

# Options Appraisal Study: Durning Road Fire Station, Liverpool

May 2009

## Executive summary

### 1. Executive summary

This executive summary provides a précis of a report prepared at the end of an initial study to consider options for the retention, repair and economic redevelopment of the grade 2 listed former Fire Station on Durning Road in Edge Hill, Liverpool and adjacent Shipperies public house. The study has been commissioned by Liverpool City Council and undertaken by Heritage Works Buildings Preservation Trust, 2020 Liverpool, Purcell Miller Tritton architects and Keppie Massie Chartered Surveyors.

The headings and primary numbering of the paragraphs in this summary relate to the chapters in the options appraisal study report.

### 2. Introduction

- 2.1 The purpose of the study was to explore the costs of repairing and converting the former Fire and Police Station, the potential end value of the development and the means of bridging the likely 'conservation deficit' that might ensue. The brief provided by Liverpool City Council required the team to consider design options including increasing the size, and thus value, of the development by incorporating the Shipperies public house and / or new build development, and exploiting public and private funding sources, to be identified. A range of end uses has been considered within the context of the local market, including the possibility that the building might provide new accommodation for existing community organisations within the Edge Hill area.



*Durning Road Fire Station, 1955 and 2004*

- 2.2 The introductory chapter of the report sets out the scope of the study, the parties involved (client, consultants and stakeholder consultees) and the study limitations. Limitations have included the very short time frame for the commission (approximately four weeks), and the lack of access into the Shipperies public house.
- 2.3 This chapter of the report also acknowledges the assistance of council officers, stakeholders and local history experts in providing background information and contributions to the study.

**3. Location, description, ownership and current use**

- 3.1 The former Fire and Police Station and Shipperies public house are located on Durning Road, in the Edge Hill area of Liverpool, approximately 1.5 miles east of the city centre.
- 3.2 The Fire Station is grade 2 listed; the Shipperies is architecturally interesting but not statutorily protected. They were both built around 1883 – 85. The Fire Station is currently in a semi-derelict condition following a number of serious fires; the Shipperies continues to function as a public house, with a manager's apartment and a number of letting bedrooms on upper floors.
- 3.3 The Fire Station is a two-storey building, with a sandstone front elevation and end gable, hipped slate roof with tall ornamental chimneys and 'Tudor Gothic' detailing to windows and doors. The ground floor comprises a large engine garage, and former parade room / office accommodation; the first floor is not accessible on safety grounds but provided two 'mess rooms' / dormitories for crewmen and ancillary accommodation. To the rear, a covered yard is now full of debris, particularly buckled profiled metal sheeting from the fire-damaged late twentieth century roof covering. The building has been vacant since 2003, having latterly been used as a car mechanic's / tyre fitter's workshop.



*Front elevation of Fire Station, and architectural detail*

- 3.4 The Shipperies is constructed in polychromatic masonry (red and buff brickwork with stone dressings), with a steeply pitched roof ornamented with gables, dormers and a corner turret, in a Victorian baronial / 'Swiss cottage' style. It occupies almost the whole of its site, with very limited rear service access. A fire escape stair on the back of the building provides access to letting bedrooms on the upper floors.



*The Shipperies public house*

- 3.5 Both properties are privately owned (the public house is a free house) and subject to the Edge Hill phase 2A Compulsory Purchase Order under the Housing Market Renewal Initiative. The Liverpool City Council (Newheartlands Pathfinder Wavertree-Edge Hill phase 2) CPO was confirmed in August 2007. It is anticipated that both properties will be vested by the City Council in June / July 2009.

