



HUMBERSIDE FIRE & RESCUE SERVICE

ESTATES STRATEGY 2019-2025



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01

ESTATES STRATEGY POLICY DOCUMENT

The Humberside Fire Authority and Chief Fire Officer are committed to improving the effectiveness and suitability of the estate portfolio, ensuring it supports the delivery of policing services and provides best value to the people within the Humber area.

We are committed to the idea of estate rationalisation and improving the utilisation of our buildings, following good practice exemplars within both the public and private sector estate nationally. We will embed a culture of corporocracy regarding the estate which ensures it is considered in a timely and appropriate manner when planning operational change.

We recognise that the foundation of good asset management is a sound knowledge of the estate and of the policing services to be provided both today and into the future. This enables us to determine our priorities for change to the estate that set a clear direction aligned with operational delivery. Options for change will include

disposals, acquisitions, retaining site, sharing or procuring new premises, always taking account of the affordability of the available options.

We will:

- Develop an efficient, flexible and sustainable estate which supports the quality of the services delivered to the public, local community and our staff,
- Invest in change to support new fire service practices and initiatives, particularly the principles of agile working and the use of mobile technology,
- Manage our estate efficiently through effective asset, risk, project and property management based on achieving our strategic ambitions,
- Work with partners to enable business focused collaboration, including the use of each other's estate.

To deliver this we will:

- Promote the Joint Estates Strategy and Asset Management Plan,
- Improve the quality of management data to support clear decision making,
- Use benchmarking and best practice examples to challenge our approach and performance,
- Engage with both internal and external stakeholders to develop the estate and look for collaborative opportunities,
- Ensure all staff are aware of their roles and responsibilities in the provision, maintenance and rationalisation of estate.

This policy is endorsed by the Humberside Fire Authority and Chief Fire Officer of Humberside Fire and Rescue Service.

It is the responsibility of all Members of the Fire Authority and HFRS employees to support its implementation. The Strategic Leadership Team has overall accountability for this Policy and ensuring its regular review.





FOREWORD

The Estates Strategy sets out our ambitions to provide a well maintained, flexible and efficient estate, which fully supports the delivery of the full range of fire and rescue services to the communities we serve. It is part of a suite of documents which set out our strategic direction for the estate and how we intend to achieve that. Importantly, it also supports the Joint Estates Service's shared commitment to supporting delivery of the Strategic Plan.

As with the Police, Humberside Fire and Rescue Service (HFRS) is no exception to public sector austerity, and a considerable amount of work has been undertaken to improve and to consolidate the estate whilst finding revenue savings. This new strategy is intended to build upon previous investment, to improve the estate and develop a more flexible provision. To support this, and respond to the Policing and Crime Act, 2017, we have actively



sought to identify and implement collaborative opportunities with other public sector partners, to share buildings and resources. To that end, from 1 April 2018, we merged our Estates Service with that of Humberside Police, to form the Joint Estates Service (JES).

The JES is responsible for delivery of this Estates Strategy and associated Delivery Plan, as well as maintaining and reviewing the Joint Asset Management Plan. It has already seen improvements in business resilience and produced a number of revenue and capital savings which have been re-invested in the respective estates. The work of the JES will

continue to be overseen by our Joint Estates Board and, at Chief Officer level, by our Transformation Board.

The estate, by its nature, is slow to change. However, the Strategy is focussed on promoting both short and long-term improvements in service to the public. There are still opportunities to collaborate further with our partners, and we must reduce our running costs, improve our utilisation of existing buildings across our 34 current sites, engage with new technologies and create more flexibility for a more agile workforce. We are committed to estate rationalisation where practical, and we are willing to invest in

capital works where the outcomes are improved services and cost efficiency.

Our communities' feeling of confidence and safety in the Fire Service, is clearly influenced by our visibility. The physical presence of a fire station is a highly visible and reassuring footprint in the community, even when not actively being used. We cannot afford to maintain under-used properties, and at times there may be unpopular decisions to make on closing buildings or moving provision. Despite this, if demand remains, we will continue to explore options to relocate or co-locate resources, and share premises with our partners before disposing of redundant buildings.

