

BE

Blue Light Estates
Development
Conference

Blue Light Estates Development Conference

Conference Report

Tuesday, 20th November 2018
Kensington Town Hall

#BLEDC18

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Foreword



Keith Griffiths,
Managing Director,
Built Environment
Networking

Built Environment Networking is always striving to innovate and break new ground; the Blue Light Estates Development Conference is yet another example of the team working hard to deliver another first-time-ever event.

Working with the National Police Estates Group and their contemporaries within the Fire and Rescue Service across the UK, we put together a day exploring the current themes and trends with a sector that is undergoing many changes that are being driven by central government.

This is the first time a conference of this kind has been delivered in the UK and on the day we heard about over £500m of potential projects- all of which were yet to be procured- as well as thought leaders from within the industry sharing examples of Tri Light Collaboration best practice.

One of the most pleasing aspects of the conference was the variety of industries present within the

audience; this led to a plethora of perspective and lively Q&A between the audience and our panellists. I am told that as a direct result of the networking opportunities orchestrated at this event, two of our attendees are in discussions over seven figure contracts, proof if needed that investing a small amount of your time and business development budget with our company can lead to profitable relationships being formed.

Such was the popularity of this event, we are now looking ahead to 2019's instalment with a number of end-users and experts that did not participate this time actively putting themselves forward for next year. Keep an eye on our website and social media channels for ticket and partnership information soon.

**Best wishes,
Keith**

keith.griffiths@built-environment-networking.com



Foreword from the National Police Estates Group



James Payne

Chief Executive Officer, Office of Police & Crime Commissioner, Hampshire & Isle of Wight

[@HantsPCC](#)

The 2018 Blue Light Estates Development Conference was an outstanding event that saw partners from across the blue light sector come together to discuss issues and look at opportunities and how best practice is being delivered. The event gave visibility to the challenges that we all face and opened a dialogue for partners across the sector, enabling a solutions focused approach.

We all face the very real need to deliver more with less, focused on keeping people safer through the services we enable. Key to our success is how we leverage our network and what we do to REALISE the benefits that are offered to us when we work together sharing our futures:

RELATIONSHIPS MATTER AND OUR NETWORK IS KEY TO OUR SUCCESS

EXPERTISE NEEDS THIS FORUM TO JOIN US TOGETHER ACROSS THE WIDER BLUE LIGHT SECTOR

AMBITION SHOULD NOT BE FETTERED EVEN IN TIMES OF AUSTERITY

LEARNING NEEDS BE SHARED SO TOGETHER WE CAN IMPROVE

INFORMATION HAS REAL VALUE AND EMPOWERS OUR DELIVERY

SOLUTIONS SHARED TO IMPROVING WHAT WE DO AND REDUCING OUR COSTS

EXCELLENCE STRIVING TO DELIVER BETTER

Partnership will always cost in terms of time and resource and the choices we make to work together and move beyond our own disciplines will bring benefits to those we support. We have together created a basepoint from which we can work together to deliver more effective property solutions for the blue light sector. I look forward to sharing our futures and driving change together across our sector.

We look forward to the next iteration of this event keenly.

James



From the Keynotes



Angela Harrowing

Deputy Director Disposals, Housing and Public Estate, Office of Government Property

[@UKGovProperty](#)

LONDON BOROUGHS PILOT NHS STAFF HOUSING INITIATIVE

Five London boroughs have been chosen to roll out a pilot programme for helping to remedy the capital's health staffing crisis by building new homes on surplus NHS land

Angela Harrowing, Deputy Director of Housing & Public Estate disposals at the Office of Government Property, revealed at the Blue Light conference that the 'NHS Homes for Staff' pilots are being run in the boroughs of Barnet, Bexley, Croydon, Kingston-upon-Thames, and Lewisham, and

She said the One Public Estate (OPE) partnership between central government and councils is working with the Greater London Authority and the Department of Health and Social Care to fund and support the pilots.

