



<b>Classification</b>	<b>Official</b>		
<b>Meeting</b>	<b>Performance &amp; Resources</b>	<b>Agenda no.</b>	<b>13</b>
<b>Meeting Date</b>	<b>2 November 2023</b>		
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<b>Presented By</b>	<b>Karl Edwards, Director of Corporate Services</b>		
<b>Subject</b>	<b>Estates Programme</b>		
<b>Type of Report</b>	<b>Update</b>		
<b>PFCC Action Point No.</b>	<b>N/A</b>	<b>For Publication</b>	<b>Yes</b>

## **RECOMMENDATION(S)**

P&R Board members are asked to note the following points of update in relation to the delivery of the Estates Strategy and recent Property Service re-organisation.

## **EXECUTIVE SUMMARY**

The estate programme has two current threads of delivery. The first is ensuring that the agreed deliverables within the Estates Strategy are on track and have the associated plans and budget to support them. The second thread is focused on ensuring that ECFRS has the right resource in the right place to deliver against both Strategic deliverables and business as usual activities. Furthermore, both threads ensure that our estate provides a healthy and inclusive workplace within a safe and secure environment which supports our culture in a smart and sustainable way.

## **BACKGROUND**

In November 2022 a full review of property services was undertaken by an external consultant. The report concluded that the current delivery model was a very traditional model. The overarching recommendation was a need for modernisation of working practices, improved governance, greater visibility of data and information, project management style of delivery and greater accountability and ownership of all areas.

Since this review has taken place, several changes have been enacted: -

- ✓ Head of Fleet Services & Head of Property Services posts are now vacant, and a new role has been evaluated and is currently out to advert closing 30<sup>th</sup> Oct. The new role of Associate Director of Asset Management will be accountable for the delivery of all Strategic Fleet & Property services.

- ✓ Jon Wither has been appointed as temporary Fleet Operations Manager and as Director of Corporate Services, the 6 weekly strategic briefings continue with all staff.
- ✓ Both services have been wrapped into a single Asset Management Programme Board that is managed through the Programme Management Board (PMB) governance framework. This is a decision-making board that is chaired by the Director of Corporate Services/SRO for fleet and property strategic projects.
  - Due to the high capital value of both the Joint Fleet Workshops programme and the ECFRS Live Fire Training Centre, there are two dedicated project boards that ensure all elements are on track, associated risks are managed and financial tracking and planning is monitored.
- ✓ As an interim measure (6 months) whilst the changes are underway with the recruitment to new posts, ECFRS has recruited a temporary property consultant to oversee the delivery of this year's capital programme and ensure that we are on target and construct a five-year capital programme. The five-year capital programme will follow a process of ensuring that the planning, procurement, and appointment of works is undertaken in the year prior to the works commencing. Furthermore, there will be a list of flexible capital works that can either be brought forward or postponed accordingly.

*\*This years 2023/24 capital programme is on track to deliver as per the planned schedule of works and 2024/25 capital asset works will be commissioned in Q4 of this year. This is a key progression that has not historically been delivered and is highlighting the importance of managing the works through a project management methodology.*

- ✓ Statutory/Regulatory Compliance reporting – There is a current focus on ensuring that there is good visibility and compliance against several regulatory areas. These include for example areas such as: -
  - Structure
  - Fire safety
  - Site preparation and resistance to contaminants and moisture
  - Toxic substances
  - Ventilation
  - Sanitation, hot water safety and water efficiency
  - Drainage and waste disposal
  - Heat producing appliances and Fuel storage system
  - Conservation of fuel and power
  - Access to and use of buildings
  - Overheating
  - Electrical safety
  - Security
  - Physical infrastructure for high-speed electronic communication networks

\*RAAC assessments have been undertaken and an initial finding has shown no immediate risks/concerns. A full structural engineering survey is being commissioned to establish full analysis.

- ✓ Facilities Management – This is an area that has been unsupported for several years and requires a different approach to ensure that our facilities are maintained to the highest standards. This area is very contract management based and ensuring that we have the right specifications in place, suppliers are being managed effectively against agreed key performance indicators.

