

## PFCC Decision Report

**Report reference number:** PFCC/113/22

**Classification:** OFFICIAL

**Title of report:** Joint Fleet Workshops Proposal at Boreham Complex

**Area of county / stakeholders affected:** Force-wide and Workshop staff

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

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### 1. Executive Summary

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 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 for 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. Background to the 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 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), Central Stores and Breathing Apparatus (BA) Technical Support. An options appraisal is currently being developed to assess these key interdependencies.

#### **4. Proposal and Associated Benefits**

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 to make progress on plans to ensure a fit for purpose joint fleet workshop. The outcome of the FBC will enable EP to understand fully the case for moving to a shared site with ECFRS at Boreham, and the associated risks and implications of doing so.

The current workshop at Boreham 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.

## **5. Options Analysis**

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. Consultation and Engagement**

Stakeholder Meeting (EP, ECFRS, PFCC) – 07/10/2021

Strategic Estates Board – 01/11/2021

ECFRS SLT – 09/11/2021

SRO Meeting (ECFRS/EP) – 16/11/2021

COG agenda item – 15/12/2021

## **7. Strategic Links**

Option 2 supports the priorities identified within the Essex Police Estates Strategy 2018-2023 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 to provide an effective and efficient estate to support our workforce by providing capability through robust and efficient management of fleet and equipment resources.

- To create an ambitious collaboration programme with emergency services and other partners that will enhance our ability to achieve service benefits and stretch our property performance targets for the efficiency of the estate.
- To provide accommodation that responds to the demands of modern policing, embracing the digital and cultural enablers that allow us to reduce our physical footprint.
- To drive improvements to the economy, efficiency, effectiveness and sustainability of our estate, releasing much needed financial resources for re-investment in the priorities of our police service.
- The Boreham site / accommodation requires investment and is now in our ownership, which will enable us to invest in the site to intensify our use for various specialist facilities in the long term.

## **8. Police operational implications**

The specification outputs required from the Full Business Case will be jointly developed between Essex Police and the 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 ECFRS's Head of Fleet, Head of Property Services, Procurement Officers, and respective Heads of HR. Staff at Fleet Workshops 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 bodies will be engaged in early conversations and consultation and negotiations will continue as the Full Business Case is developed.

## **9. 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.

The high-level capital estimate of £18,093,765 is not currently within the Essex Police capital programme. 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.

## **10. 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.

## **11. 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

Boreham workshop, a move to a new build would enhance the working environment for staff within Fleet Workshops.

## **12. Equality, Diversity and Inclusion 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.

## **13. Risks and Mitigations**

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, as this 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 EP 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 EP 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 Boreham 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.

## **14. 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.

## **15. Links to Future Plans**

The proposal deals with a significant part of the overall Boreham masterplan and Essex Police Estate Strategy.



**Redaction**

If the report is for publication, is redaction required:

1. Of Decision Sheet?	YES	<input type="checkbox"/>	2. Of Appendix?	YES	<input checked="" type="checkbox"/>
	NO	<input checked="" type="checkbox"/>		NO	<input type="checkbox"/>


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

The appendices are not for publication due to operationally sensitive material and plans being included within.

Date redaction carried out: 09 March 2023.....

**Chief Finance Officer / Chief Executive Sign Off – for Redactions only**

If redaction is required, the Treasurer or Chief Executive is to sign off that redaction has been completed.

Sign:  .....

Print: Janet Perry .....

~~Chief Executive~~ / Chief Finance Officer

**Decision and Final Sign Off**

I agree the recommendations to this report:

Sign: 

Print: ROGER HIRST

PFCC

Date signed 10 February 2023

The proposal was discussed and recommended at the Essex Police Extraordinary Strategic Board on 25 November 2022

I do not agree the recommendations to this report because:

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