#### **4. History of the area and the buildings**

- 4.1 The Edge Hill area was developed in the early nineteenth century with large Victorian villas for merchants escaping the smoke of the city and extensive pleasure grounds. Later in the century the area was laid out as a grid-iron of streets of densely packed terraced housing for working class families. The area has suffered decline since the 1960s, with changes of ownership / tenure, shifts in social housing provision, the relocation of students, and market failure. Demolition of poorer quality housing is proposed to facilitate a 'transformational change' through the Housing Market Renewal Initiative.
- 4.2 The Fire and Police Station was built in 1883-4 to respond to the fire safety needs of the growing population of the area. The Station provided an engine room (initially for a hand cart) and parade room for officers of B Division of the City Police Force (who had responsibility for fire fighting), with living accommodation on the first floor for the Police Constable and his family. During the Second World War, the need for fire-fighting greatly increased and a crew of twelve fireman operated from the Durning Road Station in twelve-hour shifts. The station continued to operate following the establishment the Liverpool Fire Brigade in 1947, but closed in the mid 1970s shortly after the formation of the combined Merseyside Fire Service. It then provided garage, workshop and office accommodation for a car mechanics business and then a tyre fitter. It has been vacant since 2003, last changed hands in 2004 and has suffered at least two serious fires in more recent years.



*Fire Station, 1968 and Durning Road fire service crew, 1947 (Merseyside Fire Service)*

- 4.3 The Shipperies public house was probably built to provide refreshments and overnight lodgings for victors to the International Exhibition of Navigation, Travelling, Commerce and Manufacture (known as the Shipperies Exhibition), which was held at the Exhibition Hall on Edge Lane in 1886. It had had many licensees in the early years, before coming into the control of Peter Walker and Robert Cain and Sons in 1903, and thus part of the Cain Brewery portfolio in 1911. Cains thrived into the 1960s / 70s, but a series of brewery buyouts led to the disposal of much of its property in the 1980s / 90s, with the Shipperies being sold off as a free house, as it presently remains.

## **5. The importance of the buildings**

- 5.1 Both the Fire Station and Shipperies have considerable heritage merit. The Fire Station was listed (grade 2) in 1975 on account of its architectural quality and contribution to the local history of the Merseyside Fire Service. The Shipperies is regarded by Liverpool City Council conservation officers as arguably worthy of 'local listing' on architectural grounds, although its much-altered interior has prevented statutory protection.
- 5.2 Both buildings make a contribution to the streetscape of Durning Road and provide a visual link with the past of this thoroughfare, which was a busy high street and community focus in the last nineteenth and early twentieth centuries, supplying the needs of the local working class families who lived in the terraced housing all around.
- 5.3 The Fire and Police Station provided a valuable service to the community, whilst it can be assumed that the Shipperies was once a well-patronised 'local' pub.
- 5.4 The buildings are landmarks, for the community and architecturally, providing continuity with the past in an area that has seen progressive loss of historic fabric over the last forty years and is about to undergo significant further change.





Front elevation of Fire Station, with 'beast' detail



Details of The Shipperies



## 6. The planning and regeneration context

- 6.1 This chapter describes the national, regional and local planning and regeneration framework within which proposals for the Durning Road Fire and Police Station will be considered. The chapter has been written with considerable contributions from City Council conservation and Housing Market Renewal Initiative officers.
- 6.2 The primary planning policy is enshrined in the Planning (Listed Buildings and Conservation Areas) Act 1990, which seeks to preserve listed buildings, their features and setting. Guidance for the conservation and adaptation of listed buildings is provided in Planning Policy Guidance note 15, 'Planning and the Historic Environment', 1994.
- 6.3 The regeneration strategy for Edge Hill stems from the Government's 2003 Housing Market Renewal Initiative for the creation and support of sustainable communities. Edge Hill lies within the Newheartlands Pathfinder area, one of nine Pathfinders established by Government to arrest housing market failure through long-term programmes of refurbishment, re-development and improved management of housing areas.
- 6.4 The Fire Station and Shipperies lie within the Edge Hill phase 2 Compulsory Purchase Order (CPO) area, where demolition of around 900 terraced properties is being undertaken to

facilitate the construction of over 300 new two- and three-bedroom homes within a safe and secure environment, with safe routes to schools, improved public realm and car parking.

