

Property Asset Management Strategy

2020 – 2025

(2024 Revision)





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Figure 1 – Theale Tri-Service Fire Station (Completed 2021).

Foreword

This is a final year refresh of the 2020 derived 5-year Property Asset Management Strategy (PAMS) prior to the launch of a new strategy or strategic asset management plan in 2025. The PAMS provides a high-level statement of the overall approach to providing property to meet the needs of Royal Berkshire Fire Authority. It is a business planning and communication document which considers property as just one of the many corporate resources needed by the Service to deliver its essential emergency response to the people who live and work within the county of Berkshire.

Property assets are fixed, immovable, very often illiquid and traditionally slow to respond to change so we must be proactive in managing our valuable property assets, so that we develop a future focused portfolio structure, using our property assets to support process-driven elements of work. This Strategy identifies the extent of the property portfolio owned by the Authority, our approach to property management, what we have and its condition.

Through the adoption of best practice and collaboration in everything we do, the Service seeks to make best use of the assets and investment available to achieve its objectives.

Councillor Shepherd DuBey, RBFA Lead Member for Strategic Assets, September 2024



Introduction

Royal Berkshire Fire & Rescue Service (RBFRS) has a property asset portfolio worth around £62.2M, so it is imperative that it is well managed and maintained. From the latest detailed evaluation of our existing estate and based on current understanding, we know that 100% of our stations are in the right place to deliver our critical emergency service to the residents and businesses within Berkshire, but many of them need major investment to ensure they are fit for purpose and remain so for the foreseeable future.

Significant investment over the past few years has made a difference, but there remains a backlog of works to enable all property assets to achieve satisfactory ratings of condition and suitability. Notably, using the Royal Institute of Chartered Surveyors (RICS) condition key, 79% of our property now scores above 'satisfactory', with 21% scored as 'poor' with an urgent need for major investment. Whilst the RICS methodology provides a defined condition rating, this will also need to be mapped against 'suitability' in future iterations of this strategy to provide a clearer picture.

Notwithstanding the above, some progress has been made on broader estate improvements, which are based on four core objectives:

- Improving equality, diversity and inclusion – creating facilities that support, encourage and promote a more diverse workforce now and into the future
- Improving contamination control – addressing the growing risk of contaminants by providing better facilities for decontamination and contamination control
- Sustainability – making the estate more environmentally friendly by carrying out upgrades and initiatives to reduce our carbon output and realise potential revenue savings by doing so
- Improving the building fabric – investing in the fabric of the buildings to ensure longevity of our current estate and to provide fit-for-purpose workplaces for our staff



Collaboration with our blue light partners in terms of property is now business as usual and this brings its own benefits, such as a more organic transfer of local knowledge and the ability to share costs, as well as addressing challenges such as access, ICT and security.

The Thames Valley Estates Collaboration Board aims to ensure there is a joined-up approach to property management right across the region, with all three fire and rescue services (RBFRS, Oxfordshire and Buckinghamshire), Thames Valley Police and South Central Ambulance Service taking a collaborative approach with the provision of workspaces in order to rationalise the public sector estate to save money.

At a national level, RBFRS is a member of the NFCC National Fire Estates Group that aims to share knowledge and develop best practice in estate management.

What is Property Asset Management

Strategic property asset management is the process which aligns business and property asset strategies, ensuring the optimisation of the Fire Authority's property assets in a way which best supports its key aims and strategic objectives. There are many definitions of strategic property asset management, from government and professional institutions as below.

“Asset management is a key part of business planning which connects, at a strategic level, decisions about an organisation's business needs, the deployment of its assets and its future investment needs.”

Sir Michael Lyons, report to the Chancellor of the Exchequer, 2004, *Towards Better Management of Public Sector Assets*.

“The activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result.”

Royal Institute of Chartered Surveyors, Practice Information, Strategic Public Sector Property Asset Management 3rd edition, September 2021.

“The process of balancing costs, opportunities and risks against the desired performance of assets to achieve an organisation’s objectives.”

The Institute of Asset Management.

The benefits of good property asset management are both financial and non-financial and include:

- A property portfolio that supports the Service in delivering an emergency response to the people who live and work within Berkshire
- Fire stations that are pleasant to work in, have dignified facilities and are efficient to run
- Maintenance of all property assets to industry best practice
- A reduction in carbon emissions and the improvement of environmental sustainability
- Providing opportunities to support co-location and collaboration projects across the Thames Valley area
- Improving accessibility to our properties to support a more diverse workforce and wider use of our properties by the local community
- Generating efficiency gains, capital receipts, cost recovery through shared spaces and reliable revenue streams

Our Corporate Vision

Our Vision Wheel (**Figure 2**) has been developed in alignment with the Community Risk Management Plan (CRMP), as a simple way to represent how we will all deliver our services within our communities.

This has been developed through consulting staff and members of the public, many of whom believed it was vital that we placed our community at the heart of all that we do. We want to continually focus on the relationships we have with our communities, to inspire trust, confidence and pride in their service and encourage people from all communities to want to join us.

Several other themes were also identified as being important to our staff and the public.

We intend to deliver the four quadrants of our public-facing work: our Prevention, Protection, Response and Resilience services through our four overarching principles:

Sustainability, Culture, Capability and Risk Management. We will maintain these areas as a key priority over the next four years.