*\*The ECFRS new cleaning contract went LIVE on the 21<sup>st</sup> of October with Pinnacle Cleaning Services. This is the first time on 8 years that ECFRS has had a fully established cleaning contract that spans both Wholetime and On-Call Stations.*

*\*A new Small Works/Décor and PPM contract have also now been established and put in place which will further improve our reduction of multiple contracts.*

## OPTIONS AND ANALYSIS

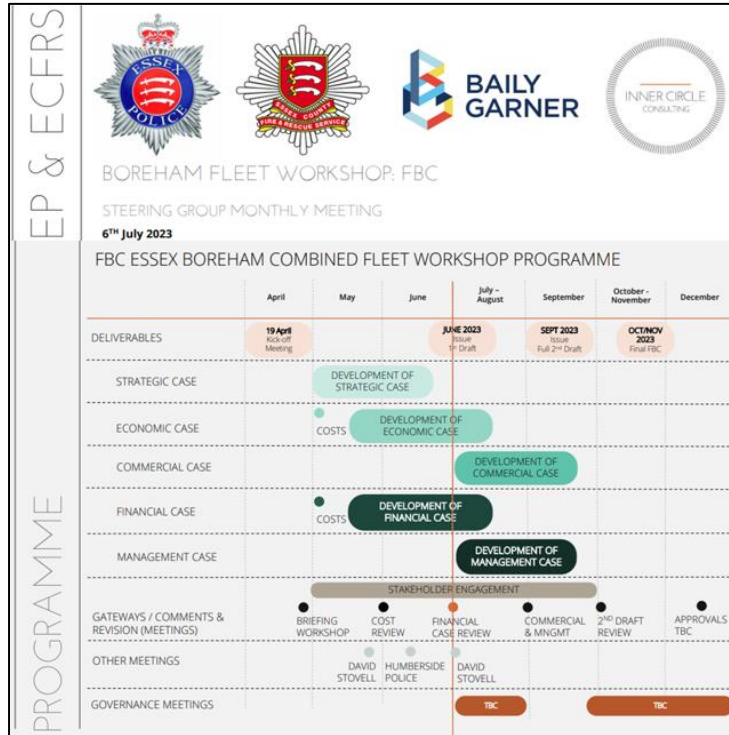
Whilst there are several changes taking place in context to the way in which property services operates there remains an absolute focus delivery of the key strategic estate’s deliverables outlines below.



The key deliverables within the ECFRS estates Strategy are well underway with all the key deliverables on track.

## Fleet Workshops

The Strategic business case is in development and on track for presentation at a newly agreed Joint ECFRS and EP Strategic Board on the 19<sup>th</sup> Dec 2023. If approval is provided in Dec, ECFRS and EP will progress through to detailed design, contractor procurement and construction (subject to planning permission approval).



## Live Fire Training Centre

Contract signature has been provided through the PFCC Commissioner and ECFRS can proceed with RIBA stage 3 planning (undertaken by Pick Everard). This has commenced and is in progress to now work towards obtaining outline planning permission. This is due to finalise by the end of the Calander year where further assurances can be provided to progress through to an Outline Business Case + presented for commissioner approval.



## **Strategic Asset Management Plan**

ECFRS has commissioned Lambert Smith Hampton (LSH) to undertake a review of all ECFRS sites to understand the potential Capital Receipts opportunity that could be leveraged from any underutilised land/building areas. This review will identify valuations for potential Capital Receipts and prioritise them in order of opportunity. This review is being aligned to both the Live Fire Training Facility and the Collaborative Fleet Workshops projects as it is recognised that there is a current capital funding gap against both of these programmes. The SAMP is aimed to identify the opportunities to close this funding gap.

*\*The first reviews undertaken by LSH have been received by ECFRS and a summary is being constructed to provide a high level overview of the capital receipt opportunities.*

### **Dovercourt Harwich**

- Planning Permission has been approved.
- Site valued and capital receipt of £300k approved to transfer from EP to ECFRS
- Contractor appointment has taken place
- Building work due to commence Jan 24
- Occupation set for Autumn 2024
- Redecorations being planned for shared areas in the fire station to be aligned with opening.