Harrowing told the event, which was held at Kensington town hall on November 20th, that the initiative is delivering homes for health service staff on surplus NHS land in London.

IT IS DESIGNED TO REMEDY POOR NHS STAFF RETENTION IN LONDON AND THE SOUTH EAST WHERE 40% OF NURSES PLAN TO LEAVE WITHIN NEXT FIVE YEARS.

Of those nurses planning to quit, 70% have said they would change their mind if affordable housing is available.

Many NHS staff want to relocate to more affordable areas due to the big disparity between nurses' wages and housing costs, she said: "We start not from the point of view of estates but how to recruit and retain staff."

Harrowing said OPE has funded a director post within GLA to develop a toolkit to share learning and aid national roll-out of the initiative which ex health secretary of state Jeremy Hunt pledged



would deliver 3,000 homes for NHS staff on surplus NHS land.

In her keynote presentation at the conference, she also highlighted the regeneration of Bedford Town Centre as an example of how estates collaboration is working in the public sector.

This includes 20 surplus sites owned by public bodies including Bedford council, the NHS, police, the Department of Work and Pensions and the Ministry of Justice.

Early wins from the project included the police service's co-location into Bedford council's civic centre. This had freed up the sale of the town's former police station, generating a £2m receipt and better integration of policing and council neighbourhood services.

OPE HAS ALSO PROVIDED £500,000 WORTH OF FUNDING TO DRAW UP A MASTERPLAN COVERING THE GATEWAY TO THE RAILWAY STATION AND BEDFORD RIVERSIDE AS WELL AS A LARGE FORMER BREWERY SITE ADJOINING NETWORK RAIL LAND THAT IS CAPABLE OF DELIVERING AROUND 200 NEW HOMES.



Ellen Vernon

Programme Manager, One Public Estate

[@LGAcomms](#)

CORNWALL ROLLS OUT TRI LIGHT OFFICERS

Cornwall is increasing the number of officers who will be trained to deliver all three emergency services, the Blue Light development conference was told.

Ellen Vernon, programme manager at One Public Estate (OPE) said in her keynote speech that seven of these so called 'tri-light' officers are currently being trained across the county

They will follow in the footsteps of the county's first dedicated tri light officer, Andy Hitchens, who is based in the coastal town of Hayle where he combines the roles of police community support officer, firefighter and ambulance first responder

Cornwall had been an early adopter of co-operation across the emergency services due to the pressures of catering for a geographically dispersed and sparsely populated county, she said: "The drivers for Cornwall are the challenge to deliver blue light in isolated communities and public accessibility to those services.

NECESSITY IS THE MOTHER OF INVENTION, SOME INNOVATIVE MODELS HAVE EMERGED FROM BUDGET CUTS.

In addition to the new tri-light officers, Vernon said that six emergency services co-location



projects are being considered in Cornwall, with three already up and running.

The key lessons of these pilot projects include the need to start small with pilot projects and that there is 'no particular model' for co-operation, she said.

Vernon said there is generally 'no particular pattern' to blue light collaborations, which she said range from the 'quite simple' to quite involved', Vernon said: "Co-location projects don't all look identical."

She also revealed that a number of different OPE partnerships are looking at opportunities for collaborating on depots, including local authorities and arms of central government such as the Environment Agency.

AN EXAMPLE IS A PROJECT THAT OPE HAS JUST STARTED WORK ON IN BRISTOL THAT EMBRACES THE CONURBATION'S UNITARY AUTHORITIES AS WELL AS ITS FIRE AND POLICE SERVICES.

Vernon said that progress on collaborations is sometimes impeded by the reluctance of many blue light services to co-locate due operational policies stemming from concerns about health & safety and security.

But she said there are now a number of successful examples of co-location, such as in Wiltshire where the police have co-located with the local council in one of its leisure centres.

In Salisbury, she said the collaboration between the authority had aided the police to rapidly relocate to one of its libraries when their own office in the city had become contaminated with the 'novichok' poison during the Russian attack earlier this year.