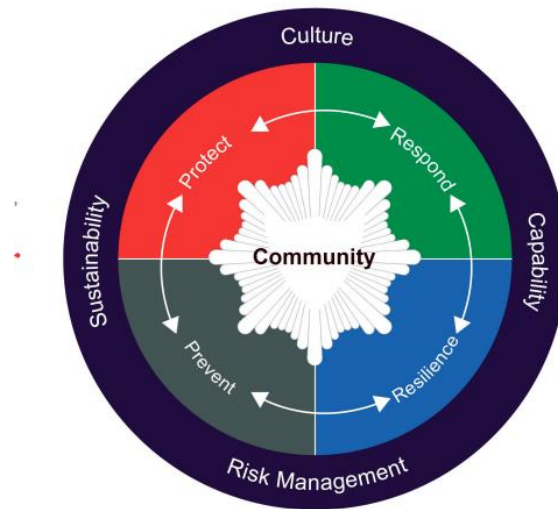


Figure 2 – RBFRS vision wheel.

Purpose of this Property Asset Management Strategy

This Strategy provides a clear position on the state of the Service's property assets and its capital objectives. It sets out an integrated approach to the identification, improvement, adaptation, maintenance and where necessary, disposal of the property assets of the Service, to create an environment that strongly supports the strategic aims and key objectives of the organisation.

- **Fire stations at the heart of communities** – We are providing not only suitable facilities for our own staff but also assets that can be utilised by our blue light partners and the local communities they support.
- **Capacity, capability and resilience** – Workspaces that are efficient, effective, resilient and deliver what is needed from them.
- **One team working collaboratively for the people we serve** – Our refurbished and new build community fire stations support a tri-service response from a single location, thereby improving the delivery of emergency services to the local communities as well as reducing the impact on the public purse.

Our property assets are used to support all fire service activities and must therefore achieve an appropriate level of performance, service delivery, reliability, safety and cost. This document is also intended as a practical tool which helps to define, implement and measure how RBFRS:

- Makes its investment decisions
- Maintains and improves its assets
- Increases the cost effectiveness of its portfolio
- Promotes innovation and development in property asset management
- Listens and responds to property users

It is intended for a wide audience including:

- Members of the Fire Authority – to support decisions on investment priorities and the annual revision of the Strategic Asset Investment Framework
- Senior Leadership Team (SLT) – to identify portfolio changes to meet the needs of the Service and to maintain consideration of property assets in everything we do
- Public – it provides a statement of RBFRS’s property asset management practices and priorities, putting community accessible fire stations at the heart of the communities they serve

Governance Structure

The overarching framework that sets the course of our work across all property assets is the **Strategic Asset Investment Framework** (SAIF). In February each year, the Fire Authority updates this document, which sets out the capital programme for the replacement and refurbishment of our property assets, as well as our ICT, fleet and equipment, over a 10-years term. The SAIF provides a greater narrative around property investment and the decision-making process and is supported by the Medium-Term Financial Plan (MTFP). It recognises the importance of our valuable property assets and the need to invest in them, so they remain fit for purpose, sustainable and affordable. The development of the SAIF provides the Fire Authority with a clear view of the long-term financial pressures on meeting the planned improvement, replacement and refurbishment programmes that are urgently needed to ensure the built estate continues to meet its requirements now and into the future. This enables the Fire Authority to consider how best to address identified financial pressures so future service provision matches public expectations and addresses risk.

As well as the public experiencing the benefit of the Authority’s continued investment in the property portfolio, we see an added benefit of our staff feeling valued through the provision of improved workspaces, with an added benefit of improving staff recruitment and retention. The performance in this important area is assessed using regular staff surveys with focussed questions on facilities and property.

The SAIF details how our assets will deliver on the key themes identified in the Corporate Plan and CRMP. This requires co-ordination with, and the co-operation of, the whole organisation to be successful and so that the most effective space is delivered, fully aligned to the Service’s key strategies, plans and policies as represented in **Figure 3**.

The RBFRS Assets function was reorganised in 2023 with a professionally qualified Head of Assets now leading a multi-disciplinary assets department with combined responsibility for an Assets service covering estates, fleet and equipment, along with sustainability and physical security. The Assets service falls under the direction of the Deputy Chief Fire Officer and reports corporately to the SLT via the Estates Development Group, which is chaired by the Head of Assets. The Estates team is led by a recently recruited Estates Manager and is split into a Facilities Section and Property Capital Projects Section, with the latter also responsible for property management and development.

Estate Development and Sustainability Working Group

A close working relationship between Members of the Fire Authority and the team tasked with delivering property assets has shown tangible benefits in the strategic planning and governance of property assets. The Estate Development and Sustainability Working Group, chaired by the Lead Member for Strategic Assets and Sustainability, provides an essential opportunity for Member and officer discussions on key property capital projects as they progress through the development and design process. Although not a decision-making forum, the informal quarterly meetings allow for a two-way flow of information and guidance, usually coupled with a site visit.

