



**Essex Police, Fire and Crime Commissioner Fire and Rescue Authority**

## **Decision Report**

**Report reference number:** 045-22

**Government security classification:** OFFICIAL

**Title of report:** Fleet Workshops Proposal

**Area of county / stakeholders affected:** Service wide & Workshop staff

**Report by:** Karl Edwards, Director of Corporate Services

**Date of report:** 16/12/2022

**Enquiries to:** Karl Edwards, Director of Corporate Services

### **1. Purpose of the report**

Essex County Fire and Rescue Service (ECFRS) has been working in partnership with Essex Police (EP) to review the opportunity of a joint Fire and Rescue and Police Fleet Workshop to be located at the Essex Police site in Boreham.

Essex Police has, over the last 12 months, embarked on significant change across its estates portfolio. This has involved the land purchase of the site at Boreham where there are numerous Essex Police facilities including the current fleet workshop.

A recent high-level analysis of this site has provided new opportunities for consideration with a clear recommendation for progression (please refer to options 1-3 for further detail).

### **2. Recommendations**

The first recommendation is to agree to progressing with Option 2 as the preferred option; to deliver a fully collaborative fire and rescue and police fleet workshop including the joint provision of workforce requirements. This option continues to offer future requirements for EP whilst enabling the provision of land to accommodate a joint ECFRS and EP Fleet

Workshop. The outline costs are estimated to be £18,093,765. It should be noted however that this cost is based on high level estimates within the Strategic Outline Case (SOC) and Outline Business cases (OBC) and this decision report is not asking the PFCC to approve this funding at this stage.

The PFCC is asked to note that a further decision report will be issued to appoint a third-party delivery partner to undertake the Full Business Case (FBC) including a full building feasibility. This will outline the cost of the FBC and call off contract for approving.

### 3. Benefits of the proposal

Agreeing to option 2, as set out in the proposal, progresses one of the PFCC's strategic projects set out in the local business case, and enables EP and ECFRS to make progress on plans to ensure a fit for purpose joint Fleet Workshop. The outcome of the FBC will enable ECFRS to understand fully the case for moving to a shared site with EP at Boreham, and the associated risks and implications of doing so.

The current workshop at Lexden has been identified for several years as requiring replacement. The building is of an old design with significant challenges in terms of improvement opportunities due to its age and construction. It is essential to the long-term delivery of Fleet Services that investment is made.

### 4. Background and proposal

In May 2021 a paper was approved by the Senior Leadership Team (SLT) at ECFRS for progression to awarding a full business case for the Fire and Rescue Fleet Workshop to relocate from Lexden to the Essex Police site at Boreham.

Whilst this was the approved option at the time, based on the options that were available, a number of key changes have taken place which have provided new opportunities for further exploration and consideration, these being the confirmed purchase of the Boreham site by Essex Police and the delivery of some of the key Essex Police strategic estates plans.

In December 2021 the EP paper presented to the Estate Strategic Board in November was presented to the Chief Officer Group (COG) to agree the recommendation to progress with option 2, progressing the procurement activity to appoint a supplier to support the FBC.

Below are extracts from Options 1-3 presented:

**Option 1 - ECFRS workshop** with additional EP storage. This option proposes a number of Essex Police only site changes (numbers 1-3 and 5-7 below) with incorporation of item 4 which shows a standalone ECFRS Fleet Workshop. It should be noted however that the cost of £15,038,766 is not the full cost to ECFRS as it does include other elements attached to an existing building which would be for EP purposes.

|      |   |                   |
|------|---|-------------------|
| 1.00 | Essex Police                                  | 345,581           |
| 2.00 | Essex Police                                  | 662,992           |
| 3.00 | Essex Police                                  | 1,729,085         |
| 4.00 | A Block - Essex County Fire & Rescue Workshop | <b>15,038,766</b> |
| 5.00 | Essex Police                                  | 516,919           |

|      |              |                   |
|------|--------------|-------------------|
| 6.00 | Essex Police | 1,172,826         |
| 7.00 | Essex Police | 1,530,193         |
|      |              | <b>20,996,362</b> |

**Option 2 – Combined workshop** with B Block utilised for EP storage requirements. This proposal continues to offer future requirements for EP whilst enabling the provision of land to accommodate a joint ECFRS and EP Fleet Workshop. Whilst the outline cost below is £18,093,765 it is not yet understood what proportion would be funded by each service.