## 7. The problems and why the buildings are at risk

7.1 There are many reasons why historic buildings become 'at risk', be that a risk of loss of character though irreversible change (generally in times of economic buoyancy) or a risk of total loss through dereliction and demolition (again often through economic pressure, in boom times or recession). At Durning Road the following issues may be factors:

- Lack of adaptability for new use due to internal configuration
- Location and access, with both buildings currently almost fully-occupying their very small sites, with limited rear service access. Durning Road is accessible as link road between major city radial routes, but it is also very busy and noisy
- Market failure with associated loss of local population over several decades
- Uncertainty about proposals for the neighbourhood and the impact on the private owners of non-residential property, particularly in the run up to the confirmation of the phase 2 CPO and preparation and publication of the Bellway masterplan for redevelopment. The long term nature of this regeneration project has meant that prior to new build commencing the area has gone through a period of transition, particularly in the run up to the confirmation of the phase 2 CPO. Whilst owners of properties have been consulted on the ongoing development proposals this may not have provided the owners with certainty to make future decisions.
- Planning constraints such as listed building status and perceived additional costs of development of a protected building
- Owners' inability to take forward a regeneration scheme as a consequence of all of the above, coupled with the worsening economic climate and 'credit crunch' in 2008/09
- Preferred developer's position as a new-build housing specialist, unused to developing historic buildings
- Community attitudes: It is understood that the Fire Station is held in great affection by older members of the community, but newcomers to the area may not appreciate its history and it may have no meaning for them. Similarly, the Shipperies, although once a focus for community social life, is not currently a popular hostelry with the community and some may not be able to look beyond this to support redevelopment of the building.



*The Shipperies has limited rear access*



*Boarded up houses down Nuttall Street*

## **8. Conservation philosophy and architectural approach**

- 8.1 This chapter introduces Heritage Works' approach to the conservation and re-use of historic buildings, which is underpinned by the principles of establishing, protecting and interpreting 'heritage significance'. The Trust's Conservation Philosophy is provided at Appendix D of the report.
- 8.2 The project team's philosophy for this project has been to find the means to protect and promote the heritage significance of the listed Fire Station whilst ensuring that the building contributes to wider regeneration aspirations. Economic viability is to be achieved by creating additional new-build accommodation, if this is necessary to provide cross-subsidy or to produce a sufficient 'critical mass' of space to meet demand.
- 8.3 Both the Fire Station and Shipperies are treated with equal respect as historic structures, with the form of both buildings precluding 'façade retention' approaches, but offering potential for extensions and alterations to the already much-altered rear elevations. The degree of loss of internal fabric of the Fire Station and lack of architectural features in the original construction mean that it should be possible to upgrade floors and partitions etc to meet modern acoustic and thermal performance requirements.

## **9. Condition and emergency repair required**

- 9.1 The Fire Station has been vacant for more than five years and has suffered two serious fires in this time. The building is in a poor condition on account of fire damage and also through an earlier general lack of maintenance, which has led to rainwater penetration and associated structural damage to the roof and floor structures. The loss of the canopy roof structure over the rear yard has also facilitated unauthorised access and antisocial behaviour.



*Fire damage and internal debris*

- 9.2 Despite this, the main masonry structure of the front, side and cross wall remains robust, exhibiting just localised instability caused by the decay of embedded timber and loss of restraint from the first floor structure. The tall chimneys are also unrestrained.
- 9.3 The structural engineer's report with recommendations is included at Appendix E.
- 9.4 A programme of emergency works to the Fire Station should be implemented as soon as possible, to provide a temporary roof structure to keep out the weather and facilitate drying out of the structure. Debris and rotten timber should be cleared from within the building and a restraining scaffold inserted within the shell. Security measures are required to prevent

vandalism. These works are scheduled at Appendix F, and have a budget construction cost estimate of £30,000.

- 9.5 Further 'heritage works' required to the Fire Station have been identified as 'shell repairs', with a budget construction cost of £82,000, and works to complete the restoration of the historic fabric, adding a further £47,000.
- 9.6 The Shipperies has not been inspected during the course of this study but is understood to be in a fair, if 'hard-worn' condition. Essential maintenance works such as gutter clearing and repairs should be undertaken upon acquisition of the property, plus internal clearance and appropriate security measures.