What are the current issues in Blue Light Estates?

Panel Members:



Phil Laycock (Chair)

Phil Laycock, Director, Built Environment Networking
@BENetworking



Ellen Vernon

Programme Manager, One Public Estate
@LGAcomms



Angela Harrowing

Deputy Director Disposals, Housing and Public Estate, Office of Government Property
@UKGovProperty



James Payne

Chief Executive Officer, Office of Police & Crime Commissioner, Hampshire & Isle of Wight
@HantsPCC



Sallie Blanks

Co-ordinator, National Police Estates Group & Avon and Somerset Police
@ASPolice



Sue Harries

Estates Manager, Dorset Fire and Rescue
@DWFireRescue

COMMISSIONER WARNS MINISTER OVER POLICE CUTS

One of Avon and Somerset's police estate experts has warned the Home Office that her force cannot rationalise its estates further.

Sallie Blanks, who is also the National Police Estates group co-ordinator, told the Current Issues session of the Blue Light Development conference that her service's police and crime commissioner (PCC) had written to police minister Nick Hurd expressing warning about the limits of what his force can achieve by further rationalisation.

Blanks, who is also co-ordinator of the National Police Estates Group, said:

THERE ARE MORE CUTS IN THE OFFING AND EFFICIENCIES NEED TO BE EVEN GREATER: MANY FORCES FEEL THAT THEY ARE ON THE ABSOLUTE TIPPING POINT.



But this reinforced the pressure for different services to collaborate more on estates projects, she said: "We have to be much more imaginative and look more creatively about how we can share those facilities across the board."

And this would involve individual services no longer working in silos to protect their own budgets, Blanks said: "We need to move thinking up a level to get senior leadership thinking in a more progressive way 30 to 40 years ahead

rather than being slightly protective. We want to gee it up a bit more, we need to get the ambition a step higher."

But resistance to estate rationalisation plans, like those involving the closure of local stations, can be overcome, Blanks said: "People often don't like the local police offices closing down and there is an outcry: if you ask the number of people who used it was very few.

"Once you get over that perception and deliver a much better and more effective way of delivering police services you can get over that."

James Payne, chief executive officer for the office of the Hampshire PCC, warned that funding cuts to the emergency services are an 'unmitigated disaster'.

"There been a huge disinvestment from police, and it's not different in fire and the NHS. These things are coming home to roost: policing has reached a point where if there any more funding cuts we can't fund local policing."

He said that while the cost of cost of policing increased by £90m over the past eight years, there has been no increase in central funding.

As a result, the contribution of council tax to police budgets has increased from 32 to 38%, Payne said: "Successive governments have transferred risk of delivering essential services to local taxation."

"In some ways, it looks quite bleak, but we must find a way to deliver better together and work in partnership."

WORKING TOGETHER WE MAY HAVE TO MAKE SACRIFICES FOR THE SAKE OF THE COMMUNITIES IN THE FUTURE.



Within his PCC area, which also covers the Isle of Wight, the police and councils are now sharing eleven sites.

Payne said the Thames Valley police force had shown how to exploit section 106 agreements by investing in a paid professional to help secure money.

But while these planning gain offered one off capital sums, they could not provide ongoing revenue, he said.

Blue light services can struggle to win resources via planning gain agreements though, said Sue Harries, estates manager at Dorset and Wiltshire Fire & Rescue.

"We are going to be very low on the distribution list because they will want to put it into the roads and schools that local planning authorities have control over."

She said Wiltshire's service had put a lot of effort into securing cash via the community infrastructure levy.

And money has been earmarked in section 106 agreements for new developments planned on the outskirts of Swindon.

But there is less need for fire stations in these emerging neighbourhoods because new homes tend to contain more fire protection while the service itself has put effort into persuading

housing associations to install sprinklers in their properties, she said: "The risks in those new areas is lot less than in the old areas of Swindon, where fire stations are based."