### **EEAST Collaboration – Response Posts**

A programme of collaborative shared estates is in progress with ECFRS and EEAST. The timetable below advises of the stations agreed for implementation of response posts. To date Frinton, Dunmow and Braintree are complete, with Shoebury and Rayleigh to follow. This agreement generates an income of £6k per site per annum. Equally, whilst not directly attributed to the estates programme, ECFRS continue to grow the servicing and maintenance of EEAST fleet, which will transfer with the joint fleet workshops programme.

East of England Ambulance Service have confirmed the following requirements: -

Phase 1	Date Range	Phase 2	Date Range	Phase 3	Date Range
Frinton	Complete	Basildon	2024/25	Waltham Abbey	2025/26
Braintree	2023/24	Wickford	2024/25	Witham	2025/26
Dunmow	2022/23	Billericay	2024/25	Maldon	2025/26
Rayleigh	2023/24	Brentwood	2024/25	Burnham	2025/26
Braintree	As above	Corringham	To be advised	South Woodham	2025/26
Shoebury	2023/24	Grays (Thurrock)	2024/25	Chelmsford	2025/26

## **Wholetime Station Modernisation Programme**

The wholetime station modernisation programme spans over a 7-year investment period as it is funded from within the services asset protection annual budget. However, with the agreed progression of the Strategic Asset Management Plan (SAMP) there may be an opportunity to accelerate this to deliver the modernisation over a shorter period. The modernisation focuses on the following key areas: -

- ✓ Removal of existing bar areas
- ✓ Improved indoor training room facilities.
- ✓ Improved rest area facilities
- ✓ The conversion of open dormitory areas to individualised personal privacy areas.
- ✓ Designated Air conditioning areas
- ✓ Sustainability improvements where possible
- ✓ EV charging areas (in conjunction with EP and ECC)

\*Orsett Fire Station contract award has completed, and works are due to commence in November 2023 and expected to complete by April 2024. This will see the first site to have gone through the modernisation programme.

Southend and Leigh-on-sea wholetime stations are due to commence in 2024.

## **Old Harlow Fire Station**

ECFRS have undertaken a feasibility review of the options available to relocate from the current Old Harlow Fire Station location to a suitable alternative that meets the modern-day requirement of an on-call fire station. It has long been acknowledged that the current site is no longer fit for purpose and does not meet the future needs to continue to provide an on-call fire station to the community of Old Harlow including new and future evolving development plans. The diagram below shows a range of options being explored. The Director of Corporate Services has been undertaking regular engagement sessions with the watch of Old Harlow to ensure that they are aware of the different options being explored.



\*A meeting was held with local councillors and Trustees of the Marigold Trust was held on the 6<sup>th</sup> of October and an agreement in principle was provided for ECFRS to acquire further land with a 99-year lease agreement. Prior to this agreement being formalised, ECFRS has submitted outline planning permission to Harlow Town Council to assess the feasibility and cost of a new structure that would allow relocation of a modern fire appliance.

**Shoeburyness Fire Station**

Shoebury Fire Station works are now complete and the crew have relocated from the temporary arrangement and are back to full operational duties at the new station. The official opening event is taking place on the 14<sup>th</sup> of August. A decision sheet is required for PFCC approval as the project has exceeded the originally agreed cost tolerances. A full explanation of this will be presented within the decision sheet with the associated financials.



## **Control and CIT upgrade**

In line with the new control room 999 mobilising system a full refurbishment of the control room has now been completed. This has involved a new and improved ergonomic desk layout that is more conducive to effective communication and sight of essential digital screens. New lighting, new flooring and new blinds as improved the working environment. A new digital wall consisting of the latest large screen technology has aided an improved presentation of essential data screens.