## **10. Market analysis**

- 10.1 Market advice has been provided by Keppie Massie Chartered Surveyors; stakeholder consultation has been undertaken by Heritage Works.
- 10.2 The design team has considered three end use sectors: residential, commercial and community.
- 10.3 Residential accommodation has been considered within the context of the extensive residential redevelopment about to be implemented in the area by Bellway. Social housing (e.g. shared equity or to rent) or townhouses in a form unlike the family homes being provided by Bellway may be feasible. Supported housing may also be worthy of further exploration.
- 10.4 Commercial (office and retail) space has to be seen in the light of the provision about to be made in a new commercial 'hub' at the junction of Durning Road and Wavertree Road, 200m to the south of the Fire Station. In the present market, it is difficult to foresee much further demand for private owner-occupied or rented office accommodation here, although it is of course envisaged that there will be a market for commercial business units providing local employment opportunities in future.
- 10.5 In terms of accommodation for 'community use', the team has considered the space required for the administrative functions of community-based organisations that provide advice and services to users, rather than space for social purposes, on account of the configuration of the existing buildings and the provision of more appropriate accommodation elsewhere in the vicinity. (Accommodation of a size suitable for use as worship space for the congregation of the Church of Christ, displaced from existing premises through the CPO, can physically be provided within the development, but this use is discounted in chapters 13 and 16 of the report, on viability and long-term management grounds.)
- 10.6 Stakeholder consultation with organisations such as Kensington Regeneration (New Deal for Communities), and with specific possible end users, has revealed considerable interest in the Fire Station development as a future 'community hub' for not-for-profit service providers such as the Credit Union and the Health Energy and Advice team (HEAT). Kensington Regeneration is currently developing its succession strategy, which includes the recently established Kensington Community Interest Company (CIC) as a channel for the development and support of community organisation organisations that currently receive funding from the New Deal programme. The Fire Station development should therefore be included strategy development and business planning for the CIC.



## 11. Options for reuse and principal alterations required

- 11.1 The design team's proposals have been informed by an understanding of the history and configuration of the buildings, with the spaces created being dictated by the original form of the structures. The existing buildings lend themselves to accommodation on a domestic scale, with vertical circulation and service accommodation being provided in 'outrigger' extensions, as originally.
- 11.2 The architect's first options (residential option R1 and commercial / community office option C1) are based on the minimum extension to the Fire Station necessary architecturally to support its reuse, having stripped back non-original extensions.
- 11.3 Options C2 and C3 offer a larger extension to the Fire Station, providing new-build office space in an east-west orientated wing connected at right angles to the rear of the listed building by means of a new vertical circulation and services core.
- 11.4 Residential option R2 and commercial / community office options C4 and C5 provide extensive new build accommodation, to the north and west of the Fire Station, along the 'red line' boundary of the site provided in the Bellway masterplan. The 'horseshoe' configuration encloses a south-facing courtyard with amenity space and car-parking, accessed from the south end of the Fire Station through the original access-way into the yard, or across land secured to the side of this.
- 11.5 Options C1, C2 and C4 involve the refurbishment of the Shipperies as office accommodation (or possible residential apartments on upper levels). Options C3 and C5 replace the public house with a building on the same footprint, accommodating larger internal spaces.
- 11.6 The schemes are illustrated in architectural block plans inserted at the end of chapter 11.

## 12. Project costs

- 12.1 2020 Liverpool Quantity Surveyors have prepared outline costs for each of the options described in chapter 11, based on square metre rates. The figures in the table below relate to construction costs only (including contractor's preliminaries, profit and a 10% construction contingency).

	Residential		Community / office				
	R1	R2	C1	C2	C3	C4	C5
Fire Station	151,200	151,200	134,400	134,400	134,400	134,400	134,400
Shipperies	212,400	212,400	212,400	212,400	50,000	121,400	50,000
New Build		1,117,500	99,000	606,800	1,560,600	2,107,800	3,063,600
<b>Total</b>	<b>£363,600</b>	<b>£1,481,100</b>	<b>£445,800</b>	<b>£951,600</b>	<b>£1,745,000</b>	<b>£2,454,600</b>	<b>£3,248,000</b>

- 12.2 Chapter 12 describes the non-construction costs that must be added to the figures above to provide the total project costs. These include items such as design team fees, specialist survey costs, statutory fees and VAT. Inflation and project financing costs should also be added, but these cannot be estimated at the present time, as there is no firm development programme for the project.
- 12.3 Developer's profit is also discussed in this chapter. If the project is implemented by a commercial developer, a profit in the order of 20% on costs would be expected. If the project is undertaken by a not-for-profit organisation such as a Building Preservation Trust, no profit

is required (but may be desirable), and instead a project management fee of perhaps 10% should be added to the project costs.