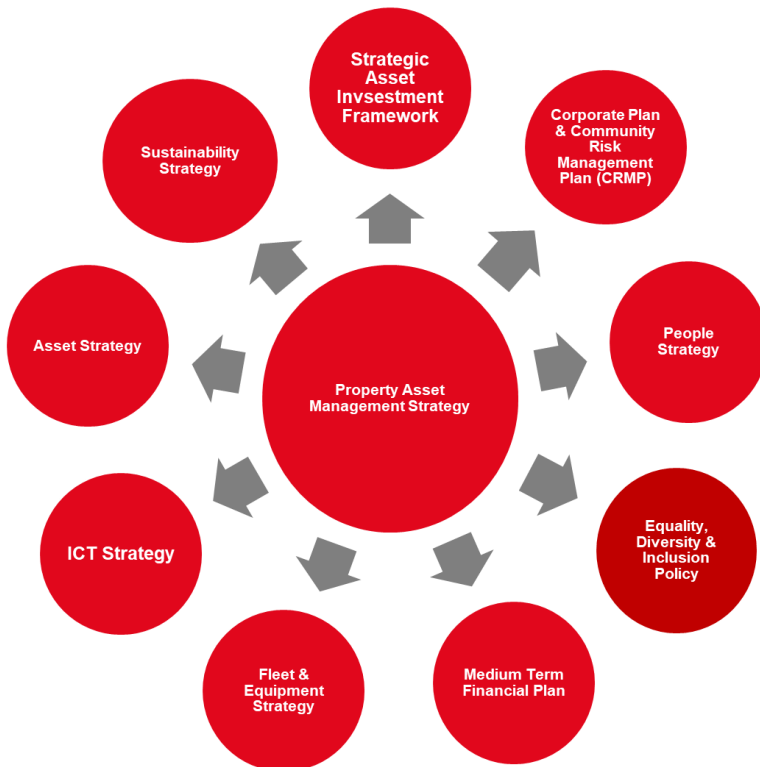


Figure 3 – RBFRS key strategies, plans and policies.

Property brand

The Fire Authority has also been clear in its desire to bring the Authority's property brand up to date, ensuring it is something that the Service and its staff can be proud of; our buildings effectively represent a three-dimensional business card to the local communities.

The Authority has set out on a path to provide a family of buildings that are recognisable to the local community. They are to be well built, architecturally designed, sustainable, and are efficient and effective to use and maintain thereby standing the test of time. All these buildings are designed with a view to collaboration or co-location with our blue light partners. Being fully accessible buildings, they also extend their use to the local communities (see **Figures 4 and 5**).



Figure 4 – Hungerford Tri-Service Community Station (completed 2017).



Figure 5 – Crowthorne Tri-Service Community Station (completed 2020).

In order to meet the Authority’s property vision and deliver a family of buildings, the in-house Property Capital Projects Section within the Estates Department works closely with facilities management colleagues on a simple but effective project development and delivery plan that incorporates three key elements:

- **Collaboration** with the end user to understand what is required
- **Co-ordination** with the entire Service for a fully aligned project plan
- **Communication** with all stakeholders – internal and external

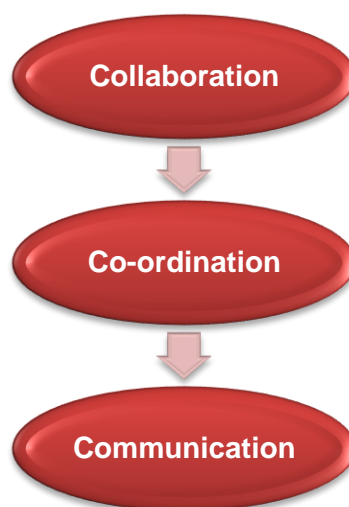


Figure 6 – Capital property project development and delivery plan elements.

It is essential that what is provided is not only in the right place and continues the property brand but also supports the right operational response and meets the changing needs of both the Service and the communities they serve. The Estates team continuously engages the end users of our buildings to better understand their requirements, thereby providing smarter options that foster innovation, maximise staff wellbeing and enhance productivity whilst addressing the need for buildings that are efficient to use and run and meet the evolving risks facing the communities within our county.

New ways of working are placing fresh demands on workspace and its ability to support flexibility and collaboration. The need for spaces that allow spontaneous creative exchanges, and a more organic transfer of local knowledge could be key to delivering community focused initiatives. Technology is also facilitating flexibility, and this is giving rise to a greater desire for new types of space – hub offices, shared space, hot desks, and fully mobile working. We are looking at the design and development of dynamic assets that can be adaptive, innovative and flexible to meet future demands.

Sustainability

The Fire Authority has made a clear commitment to ensure we are delivering initiatives that align with providing a sustainable and environmentally friendly service to our communities. This commitment has been highlighted by the Fire Authority signing the Emergency Services Environment and Sustainability Group Charter in February 2023. Considering the wider impact of the developing climate emergency, the Authority is focusing investment on carbon reduction, greener technologies and sustainable procurement. As a result, the Authority has developed a roadmap to decarbonise the estate and has endorsed the delivery of a sustainability programme to deliver effect. The sustainability programme will deliver:

- LED lighting
- Solar PV systems
- Air source heat pumps
- Building management systems (BMS)
- Roof and soffit insulation
- Cavity wall insulation
- Variable speed drives

In addition to the above initiatives being delivered, the service is developing a relevant and credible sustainability strategy to provide direction and commitment to our goals. To be accountable for our commitment to sustainability, the strategy will outline where we can make the most impact in improving our assets, environment and the people we serve. This will then be monitored, reviewed and benchmarked at pre-defined, regular frequencies.