|      |  |                   |
|------|--|-------------------|
| 1.00 | Essex Police                                       | 345,581           |
| 2.00 | Essex Police                                       | 662,992           |
| 3.00 | Essex Police                                       | 1,729,085         |
| 4.00 | A Block – Combined EP & ECFRS Joint Fleet Workshop | <b>18,093,765</b> |
| 5.00 | Essex Police                                       | 2,183,513         |
| 6.00 | Essex Police                                       | 1,172,826         |
| 7.00 | Essex Police                                       | 1,530,193         |
|      |  | <b>25,717,955</b> |

**Option 3 – New joint workshop and replacement EP facility** including all requirements. This option continues to pursue the commencement of a joint ECFRS and EP fleet workshop whilst also incorporating a full site re-design to accommodate further EP estates requirements. The cost of this proposal would be £17,412,117 attributed to the fleet workshop with a further EP investment of 22,201,071 into the site.

|      |   |                   |
|------|---|-------------------|
| 1.00 | Essex Police  | 345,581           |
| 2.00 | Essex Police  | 662,992           |
| 3.00 | Demolition  | 3,993,096         |
| 4.00 | Essex Police Transport Service and Essex Fire & Rescue Fleet Workshop | <b>17,412,117</b> |
| 5.00 | Essex Police  | 10,165,485        |
| 6.00 | Essex Police  | 1,729,085         |
| 7.00 | Essex Police  | 5,304,832         |
|      |   | <b>39,613,188</b> |

An agreement to continue to pursue Option 2 will enable a number of key strategic estates changes to take place, providing both services with the ability to make progressive changes and build a fit for the future joint, collaborative fleet workshop.

Essex Police will progress with the Boreham Complex masterplan. ECFRS will give further consideration and planning to the relocation of ECFRS's Urban Search and Rescue Team (USAR) and Central Stores. An options appraisal is currently being developed to assess both these key interdependencies.

## **5. Alternative options considered and rejected**

With new opportunities that have arisen from a progressive Essex Police Estates Strategy, the original option that was under consideration by ECFRS, for an ECFRS only workshop, has now been rejected in favour of Option 2 being a fully collaborative, joint Essex Police and Essex County Fire and Rescue Service Fleet Workshop.

## **6. Strategic priorities**

Option 2 supports the priorities identified within the Essex Fire & Rescue Plan 2019-2024 as listed below, clearly one of the strongest priorities being that of collaborating with our partners. This is a fantastic opportunity and has a number of other anticipated benefits which will be drawn out and identified further within the construct of the Full Business Case (FBC). It is also clear that this option can only lead to improving our ability to make best use of resources and aid our ability to continue providing outstanding Prevention, Protection and Response capability through robust and efficient management of fleet and equipment resources.

- Prevention, protection and response
- Collaborate with our partners
- Develop and broaden the roles and range of activities undertaken by the service
- Improve safety on our roads
- Promote a positive culture in the workplace
- Be transparent, open and accessible
- Help the vulnerable to stay safe
- Make best use of our resources

## **7. Operational implications**

The specification outputs required from the Full Business Case will be jointly developed between Essex Police and Essex County Fire and Rescue Service. This will be led by EP's Director of Support Services and ECFRS's Director of Corporate Services. There will also be key stakeholder involvement with the support of EP's and ECFRS's Heads of Fleet, Heads of Property Services, Procurement Officers and respective Heads of HR. Staff at Fleet Workshops, including central stores and USAR, have been engaged with and are aware of the need for the development of a new joint collaborative fleet workshop Full Business Case.

The representative body (UNISON) has been engaged in early conversations and further consultation and negotiations will continue as the Full Business Case is developed.

## **8. Financial implications**

To date, both EP and ECFRS have spent in the region of £150,000 on the development of an options appraisal and Outline Business Case. This has been cost shared. The development of the new business case will also be shared between Essex Police and the Essex County Fire and Rescue Service. The detailed costings of this will be outlined post tender.

A separate decision report will be issued to reflect proposed changes to the estate strategy capital programme, incorporating the fleet workshop programme.

We are currently in the process of appointing professional services for undertaking the full building design feasibility and Full Business Case. The PFCC is asked to note that a further decision report will be issued to appoint a third-party delivery partner to undertake the Full Business Case (FBC) including a full building feasibility. This will outline the cost of the FBC and call off contract for approving.

## **9. Legal implications**

There remains an outstanding issue relating to access road difficulties which will need to be considered within the full business case. Whilst this does not preclude both services from moving forward with the FBC, it will need to be resolved before any development will be permitted on the Boreham site.