12.4 The total project costs of each of the options, at present day rates and before profit, are shown in the table below:

	Residential		Community / office				
	R1	R2	C1	C2	C3	C4	C5
Fire Station	151,200	151,200	134,400	134,400	134,400	134,400	134,400
Shipperies	212,400	212,400	212,400	212,400	50,000	212,400	50,000
New Build		1,117,500	99,000	604,800	1,560,600	2,107,800	3,063,600
<b>Base constrctn</b>	<b>£363,600</b>	<b>£1,481,100</b>	<b>£445,800</b>	<b>£951,600</b>	<b>£1,745,000</b>	<b>£2,454,600</b>	<b>£3,248,000</b>
Fire Stn repairs	159,000	159,000	159,000	159,000	159,000	159,000	159,000
Ext Wks	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total constctn</b>	<b>£672,600</b>	<b>£1,790,100</b>	<b>£754,800</b>	<b>£1,260,600</b>	<b>£2,054,000</b>	<b>£2,763,600</b>	<b>£3,557,000</b>
Prof fees	100,890	268,515	113,220	189,090	308,100	414,540	533,550
Surveys, CMP	30,000	30,000	30,000	30,000	30,000	30,000	30,000
VAT on above	120,524	313,292	134,703	221,954	358,815	481,221	618,083
Stat fees	10,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>Total fees</b>	<b>£261,414</b>	<b>£621,807</b>	<b>£287,923</b>	<b>£451,044</b>	<b>£706,915</b>	<b>£935,761</b>	<b>£1,191,633</b>
<b>Grand total</b>	<b>£934,014</b>	<b>£2,411,907</b>	<b>£1,042,723</b>	<b>£1,711,644</b>	<b>£2,760,915</b>	<b>£3,699,361</b>	<b>£4,748,633</b>

### 13. Valuations

13.1 Keppie Massie Chartered Surveyors have provided indicative current day valuations of the Fire Station and Shipperies public house for this study, for illustrative purposes only. The project team considers that the acquisition cost and any CPO compensation to be paid by Liverpool City Council should be met from the HMRI budget and not reimbursed through the project, if necessary using legislation designed for the disposal of local authority-owned heritage assets at less than market value.

13.2 Keppie Massie's valuations of each of the options developed by Purcell Miller Tritton and described in chapter 11 of the report have been based on the indicative floor areas of each proposal. The valuations are current day values, with cognisance of the market in the area in early 2009. The greatest difficulty in preparing these values has been that there is no market in the area for private housing or offices at present.

13.3 Having considered the current state of the housing market, Keppie Massie are unable to provide a meaningful present day valuation for residential options R1 and R2. The redevelopment of the area is planned for 2009-16 this will however revitalise the market and residential uses, especially social or supported housing to complement the new homes to be developed by Bellway and should be reconsidered as part of further feasibility work.

13.4 The office schemes have the same values whether the end users are expected to be private or community enterprises (or a mixture), as community groups will be expected to pay a market rent just like any other office occupier (even if they are then able to secure revenue grant to offset this). The accommodation indicated on plan as 'office or community room',

which might physically accommodate the Church of Christ, has been valued as office space. Excluding the capitalised rental value of this accommodation from the development appraisal would have a negative impact on viability.

- 13.5 Keppie Massie have chosen to value just one of the 'horseshoe' major development schemes (C5), for the purposes of giving a comparison with the smaller options, as the project team has collectively decided that these development forms are inappropriate on architectural and urban design grounds.
- 13.6 The table below provides a summary of the annual rental income and indicative capital values for the office / community options discussed in chapter 11.

	Community / office					
	C1	C1(a)*	C2	C2(a)*	C3	C5
Total project costs, before profit	1,042,723	1,042,723	1,711,644	1,711,644	2,760,915	4,748,633
Total annual rent	£15,820	£35,000	£37,460	£56,000	£88,800	£153,490
Total value	£665,000	£875,000	£860,000	£1,070,000	£740,000	£1,200,000

\* Option C1 and option C2 include retained Shipperies, converted to office use. Options C1(a) and C2(a) are based on offices on the ground floor of the Shipperies, with three 2-bed apartments on the floors above. Annual rents are quoted on the office accommodation only.