And operational factors mean that it is difficult to relocate from existing locations in her service's aging estate, she said. "We are in communities for very good risk-based reasons: fire fighters have to be able to respond promptly.

WE CAN'T JUST LIFT AND SHIFT THE FIRE STATION TO AN OUT OF TOWN LOCATION SO WE CAN'T TAKE ADVANTAGE OF HAVING A VALUABLE SITE THAT COULD BE SOLD OFF FOR HOUSING JUST TO MOVE TO A GREENFIELD SITE.

Angela Harrowing, deputy director of disposals at the Office of Government Property's Housing & Public Estate, said that co-location had to be driven by considerations around service delivery.

"The Hayle co-location was about reaching more people within first response time. It's hardly ever about buildings and almost always has a deeper purpose."



National Fire Service Estates Presentations

Panel Members:



Phil Laycock (Chair)

Phil Laycock, Director, Built Environment Networking
@BENetworking



Alex Brown

Head of Property Capital Projects & Estates, Royal Berkshire Fire and Rescue Service
@RBFROfficial



Stephen McGlade

Head of Estates and Facilities for Cheshire Fire and Rescue & Cheshire Constabulary
@CheshireFire
@Cheshirepolice



Terry Scott

Estates Manager, Nottinghamshire Fire & Rescue Service
@nottsfire



Simon Richards

Property Services Manager, Corporate Services, Avon Fire & Rescue Service
@AvonFireRescue

NEW NATIONAL FIRE ESTATES GROUP

A National Fire Estates Group is being set up to enable brigades across the country to share and develop innovative property solutions.

Alex Brown, Head of Property Capital Projects & Estates at the Royal Berkshire Fire & Rescue Service, revealed during the Blue Light conference that the group is due to hold its inaugural meeting in June next year.

She told the fire session that the terms of reference for the group are still being established but that it aims to provide technical and professional advice as well as share best practice.

THE GROUP, WHICH LOOKS TO SET TO PROVIDE FIRE ESTATES OFFICERS WITH THE SAME KIND OF NATIONAL UMBRELLA BODY THAT THE POLICE SERVICE ENJOYS, WILL ALSO DEVELOP AND PROMOTE NATIONAL DESIGN STANDARDS.



But Brown admitted that delivering co-located facilities is 'not all plain sailing'

Many fire stations cannot relocate due to operational reasons, she said: "Some areas must remain separate for operational or information protection requirements."

The delivery of Berkshire's first tri service community fire station at Crowthorne had

'nearly floundered' due to the 'inordinate time' it had taken to sort out lease issues, while there had been 'basic housekeeping' issues over the station's common areas, she said.

Terry Scott, Estates Manager of Nottinghamshire Fire & Rescue Service, said that its station replacement programme has 'slowed down' in recent years.

He said that the service, which has 27 sites across the county and a £2.5m annual capital budget, has reduced the pace of new fire station construction from one every two years to three.

THE PROGRAMME IS DESIGNED TO DELIVER THE SERVICE'S LONG-TERM OBJECTIVE TO REPLACE OR REFURBISH ALL OF ITS AGING BUILDINGS WITHIN THE NEXT 10 TO 15 YEARS.

Over the last eight years, the service has seen its revenue budget decline in cash terms by £6.8m in cash terms to £41.3m, which is due to fall again to £39m in 2019/20

The Nottinghamshire service's biggest project is the relocation of its headquarters onto the same site as the county's police force.

Scott said that construction of the new joint fire and police joint headquarters at Sherwood Lodge on the outskirts of Nottingham is due to start in March 2020.



The project will include the co-location of departments in a mix of new and existing accommodation as well as increase the number of car parking spaces from 400 to 950.

Other current projects include the £400,000 replacement of Hucknall's on-call fire station with Nottinghamshire's first tri-service collaboration hub, which is due to start on site in early January.

AND HE SAID THE TENDER IS DUE TO GO OUT IN EARLY 2019 FOR THE REPLACEMENT OF WORKSOP'S FULL TIME FIRE STATION ONTO AN ALREADY PURCHASED NEW SITE.