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PURPOSE OF THE ESTATES STRATEGY

The estate is part of the key infrastructure which supports Humberside Fire and Rescue Service (HFRS) to deliver its services. It is essential that our estate remains 'fit for purpose' and reflects the operational demands placed upon it, which are continually adapting. Therefore, it is vital that the estate is managed robustly and has the flexibility to cater for those changing needs in delivering modern 'blue lights' services to the public.

A further ambition for HFRS is to reinforce the corporate nature of strategic estate planning as well as property maintenance and provision. In order to achieve this, the JES will undertake the role of "corporate landlord" on behalf of the Fire Authority and Strategic Leadership Team.

The Estates Strategy and associated Asset Management Plan will be reviewed annually to ensure they remain valid for our strategic and operational needs.

It is important to establish the direction of travel for our estate and set out our approach to achieve our ambitions and standards for the built environment. This has to sit within the context of the financial constraints of continuing austerity and the structuring of longer-term changes needed to the asset base, either through rationalisation or consolidation. The Strategy therefore supports the need to clearly identify future operational requirements for each location and adopt the standards for accommodation set out in the Asset Management Plan (Part B).

Any new buildings, remodelling and refurbishment will also seek to achieve or better those standards, basing work on National standards and good practice. Part C, The Estate Delivery Plan, sets out works planned at each site, and is an iterative document which is regularly reviewed and updated by the JES.

"The Estates Strategy has been written to help steer future strategic property decisions and assist in managing the estate in an effective manner."

This Estates Strategy sets out our estate ambitions and how we intend to manage our estate portfolio until 2024 and beyond. It has been written to help steer future strategic property decisions and assist in managing the estate in an effective manner in conjunction with our operational services, support functions and partners. It has been written in a similar style to the Police Estates Strategy to reflect the common approach to estate and its asset management.



**Clough Road
Fire Station**

Estates Strategy fit with the Strategic Plan

The Estates Strategy sets out the framework for managing our estate until 2024. It will guide future strategic property decisions and ensure we manage our property portfolio efficiently. Through its implementation, the JES will be able to support the Service's Strategic Plan's objectives below:

What we must do well

By ensuring that buildings and infrastructure are 'fit for purpose' and meet the needs of all HFRS service delivery, including the implementation of sustainability measures across the estate and facilities management processes.



How we support our communities

By supporting fire and rescue service delivery from appropriate estate, in the right locations which is well maintained to support the visibility of HFRS within our communities, providing public reassurance.



We value and support the people we employ

By strengthening our service and business resilience through the Joint Estates Service to deliver appropriate estate, ensuring the quality of buildings supports health and wellbeing, and provide for dignity, equality and access for all.



We efficiently manage the Service

By making sure we optimise the use of our estate and available funding, utilising technology and innovation to drive out efficiencies to allow for continued investment in our property portfolio. Utilising collaborative working with partners where possible to delivery both operational synergy and financial benefits.



There are a wide range of HFRS building assets that are needed for the delivery of operational and support services. These are assessed and detailed in the Joint Asset Management Plan. It is essential that our estate reflects the changing environment and technology in which we operate, responding to an age of austerity and having the flexibility to meet the challenge of evolving demand.

The Estates Vision

In order to fulfil the ambitions of the Fire Authority and Fire and Rescue Service, it is fully recognised that we need to adapt the estate to fit with a rapidly changing environment in which we live and work.

We aim to significantly reduce the cost of the estate and how it is operated, find and implement new methods of working to improve our utilisation of the accommodation, and actively seek our opportunities to share assets with partners. To underpin this, our ongoing mission is to rationalise and adapt the estate in a considered way, addressing the strategic aims set out in the following pages.

It is still our belief that the estate should meet modern standards, be well maintained, be sited in appropriate locations and be sufficient and flexible enough to meet support the Service, its workforce and the people it serves - **"The right building in the right place"**. This Strategy is designed to support the delivery of the Service Strategic Plan and the Integrated Risk Management Plan.