The property portfolio

The Service is responsible for an area of 125,914 hectares and serves a resident population of some 800,000 people. It has a property portfolio valued in March 2024 at £62.2M which includes 11 wholtime stations, 5 on-call stations, a headquarters (incorporating Thames Valley Fire Control Service), a centrally located training centre with a firehouse and three service houses making a total gross internal area of 16,335m². This supports over 600 staff made up of wholtime fire fighters, on-call firefighters, and control and corporate staff spread over the entire county area. **Table 1** details the age profile of our property assets, **Table 2** summarises their condition as of March 2024. and the **Estate Terrier** is at **Appendix 1**. The laydown map of RBFRS fixed assets is at **Appendix 2**.

1930s to 1950s	3 stations
1960s	3 stations*
1970s	4 stations
1980s	1 stations + 1 HQ
1990s+	6 stations + 1 Training Centre

* Incl. Denton Road, Wokingham, which is part of the Wokingham Fire Station demise (1990s).

Table 1 – Age profile of RBFRS property assets.

Royal Institute of Chartered Surveyors Condition Key	Stations	% of Estate / Trend
4 – Good As new	Headquarters Hungerford Wokingham Crowthorne Theale Slough Maidenhead	37% (from 26%)
3 – Satisfactory Sound / Operational. Only minor deterioration	Newbury Lambourn Mortimer Ascot Bracknell Langley Windsor Whitley Wood Station	42% (from 48%)
2 – Poor Operational but major repair or replacement needed	Caversham Road Wokingham Road Whitley Wood Training Centre Wokingham old station	21% (from 26%)
1 – Failing Inoperable or serious risk of failure or breakdown		0% (level)

Table 2 – Condition of RBFRS property assets.

Performance of the asset base

Fit-for-Purpose Analysis

In accordance with the RICS and Chartered Institute of Public Finance and Accountancy (CIPFA) best practice at the time, an in-depth asset fit for purpose (FFP) review of our estate was completed in October 2018. A FFP review analyses the make-up of the property portfolio in detail; it looks at building locations, suitability for purpose, condition, cost of restoration to full repair, market value, flexibility of use, utilisation levels, user satisfaction and remaining life. An assessment of each premises efficiency and effectiveness is also conducted.

Through the assessment of this level of data, the FFP also assists in identifying projects that need to be undertaken to provide fire stations that are fit for purpose, in line with the Authority's Vision and its objectives. The analysis output can assist in identifying the kind of redevelopment needed and how urgent the action is. It also helps to identify opportunities for property collaboration, partnership sharing or value creation from the built estate.

In the RBFRS estate context, and to ensure this exhaustive analysis was also fully inclusive of all site users, every recognised stakeholder was consulted on the state of the asset. This qualitative data was then added to the quantitative data provided by the professional building structure and building services condition surveys to collate the data required for this analysis.

The criteria covered 26 units across three areas:

1. **Space and utilisation** - how much space each site has and how effectively the space is used.
2. **Fitness for purpose** - covered a wide range of specific areas looking at the condition of the building, the operational location, the buildings' sustainability and suitability as well as the buildings' compliance with the Equality Act 2010.
3. **Cost and value** - considers the historic running costs as well as any future planned maintenance and the alternative use value of the site.

The review was based on digital measured surveys of the estate and valuations for alternative use, quinquennial condition surveys and historic maintenance schedules (planned and reactive) as well as future planned preventive maintenance estimates. To add to the quantitative research obtained, the review included face to face discussions with relevant stakeholders and the FFP project team.

Outcome of FFP

The outcome of the FFP suggested that there was a serious challenge ahead, with an ageing estate in great need of investment against a backdrop of volatile funding with no guarantees that building demand will be matched by suitable or sufficient funding. Whilst there were increasing opportunities for looking at collaboration spaces and more structured co-location areas within the property portfolio for our blue light and local authority partners, the buildings themselves did not provide facilities that could be shared in their current condition. Buildings also needed adapting to ensure they supported a more diverse workforce, in line with our People Strategy and Equality, Diversity & Inclusion objectives.

The Estates team works hard to ensure that RBFRS has the best information and sound systems of work to underpin the capital investment strategy set out in the Strategic Asset Investment Framework (SAIF). All premises are reviewed every five years in a rolling programme of surveys, and this provides an estimated value of works to be prioritised. This process has shown that we have a maintenance backlog to bring the estate up to full repair that requires funding in the region of £8M. That figure does not take account of any improvements or alterations to our buildings to meet their evolving use and this is included within the phased planning of the SAIF.

It is recognised that whilst the SAIF sets out the rolling capital investment strategy across the property portfolio for the next 10 years, funding is only ever released on an annual basis and as requested from the Fire Authority by the Head of Assets. Based on past and current performance, there are no issues with this approach, as projects are being delivered as per the plan, but the wider financial backdrop could put it at risk. The Service has taken steps to address the problem of an aging estate in the short-term, through the development of a more wide-ranging minor capital works programme, over and above the annual planned preventative maintenance schedule. This programme of works is focused on the stations most in need of improvement and is designed collaboratively between the Property Capital Projects Section, Service Delivery and the Facilities Section, with full engagement of the end users of our property. The current phasing of capital property projects as per the SAIF is in **Table 3**.