Scott also said the One Public Estate is funding a feasibility study to replace Eastwood's on-call fire station to create a local services hub. He said the project to bring fire, NHS, doctors, library, food bank and Citizens Advice under one roof, is the OPE's biggest project in Nottinghamshire.

Relocation onto alternative sites is often constrained by mismatches in land value, said Simon Richards, property services manager at Avon Fire & Rescue Service.

He said: "Nine out of ten times, you could sell sites to buy another for the same cost. You don't want to sell off the estate for housing and not have a station to deal with potential incidents in the future."



Richards also told delegates that the nature of the demand for fire services means they need to be able to recruit people within a very close radius of the building

A hurdle to sharing facilities between blue light service is differing levels of security requirements, he said, pointing for an example to the police force's need to store weapons.

And the service does not receive as many calls from new housing-developments, which pose a lower level of risk than older properties, he said: "The number of fire calls is reducing but we still have growing role in prevention and protection."

Stephen McGlade, Head of Estates and Facilities for Cheshire Fire and Rescue & Cheshire Constabulary, said the county's services have been combined over the past two years.



It makes more sense for police to co-located in fire stations rather than the other way around, he said: "As fire services, we use one vehicle that could not be located readily in police stations so it made sense for the police to use fire buildings where possible and allows surplus stations to be disposed of."

He said that the two forces have commissioned a feasibility study, due to be delivered in the early part of next year, into a combined fire and police station on a currently dilapidated site in Crewe.

He said it is due to be open in late 2021 or early 2022 and that the anticipated cost of £11.5 will be £2m cheaper than two additional new builds besides ongoing revenue savings. He said that:

CHESHIRE IS WORKING ON DEVELOPING FURTHER JOINT SITES AT WARRINGTON AND WILMSLOW AS WELL AS UNDERTAKING AN £8.5M PROJECT TO MODERNISE ALL OF ITS 28 STATIONS OVER THE NEXT FIVE YEARS.

National Police Estate Insight Presentations

Panel Members:



Nick Abbey (Chair)

Nick Abbey, Framework Director, Mace
@MaceGroup



Laura Haynes

Head of Estates, Devon & Cornwall Police
@DC_Police



Matthew Saunders

Head of Estates, West Yorkshire Police & Co-Vice Chair, National Police Estates Group
@WestYorksPolice



Heddwyn Thomas

Director of Estates, Police & Crime Commissioner's Office, Dyfed-Powys Police & Vice Chair, National Police Estates Group
@DyfedPowys



Jonathan Garrett

Estates and Facilities Manager, North Yorkshire Police
@NYorksPolice

RATIONALISATION CAN ONLY TAKE US SO FAR

One of the Britain's biggest police forces is reaching the limits of it can achieve through rationalizing its property portfolio, as Head of Estates has revealed.

The West Yorkshire force's Matthew Saunders told the Police session at the Blue Light development conference that its scope for rationalisation is 'pretty much exhausted'.

More than 90% of the force's running costs are now accounted for by buildings housing critical or specialist facilities, he said: "We're pretty much down to the core and it will be close to 95% by the time we have finished."

I DON'T BELIEVE THERE IS MUCH SCOPE FOR FURTHER RATIONALISATION BECAUSE THE SPECIAL FACILITIES WE HAVE NOW ARE NEEDED TO KEEP THINGS TICKING OVER.



Saunders said the force had cut 67,000 sq m of its floor space over the last eight years, equating to a 30% reduction.

He said that 67 buildings had been disposed of between 2011/12 and 2018/19, generating £4.9m of recurring annual revenue savings and £21.5m of capital receipts.

Saunders, who is also a co-vice chair of the National Police Estates Group (NPEG), said that the disposals had included a reduction in the number of the force's custody suites from eleven to five.