Our Vision is to:

- Create an efficient, suitable and sustainable estate that provides the flexibility to allow further change and is an enabler of modern working practices, including agile and flexible working.
- Provide a modern working environment which caters for the wellbeing and security of workforce and visitors.
- Develop a sustainability culture which considers the use of energy efficient technology, sustainable materials and reduces pollution and waste.
- Provide a visible and accessible service which enables multi-agency working and supports the provision of visible fire and rescue services to the communities we serve.

Brough Fire Station provides modern, energy efficient premises.

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KEY DRIVERS FOR THE ESTATE STRATEGY

Political

Government strategies for Fire Service Reform impact on operational activity, staff numbers and potentially geographical location of teams which in turn has implications for planning of the estate. This may include property acquisitions or disposals, significant new capital works, minor re-modelling or relocation of teams and staff.

Economic

After people, the estate is one of the biggest costs to HFRS. We need to maximise the efficiency of our buildings and sites, to contribute to financial efficiencies and potentially re-invest to continue improving the estate. Capital scheme planning needs to encompass whole-life costing and sustainability considerations and energy savings initiatives will be exploited where appropriate, on a spend-to-save basis.

Sociological

Demographic and societal changes affect HFRS's Strategic and Integrated Risk Management planning. The estate must remain flexible to accommodate resultant changes. HFRS and the Fire Authority support partnership and collaboration for streamlined and integrated service delivery with local authorities, 'blue light' services, and other partners. The increased collaboration and inter-operability with partners is becoming more essential to provide specialist capabilities. The Estate Strategy must remain flexible enough to meet these changing demands on the estate. Changes in areas of focus such as the Wellbeing and Diversity and Inclusion agendas influence building design and provision of facilities within the workplace.

Technological

New IT technology has enabled the workforce to work in a more mobile and agile way, freeing space and enabling time to be used more efficiently. This will reduce the reliance on specific accommodation, which can potentially be rationalised. Exploitation of new and emerging technologies in construction, materials and buildings services can not only improve performance but deliver significant efficiencies.

Environmental

We have a responsibility to provide an energy efficient estate and reduce our carbon footprint. The Estate Strategy therefore must complement our environmental objectives and sustainability targets. We are looking to align this work with Humberside Police and adopt a more holistic approach to delivering sustainability across the services.

Legal

Health and Safety legislation places a duty of care on employers to ensure a safe and suitable working environment for both staff, visitors and the public and JES must ensure that it has appropriate Policies and Procedures in place to ensure compliance. Other legislation such as the Equality Act and Fire Safety Act also influence estates provision and buildings design.

Estate Strategic Aims

In order to achieve the vision for the estate, the following strategic objectives are planned to be completed and embedded by the end of this Strategy:

<p>Provide a 'Fit for Purpose' estate</p>	<ul style="list-style-type: none"> • Develop a rationalised, modern estate which has the flexibility to accommodate change, and supports service delivery by enabling flexible, agile and mobile working. • Implement a programme of agile working across the estate which supports our changing ways of working – creating 'drop ins', hot desking, co-locations. • Deliver further improvements on space utilisation across the estate with a commensurate reduction in running costs. • Address high priority operational issues caused by the sub-standard condition of elements of the estate, and any associated deteriorating resilience. • Develop an estate that is compliant with the LGA Fire and Rescue Service Equality and Inclusion Framework and is flexible enough to accommodate necessary change.
<p>Support the wellbeing of the workforce through the physical estate</p>	<ul style="list-style-type: none"> • Provide appropriate welfare facilities in buildings, commensurate with required use and in support of D&I needs, meeting reasonable expectations of users. • Provide suitable working environments and improve environmental controls to buildings where conditions can become excessive – develop and adopt a Heating/Ventilation and Facilities Policy. • Undertake improvements to toilets/changing and breakout/kitchen facilities to a common reasonable standard.
<p>Improve visibility and accessibility through the built infrastructure</p>	<ul style="list-style-type: none"> • Set and implement standards for the quality required (see AMP). • Ensure visibility and access assessments are completed and programme of inspections and improvements implemented. • Improve facilities for the Community and ensure sites are accessible for the public, the workforce and suppliers, where possible.
<p>Have and use comprehensive building information</p>	<ul style="list-style-type: none"> • Establish a 5-year programme of full assessment of the estate, benchmarking and standards aligned with the 6 facet model. • Complete the full data population and implementation of the new Asset Management System (AMS) and associated operating processes. • Link the Request for Service to AMS and roll out access for end users in HP and HFRS to monitor progress of their requests.
<p>Rationalise our estate to optimise efficiency</p>	<ul style="list-style-type: none"> • Reduce the overall footprint of ancillary/office estate accommodation by 10% and reduce estate running costs and maintenance liabilities per m² unit area. • Apply strong risk management to manage the effects of any change programme, e.g. time, cost and quality aspects, to reduce operational impact and control costs. • Identify and implement collaboration projects which share accommodation with partners, particularly HP and YAS, and engage with One Public Estate work.