Requirement	2024/25	2025/26	2026/27	2027/28	2028/2029 to 2033/34
New Build	Training Centre £3.508M				
Major Redevelopment			Whitley Wood £0.456M		
		Wokingham Rd £0.456M		Wokingham £0.35M	
	Langley £0.950M		Newbury £0.79M		
		Caversham Rd £1.22M			
Sustainability	LED lighting (P2 sites)* £0.25M	EV infrastructure £0.65M			£1.5M
	Heat decarbonisation, LED and Solar (P1 sites)* £1.77M				
		Solar PV (P2 sites)* £0.5M	Heat decarbonisation (P2 sites)* £2M		
Minor New Works	£0.2M	£0.2M	£0.2M	£0.2M	£1M
Total	£5.318M	£3.223M	£2.986M	£2.173M	£2.5M

Table 3 – SAIF phasing of projects as at Feb 24.

Financial context

In February of each year the Fire Authority sets its annual revenue budget, which is funded by way of Government grants (approximately 24%), Non-domestic Rates (approximately 15%) and an annual precept on local taxpayers (approximately 60%). Also, in February each year, the Authority approves its capital programme, which is funded primarily from capital grants and receipts, or from borrowing.

In 2023/24, the total RBFRS revenue budget was £41.975M of which 7.23% (£3.034M) was spent on premises. For the same period, the total capital budget was £1.079M of which 42% (£0.454M) was spent on premises.

Capital expenditure incurred on the capital programme is money spent on purchasing, maintaining or improving the Authority's assets base such as the construction, renovation or refurbishment of a fire station and other properties for which the benefit received by incurring the expense is for more than one year, generally over the life of the asset.

The trend lines across the construction industry since the Covid pandemic and the subsequent global financial crisis have led to property capital projects costs to rise. This trend has slowed, but inflation remains high and the need to continue to reduce our future revenue tail remains strong. This will need the consistent review and re-balancing of the SAIF and the funding as outlined within the Medium-Term Financial Plan (MTFP) to constantly ensure that limited financial resources are committed where they can be most effective. The only way to do this is to undertake a professional outlook on the feasibility and concept design process to inform a fully evidenced business case; only then will the commitment of valuable capital resources make the most difference both now and into the future.

To do this, the Property Capital Projects Section follows the HMG Green Book Guidance for Public Sector Business Cases ('The Green Book') which clearly sets out the process to follow to develop a fully evidenced business case.

Business cases are therefore produced to:

- Test the strategic sense of the project
- Ensure that the taxpayer gets best value for money
- To ensure that all capital and recurring expenditure implications are considered
- Integrate other areas that are affected by the project concerned
- Ensure that all the benefits (both financial and non-financial) are captured and assessed.

Our business cases contain the strategic justification, setting out the context and overall reasons for the project; the operational objectives and desired outcomes; and how these outcomes link to the key aims and strategic objectives of the Service.

The economic climate, along with continuous pressures to reduce government funding means not only an ongoing need to drive efficiencies, but also a commitment to maximise the potential to generate financial rewards from the built estate. Horizon scanning for suitable alternative opportunities to make our essential assets work harder for us will remain a feature of our business model for the future. This includes:

- **Value creation opportunities**
Less adaptable spaces risk obsolescence, whereas adaptable spaces open up the possibility of income generation in the future. Some of our sites are now larger than required due to a more efficient operating model and these offer opportunities to reimagine the use of all or parts of the site.

- **Optimising the portfolio**

By releasing value, intensifying use or reducing costs.

- **Income generation**

The property portfolio currently provides income generation opportunities that have generated an annual income since 2020 of c £215,000.

	2019/20	2020/21	2021/22	2022/23	2023/24
Total Income Generation	£181,434	£197,708	£210,524	£235,680	£248,645

The majority of this income is generated from property leases and rent from Service owned residential property (56%) and telecoms mast leases (44%).

- **Collaboration - property sharing**

In 2015, the Service signed a Memorandum of Understanding (MoU) with Thames Valley Police, Buckinghamshire & Milton Keynes Fire Authority and Oxfordshire County Council (Oxfordshire Fire & Rescue Service) in order to establish a clear commitment to prepare and deliver a programme of work for sharing property and co-locating police and fire and rescue services across the Thames Valley, wherever such arrangements are efficient and effective in terms of meeting the needs of communities. It was considered that this provided a key element in the process of continuing to deliver important outcomes for communities, whilst balancing each entities respective budgets in the face of increasing downward financial pressure. The sharing of property or co-location was an early area of focus. This also meets the requirement of the Police & Crime Act 2017 to explore avenues for property sharing where it can be proven to an efficient and effective outcome.

This MoU has established a strong strategic alliance that sees a Thames Valley-wide programme for property sharing and co-location. Although not a signatory to the 2015 MoU, continued close working with South Central Ambulance Service (SCAS) is also providing opportunities for shared space and any property considerations now incorporate all three blue light services in the design development phases.