In addition a combination of lease disposals and the purchase of the freeholds on three large buildings had slashed West Yorkshire's rent and service charge payments from £3m in 2011/12 to £420,000 in 2018/19. Rents and service charges now account for five per cent of the force's estates running cost, down from 21% in 2011/12, he said.

But the biggest savings from building disposals have largely been achieved with estates budgets expected to grow in coming years due to above inflation increases in costs, he cautioned.



And income generation opportunities in police estates are limited by operational and security considerations, Saunders said: "You have to be careful about who you let into buildings."

Jonathan Garrett, Estates and Facilities Manager at North Yorkshire Police, told the session that collaboration projects must often proceed at the pace of the slowest partner.

Admitting that one of his force's shared accommodation projects had started on site a year later than planned, he said:

WE'RE SUBJECT TO THE CAPACITY AND CAPABILITY OF OTHERS. WE CAN ONLY PROGRESS AT THE PACE OF SLOWEST PARTNER.

"Each organisation wants to position itself for the best organisational outcome. We can quickly frustrate one another," Garrett said, adding that partners involved in collaborative projects will often have different levels of resources, capacity and enthusiasm.

He said that the force has reduced the number of its properties from 74 to 56, many of which were 'very small' rural facilities.

That included cutting the number of North Yorkshire's custody suites from six to three over the last three years.

The force had generated £4.2m in capital receipts from estate rationalisation, Garrett said.



Heddwyn Thomas, Director of Estates in the Police & Crime Commissioner's Office at Dyfed-Powys Police, said a 'very positive and flexible mind set' is key to success in collaborative projects.

"Some parties can be quite stubborn or strong minded and not open to challenge," he said.

Thomas, who is also vice chair of the NPEG, said Dyfed-Powys is due to award tenders for M&E, cleaning and waste services by the end of 2018.

But expressing concern about what he described as the 'historic low' level of funding, he said: "You can only cut the cloth so much. Cleaning services are having to pare back the standard of cleanliness to bring it within budgets."



Laura Haynes, Head of Estates at Devon & Cornwall Police, told delegates that 'real collaboration takes 'real work' and is often a 'slow burn due to its complexity.'

She said the force owns about two thirds portfolio of 94 sites, which have an average age of 45 years and some more than a century old.

Haynes said that while the force has retained some freehold sites due to the sensitive nature of some of its activities, it has 17 shared locations.

These include the Hayle shared police, fire and ambulance pilot hub, which has enabled the disposal of under-utilised buildings in the town.

FOLLOWING AN EXTERNAL AUDIT OF THIS PILOT PROJECT, SHE SAID TRI-SERVICE RECRUITMENT IS BEING ROLLED OUT ACROSS DEVON & CORNWALL.

Collaboration and future innovations in the Blue Light

Panel Members:



Jason Hallas
Senior Framework Manager, Willmott Dixon
@WillmottDixon



Tony Maggs
Police & Crime Commissioner Projects Lead, Hampshire & Isle of Wight
@HantsPCC



Judy Gavan
Building the Future Programme Manager, Surrey Police
@SurreyPolice



Andrew Pollard
Managing Director, Place Partnership (inc Hereford & Worcester Fire & Rescue, West Mercia Police and Warwickshire Police)
@Place_Part @Warkspolice @WMerciaPolice @HWFire

MINISTRY OF JUSTICE DRAWING UP NEW CUSTODY GUIDE

The Ministry of Justice is drawing up a new design guide for police custody centres, the Blue Light conference heard.

Tony Maggs, Projects Lead for the Hampshire & Isle of Wight Police & Crime Commissioner (PCC), told the conference's Collaboration & Future Innovation session, that the guide is due to be issued next spring or summer.

A DRAFT OF THE NEW GUIDE WILL BE ISSUED FOR REVIEW BY CHRISTMAS FOLLOWING A SERIES OF WORKSHOPS INVOLVING ARCHITECTS, ACADEMICS AND PRACTITIONERS.