#### 14. Financial analysis and viability

- 14.1 The project costs outlined in chapter 12 and the values discussed in chapter 13 have facilitated a simplistic development appraisal to determine the conservation deficit inherent in each option. In the table below it is seen that in the present economic climate, the more new build is added to the development, the greater the conservation deficit! This is the opposite of enabling or cross-subsidising development.

	Community / office options					
	C1	C1(a)	C2	C2(a)	C3	C5
Total project costs	1,042,723	1,042,723	1,711,644	1,711,644	2,760,915	4,748,633
Total value	665,000	875,000	860,000	1,070,000	740,000	1,200,000
<b>Conservation deficit</b>	<b>-£377,723</b>	<b>-£167,723</b>	<b>-£851,644</b>	<b>-£641,644</b>	<b>-£2,020,915</b>	<b>-£3,548,633</b>

- 14.2 The figures in the table above do not allow for a developer's profit. If a 20% private sector margin is taken into account, the deficit for option C1(a) increases to £376,268 and the deficit on option C2(a) increases to £983,972.
- 14.3 Alternatively, if a 10% project management fee is included, as might be charged by a not-for-profit developer, the deficit on option C1(a) is £271,995 and that for option C2(a) is £812,808.
- 14.4 Chapter 14 considers a range of possible sources for funding to bridge the conservation deficit, including public and Lottery grants, charitable trusts and private sector contributions.

- 14.5 It is suggested that funding may fairly readily be secured to meet the £275,000 deficit demonstrated in option C1(a), if the project is taken forward by an appropriate not-profit organisation or partnership. A possible, if optimistic, cocktail of funding to meet the £815,000 deficit in option C2(a) is as follows:

Liverpool City Council Buildings at Risk	£50,000
Heritage Lottery Fund (Your Heritage)	£45,000
Charitable trusts	£120,000
Bellway Homes	£200,000
Kensington New Deal for Communities	£200,000
HMRI / Homes & Communities Agency	£200,000
<b>Funding total</b>	<b>£815,000</b>

*Indicative funding sources as of February 2009.*

## 15. The preferred scheme and the benefits that will derive from this

- 15.1 At this stage there is not a single 'preferred scheme'. The evaluation described in chapter 14 above leads the project team to recommend that options C1 and C2 (or C1(a) and C2(a)) are pursued further.
- 15.2 The public benefits that may ensue from the development of the Fire Station as a hub for community organisations (and / or commercial office space) include the following:
- Derelict land and buildings brought back into use
  - Accommodation to support the continuation of valued services and advice to the community, provided by not-for-profit community-managed organisations
  - Outdoor amenity space, with dedicated car-parking for users
  - Employment space (the smallest scheme, option C1, offers space to support 30 jobs)
  - Continuity with the past for former residents and a reinforcement of a sense of community for new-comers to the area
  - Environmentally sustainable development – recycling old fabric, yet upgrading it to meet modern standards of acoustic and thermal performance
  - An exemplar for conservation and heritage-led regeneration

## 16. Delivery mechanism / implementation strategy

- 16.1 Chapter 16 sets out options for the delivery of the Fire Station development, based on the assumption that it will be necessary for the preferred option to be delivered by a not-for-profit organisation (or partnership of not-for-profit organisations) in order to secure the necessary grant funding.
- 16.2 The following strategy is recommended:
- a. Emergency works to the Fire Station (and maintenance and clearance of the Shipperies) are implemented by a commercial organisation or Building Preservation Trust as an agent for the City Council, operating under a building licence, as soon as practicable after acquisition