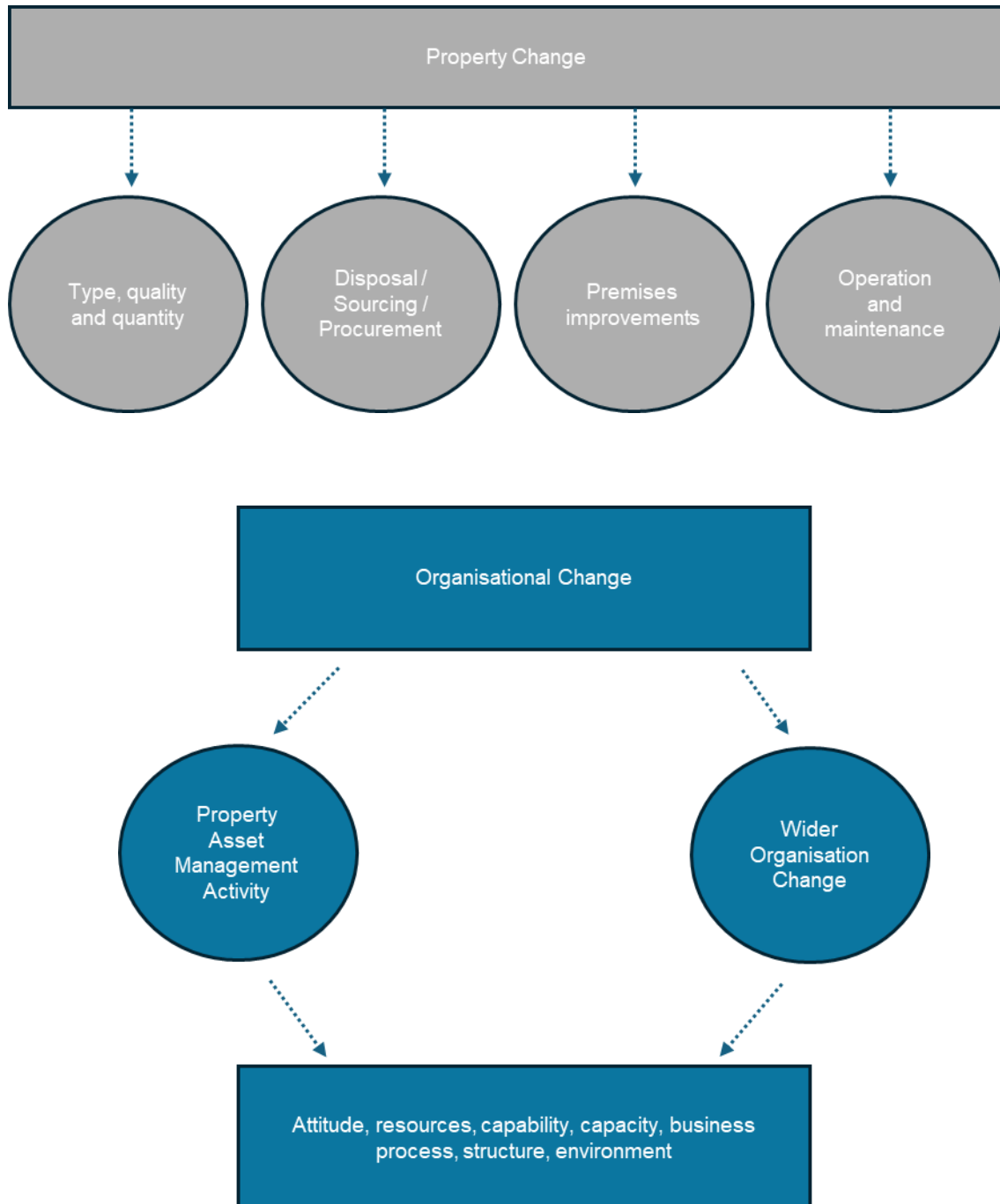
Since the signing of that MoU, the Authority has delivered three new tri-service community fire stations; at Hungerford in 2017, Crowthorne in 2020 and Theale in 2021, which provide both dedicated and shared space for our emergency service partners. This is in addition to the existing co-location agreements already in place at 4 other fire stations within Berkshire.

All major refurbishments or re-builds will provide adaptive and flexible accommodation, suitable for sharing with our blue light colleagues, local authority colleagues as well as fully accessible bookable community spaces.

Delivery of the strategy

During the life of this Strategy, it may encounter or be guided by two different types of change:

- **Property change** – changes to the property asset base itself.
- **Organisational change** – changes to the way the Service behaves or responds. Government pressure, financial constraint, outcome of transformation programme.



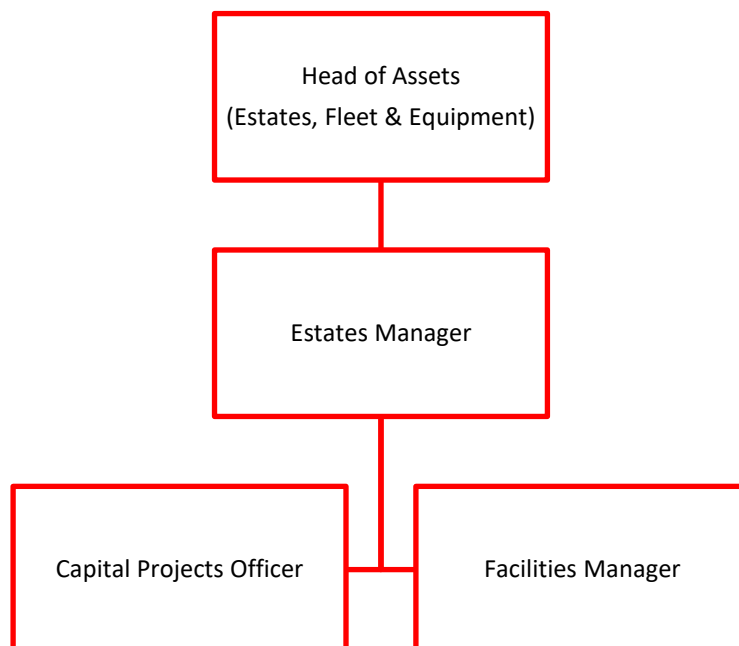
The culture and attitude of the Service in relation to property asset management is often a more significant contributor in delivery of the property asset 'success' than the organisation of the property asset management function itself.