<p>Support Service delivery</p>	<ul style="list-style-type: none"> • Facilitate the provision of estate for Community and Public Safety, including space for partners where necessary. • Support the further development of Multi Agency based Community Safety and fire prevention related projects. • Act as an enabler to ensure effective Emergency Response delivery.
<p>Improve our response to Sustainability</p>	<ul style="list-style-type: none"> • Increase the development of sustainable solutions and support the local economy. • Meet Government targets for energy and carbon emission reduction and support the introduction of low emission vehicles. • Continue to incorporate energy reduction technology, recycling and waste reduction to support corporate sustainability targets. • Invest in wellbeing, health and safety, security, equality and diversity.
<p>Identify opportunities to collaborate</p>	<ul style="list-style-type: none"> • Support and enable collaboration and re-provisioning whilst keeping a flexible approach to our property portfolios. • Our estate will match service needs, and we will look to share with partners, where we can, to reduce costs or make service improvements.
<p>Establish levels of appropriate estate investment</p>	<ul style="list-style-type: none"> • Implement a robust approach to the analysis of the priorities, costs and benefits of our investments in capital and maintenance works. • Ensure that any opportunities to 'invest to save' are fully explored. • Establish full asset data to inform robust decisions and forward planning.

Estate Business Benefits

The benefits of achieving our strategic ambitions are set out below. The common thread within these is improved efficiency and financial benefits.

Fire Service delivery	An estate which is aligned to the operational and service needs, in suitable locations to deliver fire and rescue services and meet public expectations.
Business efficiency, Financial	An estate which is 'fit for purpose', more efficient to operate, provides flexible space for agile workers and facilitates mobile working – particularly post-Covid. This includes elements of provision in other public sector partner buildings.
Fire Service delivery, Wellbeing	Secure buildings and sites providing reassurance for all staff working in them. Robust building information and security systems. ID and Access systems fully updated, improved and secure.
Financial	Reduced revenue running costs through rationalisation and the more effective use of existing resources. Divesting ourselves of buildings which are performing poorly or expensive to maintain and investing in improvement.
Financial, Wellbeing	Well maintained estate to consistent standards which reduces our backlog maintenance burden to acceptable levels and provides an appropriate working environment which supports service delivery and considers the wellbeing of the workforce.
Visibility, Accessibility and Public Confidence	Improved accessibility and visibility for visitors and public, where buildings and sites should be Equality Act compliant, to a high standard and of a well maintained, professional appearance, clean and well lit, with clear road and building signage to, and at the site.
Business Efficiency, Financial	The generation of capital receipts from buildings identified as surplus to future requirements, enabling the re-investment of funds back into the Service. Generation of income from the estate where practical.
Wellbeing	An estate which supports the diversity, inclusivity and wellbeing of its users, including provision for fitness, inclusion, rest and psychological wellbeing. Improved environmental controls, well heated and ventilated, consistently decorated and furnished, with appropriate storage and space.
Sustainability, Financial	Implementation of sustainability initiatives (linking with HP) across the estate – contributing to carbon footprint reduction by reducing energy use, improving waste management and reducing pollution - thereby generating revenue savings.
Equality, Inclusion and Diversity	An estate which supports the Organisational Development approach, the LGA Fire and Rescue Service Equality and Inclusion Framework and the Workforce Plan to promote inclusivity.