He said that the new guide, which will replace an existing document that has never gone beyond draft stage, would draw on a growing body of academic research about police custody centres and their design.

These studies have looked at how issues like privacy, access to natural light, use of colour and even artworks can help to promote the well-being of staff and detainees.

Small design changes can have a 'huge impact', Maggs said, giving as an example how Hampshire's new custody centres have installed vented footwear lockers outside cells.

"It takes the nasty miffs up and out and makes a real improvement when you walk into a place and it smells fresh and pleasant."

"The police have stopped doing a lot of things in austerity and has had to become very flexible, really, really difficult but we have to keep people safer."

WE ARE NOT GOING TO STOP ARRESTING PEOPLE SO WE MUST GET THESE FACILITIES RIGHT AND DELIVER THEM TO A HIGH STANDARD.

He told the conference that a number of police forces across England and Wales are currently looking at redeveloping their customer centres.

These include Cambridgeshire whose PCC has recently visited Hampshire's recently completed new custody centre in Basingstoke.



Sector

IN ADDITION, HE SAID THE NOTTINGHAMSHIRE, WEST MERCIA, MERSEYSIDE, CITY OF LONDON, GWENT, DYFYD & POWYS FORCES ARE ALL LOOKING TO DEVELOP NEW CUSTODY CENTRES.

Maggs said his own force has another custody centre in Portsmouth that is due to be completed in spring next year.

And he said that NPEG, which can call on a team of 20 to 30 estates professionals, has taken over the role of informal sign off projects from the Home Office.

Judy Gavan, building the Building the Future Programme Manager at Surrey Police, told the session that the south east force is planning a new headquarters.

She said that the 12,500 sq m new hub will replace five current sites in in the centre and east of the country, including a former manor house in Guildford that houses the force's existing headquarters, resulting in a 57% reduction in floorspace.

GAVAN ADMITTED THAT WHILE THE NEW BUILDING WOULD COST £30 TO 35M TO BUILD, ESTIMATED RUNNING COST SAVINGS OF £1.9M PER ANNUM ON AREAS LIKE BACKLOG MAINTENANCE WOULD ENABLE THE PROJECT TO PAYBACK WITHIN 15 TO 20 YEARS.

She said that Surrey is currently looking for a site that will have good access to the motorway network.

As part of the HQ redevelopment, the service will be accelerating its agile working plans, Gavan said: "It won't suit some but we want to push it as far as we can."

She said the force would retain and refurbish its other two existing strategic office hubs in north and west Surrey.

Across the county the force has sold a total of 22 police stations, mostly for residential development, which has reduced its total floorspace by 30% and saved £1.3m per annum (15%) in running costs.

The event also heard from the Managing Director of the estates collaboration vehicle set up by Hereford & Worcester Fire and Rescue together with the West Mercia and Warwickshire police forces.

Drawing on his unique private sector perspective Andrew Pollard of Place Partnership said the three forces had reduced their operating costs from £46m per annum to £32m as well as raising £14m worth of capital receipts.

He said that he hopes other emergency services will join the partnership given how successful it has been.



Conference Photos



Company Partners

Balfour Beatty



A special thanks to:



National Police Estate Group

BE Built Environment Networking

Save the date

BE Blue Light Estates Development Conference

11th November 2019

Kensington Town Hall
09:00 – 16:00

In association with
National Police Estates Group



BOOKING SET TO OPEN SOON

Explore exciting development opportunities, network with influential business leaders from the region and discover exclusive regional insights.

To attend visit;
www.built-environment-networking.com

PARTNERSHIP

Position your brand as a thought leader and business supporter, to hundreds of the regions' top players, by partnering or exhibiting at the conference.

For partnership enquiries contact;
keith.griffiths@built-environment-networking.com



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www.built-environment-networking.com

Built Environment Networking Ltd

4235 Park Approach
Thorpe Park
Leeds
LS15 8GB

Call: 0113 390 4700

Email: keith.griffiths@built-environment-networking.com

www.built-environment-networking.com