There are several actions that will assist in the successful development of this Strategy:

- Professional leadership.
- A Fire Authority with vision.
- Strong links to the Corporate Plan and CRMP.
- A property asset management champion, such as the Lead Member for Strategic Assets and Sustainability.
- Full involvement of all Service departments.
- Clear accountability for property asset management decision making at Senior Leadership Team level.
- Full integration with financial planning.
- An effective Estates Service Plan that identifies the required resources to deliver effect.
- Full and supportive staff engagement through good communication.
- A solutions orientated in-house and professional services team with vision, ambition and drive to deliver.

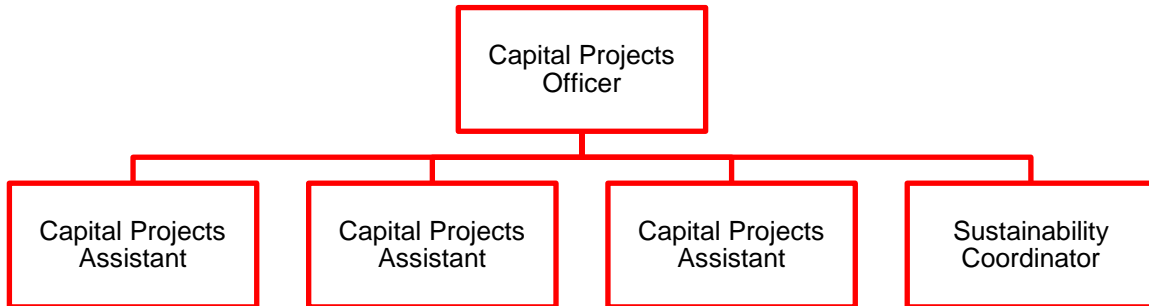
The Estates Team

The team works collaboratively across two functional areas, the Capital Projects section and the Facilities section. The leadership team consists of the Head of Assets and an Estates Manager supported by a Capital Projects Officer and a Facilities Manager.



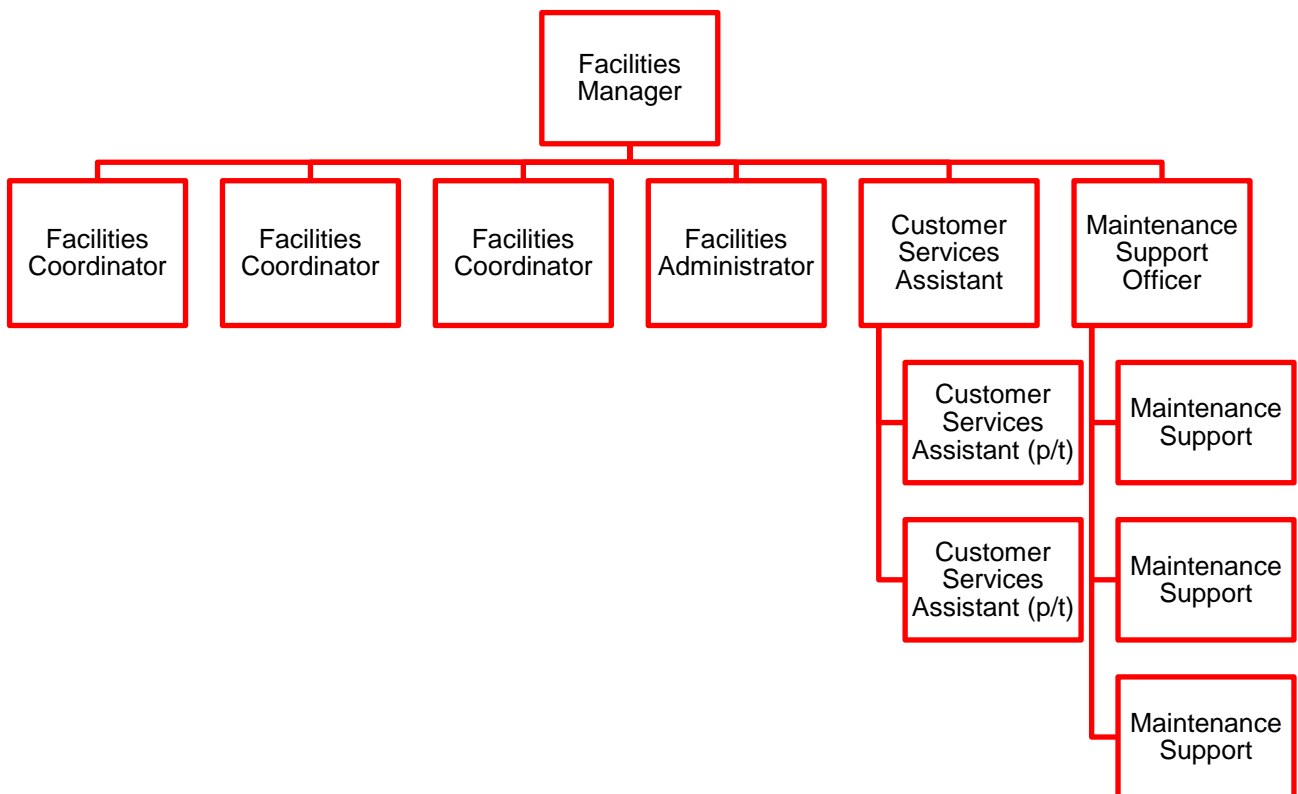
Capital Projects

The team, supported by third-party specialists, deliver all major capital projects for the Service, as defined by the SAIF.