Our Current Property Portfolio

The Estates Strategy is designed to provide sufficient buildings from which to deliver services. There should also be capacity to provide flexibility to meet changing operational demands in the future. Opportunities to develop shared use of buildings with public facing partners will continuously be explored to not only reduce revenue costs but also provide further flexibility of estate.

As of 1 April 2019, Humberside Fire and Rescue Service has 34 operational sites. These include a diverse range of provision, from the Service Headquarters at Summergroves Way, to Fire Stations and Training facilities. We have a register of all the properties we own, lease, hire and use. Most (91%) are freehold and 9% are leased or licensed. These are detailed in the Estates Delivery Plan (Part C).

The total property asset value is approximately £62m, with several inefficient sites being a legacy from previous service structures which are no longer suitable for the modern fire and rescue service. The focus has changed from firefighting to prevention, which has reduced the number of vehicles to be accommodated and left empty appliance bays which still have a cost to maintain. We currently spend £1.35m on running the estate which houses over 1,050 people, excluding partners and visitors.

Much of the accommodation is traditional fire station and office provision built over 30 years ago and is inherently inefficient in use of space. The estate has a total building Gross Internal Area (GIA) of 31,400m², with a total site area of 109,000m². This equates to an average of approximately 14.5m² per person. Our intention is to review how efficiently accommodation is used across the estate, using National benchmarking standards as guidance. More detail on the existing estate is contained in the Joint Asset Management Plan, Part B.

Whilst previous condition surveys information exists, this is outdated and full condition survey of the Estate is to be undertaken, followed by a program to remodel buildings, to provide improved dignity and access and services upgrades. The survey will look at all 6 Facets as per the AMP methodology.

We also hold computer generated drawings of all buildings and sites, and full data on asbestos surveys and management plans.

In order to compare the performance of our estate and estate services, the JES actively participates in the National Benchmarking Scheme, organised by the National Police Estates Group (NPEG). This gives valuable information on good practice, and challenges the provision of our estate services and helps establish the accommodation standards we intend to provide as noted in the Asset Management Plan section, Part B. The National Fire Estates Group (NFE) is now looking to adopt a similar approach to provide benchmarking of fire estates and resources.



What we have achieved to date

The current estate has evolved to the form it is today to meet the needs of traditional 'firefighting'. However, the change in focus to prevention has led to a reduction in emergency responses and therefore the resources required to respond.

Whilst this has not removed the need to have physical assets based within communities enabling response targets to be met, it has left a significant amount of redundant space, particularly appliance bays, within existing stations. This has provided some opportunities to remodel those stations or provide additional amenities, such as fitness space, storage and training areas.

The Fire Authority has invested in several recent major capital fire station replacement projects over the last 8 years, including the joint fleet vehicle maintenance workshop with Humberside Police at Wyke Way, Melton. This is operated by the Emergency Services Fleet Maintenance Service (ESFM). The resulting construction of the modern vehicle workshop brought associated efficiencies and revenue savings.

More currently, following capital investment in new fire stations at Clough Road, Central Hull, East Hull and Brough, further investment has seen major refurbishments at Barton, Scunthorpe, Bridlington, Calvert Lane fire stations and a number of other sites to create more efficient, 'fit for purpose', buildings and infrastructure.

In April 2018 we merged the Estates Services functions of Police and Fire to form the Joint Estates Service (JES). This is not only a response to the 'collaboration agenda' but was also to provide revenue savings and business resilience for both 'blue light' services who will now be using the same asset management processes and contracts. We also continue to review potential for collaborative building projects, where we can use our estate more effectively.



The JES has successfully integrated staff, processes and contracts, and is in the process of implementing a new joint Asset Management system to improve our services through strategic estates management and robust property and facilities management. This work is being overseen by a newly created Joint Estates Board, Co-Chaired by executive officers from police and HFRS.

“Further investment has seen major refurbishments at Barton, Scunthorpe, Bridlington, Calvert Lane fire stations and a number of other sites to create more efficient, 'fit for purpose', buildings and infrastructure.”

