

Project Brief

Wethersfield Replacement Project

Published date	XXX
Destruction date	10 years from final date
Version	V0.3
Report Author:	Claire Couch

CONTENTS

1. Definition	3
1.1 Background	3
1.2. Objectives.....	4
1.3 Scope and Exclusions	4
1.4 Dependencies.....	4
2. Outline Business Case	5
2.1 Reasons	5
2.2 Business Options	5
2.3 Approaches	5
2.4 Benefits	6
2.5 Risk Implications	6
2.6 Timescale	7
2.7 Cost Implications.....	7
3. Workforce structure.....	8
4. Approval	Error! Bookmark not defined.

1. DEFINITION

The training venue at Wethersfield (WTC) is an integral part of the Operational Training Department's suite of resources. The training that is delivered at WTC ensures that our firefighters' health, safety and welfare is protected. The main deliverable is live carbonaceous (hot) fire training. The venue is leased from the Ministry of Defence (MOD) and carries with it a 6 month's anytime notice. The venue is expected to be sold off in 2025.

The strategic risk that relates to the provision of this facility has been recorded and managed via –

SRR150014 'There is a risk that through action or non-actions by the Service, there is a fatality of a member of staff or the public'. One of the triggers for this risk is identified as follows – 'poor or lack of critical training facilities (i.e. BA Chambers/hot fire training)'.

SLT agreed a direction of travel with regard to the future of a live hot fire training facility in September 2019. Options to evaluate were -

- Renegotiation of the WTC lease for a minimum 15 year term with a 10 year break
- Feasibility studies for other potential locations
- Collaboration opportunities with Essex Police and/or other Fire and Rescue Services
- Outsourcing hot fire training to an external supplier

Full evaluation was presented back to SLT in June 2020. The options were not considered viable and discounted. Direction was given to explore the use of our own existing estate.

The impact of working from home and new ways of working as a result of the pandemic in 2020 led to consideration of how Service Headquarters could be utilised. SLT have agreed that the development of some of the site as a training facility, including live hot fire training is explored.

1.1 Background

The land owned by the MOD is planned to be sold by 2025 as part of their strategy.

A replacement site that ensures that training delivery can continue and potentially be further enhanced needs to be developed. Service Headquarters (KP) has been identified as the preferred option.

1.2. Objectives

The objectives of the project are:

- Delivery of a carbonaceous (hot) fire training facility that meets the needs of the Operational training department as identified in a MoScoW evaluation as 'must have' attributes to include classrooms, showers and dirty and clean areas
- Delivery of a training footprint and facilities to enable other courses currently delivered at WTC to take place at KP where no suitable alternative site exists within our estate
- Improved training facilities and learner experiences that replicate real live scenarios
- Identification of further training facilities that might be hosted at KP, which, in turn designates the site as the main operational training facility in the county

1.3 Scope and Exclusions

1.3.1 In-Scope

The following Service areas fall within the scope of the project:

- All of the current delivery at WTC will be transferred to Service Headquarters, or an appropriate alternate location
- The current delivery will be identified as a signed off MoSCoW review.
- Further needs identified as 'should, could or would in the MoSCoW review will be evaluated and prioritised as part of the Service's Training and Estate Strategies
- Publication of relevant Fire Standards or NFCC guidance may initiate a project impact assessment

1.3.2 Exclusions

The following Service areas fall outside the scope of the project:

Training not delivered by OTD is out of scope of the project with the exception of Fire Investigation training, which is currently delivered by a third party supplier within our leased area.

1.4 Dependencies

All construction will meet all the requirements of the relevant planning authorities and building regulations. Emissions and environmental impact will be aligned to the Environment Agency's Clean Air strategy and prevailing Government requirements.

2. OUTLINE BUSINESS CASE

2.1 Reasons

The land owned by the MOD is planned to be sold by 2025. Our presence on the vast site is insignificant in the wider context of redevelopment. If we were to remain as the only tenant, significant investment into the supply and provision of resilient services would be needed. ECFRS needs to find an alternative location(s) that can host all of the existing training delivery.

2.2 Business Options

1. Do Nothing	Allow the lease at WTC to lapse Capacity within county will not be sufficient to keep FF within the maximum 2 year verification requirement set by DCLG The remaining estate will not meet the requirements of the training department and allow the delivery of the Service catalogue The Strategic risk will potentially be realised
2. Build on Existing land at KP	Not all training currently delivered and planned for WTC will be possible and alternate venues will be required for practical elements. Further investment may be required to host training that cannot be hosted at KP
3. Purchase land at the rear at KP and develop the newly increased area to provide the full complement of training currently delivered	The full training programme will be delivered and create the potential for collaboration opportunities

2.3 Approaches

The construction and ongoing maintenance of buildings will be managed internally by Property Services. Resources and furnishings will be sourced from sustainable resources where possible.

Day to day management of the facility will be the responsibility of the Operational Training Department.

2.4 Benefits

Benefit Description	Benefit Type	Value	How project will deliver benefit	Realisation Date
Reduced cost of training delivery	Financial	WTC annual rental £64,000	WTC lease will be terminated	2026
Continued delivery of risk critical training	Non financial	n/a	The relevant requirements of DCLG, N.O.G and the Fire Standards Board will be met	2026
Increased duration of training	Non financial		The facility will be centrally located and increase the amount of time for learning	2026
Increased assurance of the quality of training and learning	Non financial		Increased number of completed D&A sessions Facilities that meet the needs of the end user	2026

2.5 Risk Implications

Summary of the key risks associated with the project.

Risk	Triggers	Impacts	Likelihood	Impact	Owner
There is a risk that we would not be able to make a land purchase to extend the training footprint at KP	The landlord declines to sell the required land	The footprint may not be sufficient to deliver all required training	High	High	KE
There is a risk that planning permission and consents may not be approved	Planning authorities decline the proposal	The build will require revision and redesign	High	High	KE
There is a risk that the Authority is unable or unwilling to finance the project	Approval is not received	The project will be closed	High	High	Colette Black

2.6 Timescale

It is anticipated that the build element of the project will take 3 years (tbc) from initiation

2.7 Cost Implications

A summary of the project costs, the ongoing operations and maintenance costs and their funding arrangements. All costs associated with the project will be updated – regularly in the PID. (Once again this might be unknown or very basic at the present stage. This might be a table below or a sentence.)

Project & Implementation Costs: (IF KNOWN)				
Description	Cost	Total	Net Benefit	Commentary
Purchase of xx land at the rear of KP	tbc			
Construction of a carbonaceous hot fire facility	tbc			
Groundworks to accommodate e.g. HRP, RTC training	tbc			

Ongoing Operational & Maintenance Costs:						
Description	Year 1	Year 2	Year 3	Total	Net Benefit	Commentary
Cleaning contract						
Grounds maintenance						

3. WORKFORCE STRUCTURE

Who will be involved in the project?

Project Sponsor Colette Black
Project Manager Claire Couch
Senior User Moira Bruin (and PPR Heads)
Senior Supplier Karl Edwards

4. APPROVAL

Confirmation of the sign off for the work to commence on the project.

Name	Role	Date & Acceptance