## **Below the line activity**

Whilst the Strategic deliverables are underway there are a host of ongoing improvement works that are also taking place within the business-as-usual space. These include the following areas: -

- ✓ Boiler replacement programmes – Sustainable options being investigated.
- ✓ Ariel Lease Agreements with Telemaster for the continued use of drill tower positioning and rental
- ✓ BA chambers refurbishment
- ✓ OCAT replacement
- ✓ Appliance bay floor replacement programme
- ✓ CCTV review
- ✓ Generator review for business continuity – power outage
- ✓ Wellbeing Gardens



A pilot is underway to review the outdoor wellbeing space for stations with Basildon Station planning the first initiation of an outdoor wellbeing space. The below designs provide a concept of the outdoor space at Basildon Fire Station. This is being achieved through community engagement and community contributions with some supported ECFRS investment.



**RISKS AND MITIGATIONS**

All risks against each of the programmes of works are captured and reported on within the services Strategic Risk Register.

**FINANCIAL IMPLICATIONS**

All the financial elements that are mapped against the strategic elements of the estates programme are presented through the Portfolio Management Board (PMB) for scrutiny. The financials relating to the capital asset management programme are monitored and reviewed through the Asset Management Programme Board.

**LEGAL IMPLICATIONS**

Each of the estate’s deliverables are assessed for legal implications and where required, for example lease agreements, or supplier contractual arrangements, these are progressed through the services legal team for review.

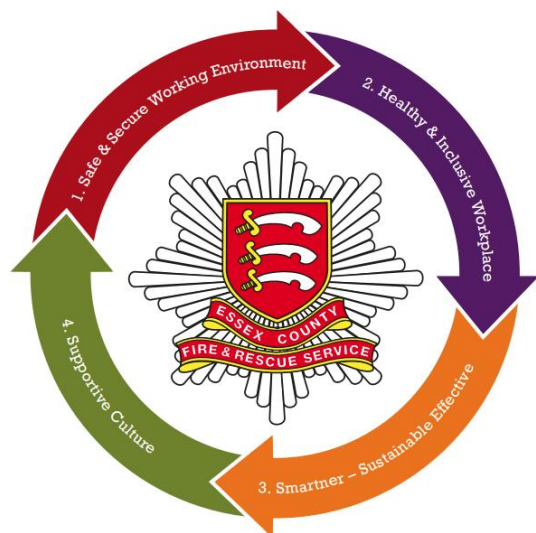
## STAFFING IMPLICATIONS

### 1. Safe & Secure Working Environment

We will create a safe working environment that allows our people to flourish and work in the most effective and efficient way.

### 2. Healthy & Inclusive Workplace

It is important that we all adopt the practice of a healthy workplace with good infection prevention and control.



### 4. Supportive Culture

We recognise that we need to continue to support our people in new ways of working and we want to ensure that we support your health and wellbeing in the workplace through connecting in a positive, fulfilling environment.

### 3. Smarter - Sustainable Effective

We want to adopt and develop new ways of working, ensuring that our buildings are smart, effective and sustainable to meet future needs. This means we need to harness and take forward our vision to meet the communities of Essex.

Throughout all of the estates projects ECFRS adheres to the agreed principles within the Estates Strategy as outlined in the adjacent diagram. Where required each programme of works has an evaluated people impact assessment and the progress of each activity is taken through the Asset Management Board.

## EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

## HEALTH AND SAFETY IMPLICATIONS

Engagement and representation on the services Health & Safety board is present and as mentioned previously a review is underway to ensure that ECFRS can adequately report and comply with statutory compliance and regulations within the areas detailed below.

- Structure
- Fire safety
- Site preparation and resistance to contaminants and moisture
- Toxic substances
- Ventilation
- Sanitation, hot water safety and water efficiency
- Drainage and waste disposal
- Heat producing appliances and Fuel storage system

- Conservation of fuel and power
- Access to and use of buildings
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- Electrical safety
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- Physical infrastructure for high-speed electronic communication networks

## **CONSULTATION AND ENGAGEMENT**

It is integral to the successful delivery of the estates programme that ECFRS undertakes full engagement with representative bodies, affected staff and through internal board and external partners. There is a variety of engagement and consultation aligned to each of the projects, both Strategic and below the line programmes of works.

## **LIST OF BACKGROUND PAPERS AND APPENDICES**

Non applicable to this update paper.