Key Building Projects

Site	Works Summary
Fire and Rescue Service HQ Summergroves Way	<ul style="list-style-type: none"> The site will continue to be the Fire and Rescue Service Headquarters. Plans to relocate existing conferencing facilities have currently been placed on hold. Boiler replacement, heating improvements and some internal remodelling have been completed, along with remedial/improvement works to car parks, and accessibility works. Further planned work includes remodelling the main entrance and potential installation of vehicle charging points.
Bridlington Fire Station	<ul style="list-style-type: none"> Re-modelling and refurbishment of the station to improve 'dignity' and 'welfare' facilities was completed by the end of March 2021. Work is required to replace the roof over the main building. This is currently being prepared and will be procured together with a roofing scheme at Calvert Lane.
Scunthorpe Fire Station	<ul style="list-style-type: none"> Re-modelling and refurbishment of the station to improve 'dignity' and 'welfare' facilities has been completed. Other condition and maintenance improvements have also been carried out. Further work is required to complete the mechanical services systems. Current work with North Lincs Council is taking place to consider further options for the station.
Howden, Driffield and Bransholme Fire Stations	<ul style="list-style-type: none"> Collaborative projects at Howden, Driffield and Bransholme Fire Stations are ongoing. Feasibility proposals have been prepared, together with estimated costs for consideration. The Howden project is to consider replacing the existing 'tired' fire station by converting the nearby police station. The Driffield project is considering three options with 'blue light' partners (Police and YAS). The Bransholme project is to use the CPU building at the site to accommodate partners. This is likely to follow on after implementation of Howden.
Goole Fire Station	<ul style="list-style-type: none"> General refurbishment scheme to modernise and improve energy efficiency across a number of areas in the building. Included within the scheme are improvements to the 'dignity' and welfare provision.
Pocklington Fire Station	<ul style="list-style-type: none"> The site had previously been considered as a collaboration scheme with Police. This has now been discounted. Internal remodelling is being planned to improve internal facilities, particularly to community space and wellbeing
Immingham East and Cromwell Road Fire Stations	<ul style="list-style-type: none"> Re-modelling and refurbishment of the station to improve 'dignity' and 'welfare' facilities is planned to be carried out during 2021/22, as part of the on-going programme to modernise the estate. An option to share some of the office space at Cromwell Road with the Community Safety Team from Police is also to be explored.
Snaith Fire Station	<ul style="list-style-type: none"> A small project is planned to construct a gym facility on the site as part of a small extension. This should be ready by the end of 2021.



East Hull Fire Station at Jean Bishop Centre

Winterton Fire Station	<ul style="list-style-type: none"> The station is to have remodelling works to improve dignity and welfare provision. Work is expected to be completed in early 2022.
East Hull Fire Station at Jean Bishop Centre	<ul style="list-style-type: none"> The existing Fire Station on Southcoates Lane will be retained until no longer required for use as a Covid Test Centre. After that, it will be marketed as agreed through the Fire Authority and following public consultation. The new Fire Station at the nearby Jean Bishop Centre is fully operational.
Improvement Works and Sustainability Projects	<p>General capital and planned maintenance works to remainder of the estate will include 'Spend to Save' projects to:</p> <ul style="list-style-type: none"> Rationalise workspace, Develop renewable technology, Improve building fabric, Replace light fittings with LED and energy efficient fittings Install further environmental controls to assist in reducing our carbon footprint. <p>Projects to be identified with short pay back periods, i.e. 5 – 7 years.</p>

Detailed implementation of each project will use an accepted project management approach. Further details on the remaining sites is included in the Fire Estate Delivery Plan, Part C.

Asset Management

The basis of good asset management is a comprehensive knowledge of the estate and the services needed to be provided from that estate. In doing this, we are able to establish our priorities for change, not only to ensure that the estate is clearly aligned with the needs of operational delivery, but also includes an element of flexibility to mitigate the effect of any future change.

Suitability, sufficiency and condition of a building are a gauge of 'fitness for purpose' and will always be considered in determining future investment in the estate. Current work in this area has used an expanded 6 facet survey assessment model to determine whether or not our buildings meet a basic required standard. Further aspects considered in this area are overall quality, statutory compliance and utilities running costs. This is set out in detail in the Asset Management Plan section (Part B).