- b. Further options appraisal and feasibility testing are undertaken, to reduce the Council's risks and those of the Building Preservation Trust (or not-for-profit organisation) taking forward the project
- c. Upon confirmation of viability and funding, a long leasehold title of the properties is granted to the Building Preservation Trust, to facilitate the shell repairs and restoration works. Extension and conversion works may also be implemented by the Trust. As delivery vehicle, the Trust will take on all the risks of drawing down grant funding, financial management and procuring and managing consultants and contractors. Accordingly the Trust will charge a project management fee (included in the eligible project costs accepted by funders).
- d. Upon completion, the Trust may pass the property on a long or medium term sub-lease, at market value, to the landlord implementing the fit-out and subsequent management of the property. (Alternatively, the scheme may be delivered to 'turn key' stage by the BPT, or fit out may be funded and implemented by end users / tenants.) As head lessee the Trust would remain responsible for maintaining heritage covenants imposed by funders.
- e. The BPT would use best practice in evaluating the organisation(s) or tenant(s) to whom it would lease space, Kensington Community Interest Company and Community 7 have expressed an interest in becoming a possible landlord.
- f. Individual tenants will wish to enter into short-term leases with the landlord, to suit their requirements.

16.3 A possible, if optimistic, time frame for implementation of the capital works is as follows:

Acquisition by the City Council	Feb – July 2009
Emergency works to Fire Station & Shipperies clearance	Sept – Dec 2009
Further appraisal work	March – Sept 2009
Fundraising for restoration & conversion works	Sept 09 – March 2010
Lease / development agreement with BPT	April 2010
Restoration on site	Sept – Dec 2010
Extension / conversion works contract and fit-out	April 2011 – March 2012
Community hub ready for occupation	April 2012

## 17. Identification of next steps

- 17.1 The study team has identified a number of specialist studies and further options appraisal / feasibility testing that must be undertaken to provide cost certainty for the project and confirm the preferred development option.
- 17.2 The further work, which has an estimated cost in the order of £35,000 to £45,000, would include:
- Further development of design options to provide better cost certainty, including preparation of more accurate and more refined plans, with sections, elevations and specification of works
  - Site based research and specialist surveys, such as topographical surveys, below ground investigation and materials testing, as listed in the Structural Engineer's report at Appendix E
  - Integration of the Fire Station preferred option with the Bellway scheme, with particular reference to pedestrian permeability and access, and refinement of the project boundary
  - Further end-user research, community and stakeholder consultation

- Development of the project programme, potential for phasing, refinement of the development appraisal, and exploration of delivery mechanisms.
- Further research into grant funding sources and the implications of various investment and financing options. Exploration of VAT implications.

## **18. Conclusions and recommendations**

- 18.1 The study has shown that there is a viable long-term solution for the Fire Station and refurbished Shipperies that will satisfy conservation requirements, meet community needs and be financially sustainable. A 'community hub' is proposed and a number of potential end users have been identified.
- 18.2 The study recommends delivery of the scheme by a not-for-profit organisation such as a Building Preservation Trust, with long-term management by a not-for-profit landlord, Kensington Community Investment Company has expressed an interest in this role.
- 18.3 The report lists a number of recommendations to be taken forward in the short term:
- Further work should be undertaken to interrogate the report's findings and increase financial certainty. A list of further appraisal studies and surveys is provided in chapter 17 and Appendix E, for which a budget of £35,000 to £45,000 + VAT is suggested.
  - The Fire Station and Shipperies should be taken out of the Bellway masterplan site, such that they will not form part of the developer's reserved matters planning application to be submitted shortly
  - The proposed 'red line' around the Fire Station and Shipperies development site should be adjusted to suit the preferred option(s), particularly in respect of requirements for vehicular access and 'breathing space' to the south of the Fire Station
  - The high alleyway walls to the side and rear of the Fire Station and Shipperies properties should be retained when adjoining terraced properties are demolished, to assist with security.
  - Suggestions are made regarding a number of small adjustments to the Bellway masterplan, to increase pedestrian permeability through the development, eliminate courts that might attract anti-social behaviour and improve the setting of the Fire Station
  - The findings of this study should be provided to the consultants developing the succession strategy for Kensington New Deal for Communities and the business plan for the Kensington Community Investment Company, in order that the Fire Station can be built into proposals for 'legacy' community facilities and services post March 2011
  - The findings of this study should be provided on request to community stakeholders and those working with local organisations developing strategies for the long-term delivery of community services.