## **10. Staffing implications**

With Option 2 proposing a move to a joint EP and ECFRS collaborative fleet workshop, there are a number of staffing implications that will require further discussion, engagement, and consideration. It is essential that there is a full People Impact Assessment completed and regularly reviewed throughout the future progression of this proposal.

There will be a new joint Fleet Workshops Board established with clear Terms of Reference which will help guide and inform all aspects of this joint proposal as it moves forward.

Engagement with representative bodies will take place throughout the development of the full business case and future proposed progression.

The Health and Safety at Work etc Act 1974 places a responsibility on the service to secure the health, safety, and welfare of persons at work. This duty extends to the provision and maintenance of plant and places of work, both of which are directly affected by the decision to relocate Fleet Workshops. Given the current condition of the Lexden workshop, a move to a new build would enhance the working environment for staff within Fleet Workshops.

## **11. Equality and Diversity implications**

An EIA is not deemed to be required for the decision sought but will be undertaken as part of the overall Full Business Case.

## **12. Risks**

Option 1, which had previously been considered, has changed due to a number of key estates changes within Essex Police which have since provided new opportunities. It was the original intention to progress with a joint collaborative fleet workshop, which was not feasible at the time due to a variety of factors. However, recent developments have meant that Option 2, as the originally preferred option, can now be progressed.

Agreeing to Option 2, with a proposed progression to re-tender a Full Business Case, enables ECFRS to make progress on plans to ensure a fit for purpose joint fire and rescue and police fleet workshop. The outcome of the FBC will enable ECFRS to understand fully the case for moving to a joint collaborative fleet workshop located on the police site at Boreham, and the associated risks and implications of doing so.

The current workshop at Lexden has been identified for several years as requiring replacement. The building is of an old design with significant challenges in terms of improvement opportunities due to its age and construction. It is essential to the long-term delivery of Fleet Services that investment is made. It would therefore be advantageous to ensure that the stated approach remains in existence prior to commissioning this work.

It is acknowledged that this programme of work has been through a number of iterations due to changes in organisational requirements and available investment funding. It is therefore imperative that we progress forward with this as a key strategic priority for both organisations.

### **13. Governance Boards**

A new joint governance board is in the process of being established with key stakeholders from both Essex Police and the Essex County Fire and Rescue Service. This board will be jointly chaired by the Director of Corporate Services for ECFRS and the Director of Support Services for EP. Activities from this board will be shared with both respective organisations, via the Service Leadership Team (SLT – ECFRS) and Chief Officer Group (COG – Essex Police). Equally the outputs and progress of this programme will be reported and scrutinised through the Essex Emergency Services Collaboration Strategic Governance Board (EESCSGB) chaired by the Police, Fire and Crime Commissioner.

### **14. Background papers**

Boreham Options Analysis – OFFICIAL SENSITIVE (*not for publishing*)



6. Boreham  
Proposal.pdf

**Decision Process (45-22)**

**Step 1A - Chief Fire Officer Comments**

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

.....I support the recommendation .....

Sign: .....  .....

Date:.....19 December 2022...

**Step 1B – Consultation with representative bodies**

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

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**Step 2 - Statutory Officer Review**

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority’s (“the Commissioner’s”) Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer

Sign: 

Print: P. Brent-Isherwood

Date: 16 December 2022

Chief Finance Officer

Sign: .....  .....

Print: .....Neil Cross.....

Date: . . 19 December 2022 . . . . .

**Step 3 - Publication**

**Is the report for publication? Yes**

**If 'NO', please give reasons for non-publication** (Where relevant, cite the security classification of the document(s). State 'none' if applicable)

**Subject to redactions described below**

If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

**Step 4 - Redaction**

**If the report is for publication, is redaction required:**

- |          |                          |            |
|----------|--------------------------|------------|
| <b>1</b> | <b>Of Decision Sheet</b> | <b>No</b>  |
| <b>2</b> | <b>Of Appendix</b>       | <b>Yes</b> |

**If 'YES', please provide details of required redaction:**

The appendix is not for publication due to Essex Police operationally sensitive material and plans being included within.

**Date redaction carried out:** .....

If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign: ..... Print: .....

Date signed: .....

**Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner**

**I agree the recommendations to this report:**

Sign:  PFCC

Print ROGER HIRST Date signed: 11 January 2023

**I do not agree the recommendations to this report:**

Sign: ..... (PFCC / DPFCC)

Print: ..... Date signed: .....



