Other		
Signature evidenced elsewhere on docs			
OPERATIONAL DEPARTMENT Name and contact no.	Estates Paul Bullen commented by email that he endorsed this STA	y	By email 30-3-21
Signature evidenced elsewhere on docs	By email and on STA		
Page numbers for signing (list each document and page number)	<ul style="list-style-type: none"> This document Pg 4 of STA 		
PFCC S151, S151 for the Policing Group and S151 for Fire	<i>Supported - Included in Business Case.</i>	y	[REDACTED]
MONITORING OFFICER/DEPUTY MONITORING OFFICER	<i>Approved</i>	y	[REDACTED]
POLICE, FIRE AND CRIME COMMISSIONER		y	[REDACTED]
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED YES/NO NO			



PFCC SIGNATURE SUMMARY

DATE:	20/10/20		
AUTHORITY:	Other Police and Fire		
ITEM FOR DECISION/SIGNATURE:	Other Business Case for a Joint Garage for Police and Fire		
REMARKS: (include Budget approval)	Request is to approve the purchase of the garage at a total capital cost of £7.4m (including fit out costs and assuming no sales). The business case sets out the case which in summary here includes: <ul style="list-style-type: none"> - Delivering the agreed joint estates strategy - Delivering the previously agreed business case for Darby House through facilitating disposals predicated in that business case - Enabling a fit for purpose garage to be provided for both organisations - Cost avoidance through not being required to improve facilities at MLC and Earls Barton Fire Station - To be consistent with the direction of travel for joint enabling services, facilitating potential efficiency savings. - To potentially facilitate commercial opportunities for the estate - To future proof the estates for future challenges 		
REVIEWED BY:	COMMENTS FOR PFCC CONSIDERATION:	Y/ N	SIGNATURE OR OTHER
PROCUREMENT Name and contact no. Signature evidenced elsewhere on docs	Choose an item. Not required – already procured		N/A
OPERATIONAL DEPARTMENT Name and contact no. Signature evidenced elsewhere on docs	Estates Paul Bullen/ [REDACTED]	Y	N/A
Page numbers for signing (list each document and page number)	This sheet to approve the business case		

PFCC S151, S151 for the Policing Group and S151 for Fire	*	X	
MONITORING OFFICER/DEPUTY MONITORING OFFICER	Approved	4	
POLICE, FIRE AND CRIME COMMISSIONER		7	
SUPPLEMENTARY INFORMATION/ADVICE NOTES ATTACHED AS APPROPRIATE			
DECISION RECORD REQUIRED <input checked="" type="radio"/> YES <input type="radio"/> NO			

* The lease has undergone significant review + challenge. on its own it is not a financial savings purchase but it is one which brings:

1. Interoperability benefits
2. Futureproofing for Police + fire fleet
3. Cost avoidance for both existing sites
4. Buy in from both services.

* In the joint sites, to minimise tax liability + to ensure Capital + Revenue Affordability it is recommended the site is purchased by fire + on an equal rent lease is paid by Police. In that light, it would be appropriate as fire vehicles will take up a larger footprint for fire to purchase the site. In which case, all assets must be explored to minimise the costs of borrowing. The S151 officer will seek use of fire's 'redemption' Grant for this purpose.

* It is essential that Estates Proposals include Professional Estates Assessments of lease/rent charges so they can be appropriately built in. It is recommended this advice/info is sought prior to any further agreements + is included in future business cases + is drawn via professional estates advice + not calculated internally from scratch.