In addition, we believe that 'visibility' should also be considered on each site to give the public assurance of the Fire Service's presence within communities, and to provide a professional image. Where re-providing HFRS services in partner buildings, we expect similar standards as a minimum.

Any business case for further property investment or alteration should at least consider:

- How the project supports the 6 facets
 - Condition
 - Suitability
 - Space Utilisation
 - Quality
 - Statutory Compliance
 - Energy (Utilities)
- How the project improves efficiency, e.g. supports agile working
- Generates revenue savings
- Supports or improves visibility

Sustainability

This area is more extensively discussed in the Asset Management Plan. The Fire Authority and Chief Fire Officer are committed to minimising the environmental impact of the estate and firefighting and fire prevention, as a number of recent projects and current workstreams already reflect.

Humberside Fire and Rescue Service's estate now creates nearly 1,730 tonnes of CO2 each year. However, this is a 16.4% reduction from CO2 levels produced in 2014/15. We expect this reduction to decrease for a time, as billing data has included overlapping running costs for existing and replacement stations. In 2021, new targets will be established to take account of changing Government requirements to meet national targets. At the moment HFRS continues to operate the current ISO 14001 Environmental Management approach.

We will continue to achieve energy reductions where possible, subject to investing in further 'green' technology and materials.

We will continue to undertake annual energy audits, water usage audits, prepare travel plans for major site works and developments, improve facilities for cyclists, and robustly implement our waste reduction and recycling plans.

We have already introduced a new process for utility billing which was established to provide analytical detail on cost and performance by site, allowing a more targeted focus for improvement works. This will be integrated with the Humberside Police utilities billing process and linked with the new Asset Management System to develop automatic reporting and post implementation benchmarking.

As a joint estates service, we will also be able to participate, with other member police forces and fire services, in the Sustainability Group within the National Police Estates Group (NPEG). NPEG looking to produce standard benchmarking and documented processes for energy and sustainability performance for all police forces and fire services to use in the future. The National Fire Estates Group (NFE) are also looking to implement a similar approach.

Future Developments, Governance and Funding

It is fully recognised that there is still a need to invest in capital and revenue project work to provide an efficient and modern estate. Unless operational demands override it, any development will be based on efficiency and the delivery of revenue running cost savings.



Forward planning of building projects, including those incorporating planned maintenance works, will be highlighted in the Estates Delivery Plan and reviewed on an annual basis. Estate change programmes are subject to our corporate governance processes and reviewed for operational efficiency and effectiveness through the Strategic Leadership Team (SLT) and, where required, the Fire Authority.

Any detailed development will be required to follow appropriate governance processes to demonstrate demand and efficiency, including support to the 6-facet approach.

Where required, projects will be signed off through the Joint Estates Board, SLT and Fire Authority before being committed to full implementation.

The preferred model of HFRS is to own the freehold of properties which constitute the estate. We will seek to reduce our leasehold properties where possible. Further leases will only be taken up where freehold is unavailable or there is only an urgent or short-term use needed.

Capital funding is agreed through SLT and the Fire Authority annually and set into a 5- year forward plan to enable the financial implications to be included within the MTRS.

Revenue funding is agreed through the annual budget setting process. This includes a risk-based assessment of needs which utilises our condition survey data, prepared through a quinquennial survey programme of all sites and assessment of future project needs. Opportunities for external grant funding will be explored where appropriate e.g in support of environmental initiatives.

Procurement of services and works is to comply with the police's (Yorkshire and the Humber) Regional Procurement Strategy, and close liaison with Procurement Team Category Managers will ensure that we procure in a compliant and cost-effective way. Where necessary, reference will also be made to HFRS Procurement Team.



For any further assistance on the Estates Strategy and Asset Management Plan please contact:

Mark Blenkinsop,
Head of Joint Estates
Service

Joint Estates Service,
Humberside Police,
Melton Facility, Wyke
Way, Melton, HU14
3BQ

Telephone:
07768 751024

E-mail:
Mark.Blenkinsop@
humberside.police.uk

Humberside Fire and Rescue Service, Summergroves Way, Kingston upon Hull, HU4 7BB

T: 01482 565333 www.humbersidefire.gov.uk



@HumbersideFire



humbersidefireandrescue



@humbersidefire