Facilities

Using a variety of contractors, as well as a small inhouse maintenance team, the Facilities section coordinates all planned and reactive maintenance activities across the estate and a range of minor capital projects (often in partnership with Capital Projects).



Appendix 1 – RBFRS Estate Terrier

Property reference	Property name	Age	Grid reference east	Grid reference north	Address	Postcode	Holding name	Tenure	GIA floor area (m ²)	Holding type	Land registry title number
Station 00	Newsham Court	1987	465131.1	171974.36	Newsham Court, Pincents Kiln, Calcot	RG13 7SD	HQ & TVFCS	Freehold	3,310	Land and Buildings	BK 233454
Station 01	Caversham	1939	471203	173955	Caversham Road, Reading	RG1 8AA	Fire Station	Freehold	423	Land and Buildings	BK 439851
Station 02	Wokingham Road	1970	474296.91	172068.15	Wokingham Road, Reading	RG6 IJU	Fire Station	Freehold	250	Land and Buildings	BK 391471
Station 03	Dee Road	1970	468541.2	173330.08	101 Dee Road, Tilehurst, Reading	RG30 4FS	Fire Station and outbuildings	Freehold	459	Land and Buildings	BK 68722
Station 04	Newbury	1956	447516	167805	Hawthorn Road, Newbury	RG14 1LD	Fire Station	Freehold	776	Land and Buildings	BK 498144/ 78154/ 44379/ 441836
Station 05	Hungerford	2017	433649.47	168562.3	Church Street, Hungerford	RG17 0JG	Fire Station	Freehold	169	Land and Buildings	BK 35735
Station 06	Lambourn	1976	432973.76	178655.92	Newbury Street, Lambourn	RG17 8YT	Fire Station	Freehold	121	Land and Buildings	BK 121013
Station 07	Pangbourne	1971	463759.55	176197.5	Horseshoe Road, Pangbourne	RG8 7JH	Fire Station	Freehold	157	Land and Buildings	BK 94892
Station 10	Wokingham	2011	481463.57	168568.81	11-13 Easthampstead Road, Wokingham	RG40 2EH	Fire Station	Freehold	333	Land and Buildings	BK 79107
	Wokingham (old station)	1968	481452.2	168558.17	Denton Road, Wokingham	RG40 2EH	Fire Station	Freehold	162	Land and Buildings	
Station 11	Mortimer	1975	465200.84	164583.3	West End Road, Mortimer	RG7 3TE	Fire Station	Freehold	133	Land and Buildings	BK 122078
Station 14	Ascot	1980	492263.96	168802.59	Station Road, Ascot	SL5 7HF	Fire Station	Freehold	423	Land and Buildings	BK 159185
Station 15	Crowthorne	2020	484026.53	163771.73	High Street, Crowthorne	RG45 7AH	Fire Station	Freehold	431	Land and Buildings	BK 388012
Station 16	Bracknell	1966	486515.34	168853.08	Downshire Way, Bracknell	RG12 7AA	Fire Station	Freehold	723	Land and Buildings	BK 382374
Station 17	Slough	1956	496424.88	180089.48	Tuns Lane, Slough	SL1 2XA	Fire Station	Freehold	1,181	Land and Buildings	BK 456666
Station 18	Langley	1963	499774.82	178874.22	London Road, Langley	SL3 7HS	Fire Station	Freehold	707	Land and Buildings	BK 402511
Station 19	Maidenhead	1977	489252	181493	Bridge Road, Maidenhead	SL6 8PG	Fire Station	Freehold	1,004	Land and Buildings	BK 127030
Station 20	Whitley Wood	1990	471781.65	168973.99	Whitley Wood Road, Reading	RG2 8FS	Fire Station & Training Centre	Freehold	199	Land and Buildings	BK 388484
Station 21	Windsor	2013	493610.77	176282.42	Tinkers Lane, Dedworth, Windsor	SL4 4LS	Fire Station	Leasehold	161	Land and Buildings	BK 57421
Station 22	Theale	2021	463223	170617	Wigmore Lane, Theale, Reading	RG76 5BJ	Fire Station	Freehold	1,493	Land and Buildings	BK474757
Station House 07A	7 Aston Close	1960	463853.46	176133.47	Pangbourne	RG8 7LG	Dwelling House	Freehold	42	Land and Buildings	BK 57335
Station House 04H	4 Hawtrey Road	1960	496351.43	176348.89	Windsor	SL4 3AU	Dwelling House	Freehold	46	Land and Buildings	BK 388482
Station House 18H	18 Hawtrey road	1960	496280.72	176357.98	Windsor	SL4 3AU	Dwelling House	Freehold	50	Land and Buildings	

Appendix 2 – RBFRS Estate Laydown Map

