



Northamptonshire Police, Fire and Crime
Commissioner's

Estates Strategy

For

Northamptonshire Fire and Rescue
Service

&

Northamptonshire Police

2020 – 2040

Version Control

Version	Date	Amendment
0.1	22 Aug 19	First Draft
0.2	9 Oct 19	Final Draft for Estates Board
0.3	6 Nov 19	Updates post Estates Board
1.0	20 Dec 19	Final Changes



One of the key reasons for adding Fire and Rescue to the role of the Police and Crime Commissioner was to enable more efficient and effective use of public estates to be made, delivering a better service to the public and enabling investment into the frontline of both police and fire and rescue services. This first Joint Estates Strategy for the two services is an important step towards realising the benefits of bringing the governance of the two services together.

My strategic direction is clear and simple - I want an effective and efficient estate, with any money realised from the sale of surplus property to be re-invested back into improving the estate.

The estate is one of the key enablers for any organisation, especially a vital emergency service. There has been a significant amount of work by the Force and Fire Service to understand the requirement of the estate and then planning to establish modern, fit for purpose buildings to enable improved service delivery.

This strategy sets out both an ambition for the long term with costed and affordable plans to travel to that ambition. This will deliver the right estate, in the right locations for 21st century emergency services to deliver better public services to those we serve.

Stephen Mold
Police, Fire and Crime Commissioner for Northamptonshire



Modernising the way Northamptonshire Police provides its services to communities across the County is a priority for me, as is the way in which we work with key Partners to best serve the public.

Operating a modern and effective police service requires an estates platform which is able to satisfy both the needs of the public and those who provide that service, not just for this year or next, but well into the future to ensure that we are flexible and capable of dealing with current and emerging demands.

The purpose of Northamptonshire Police is to '*Fight Crime and Protect People*'. Key to this is an appropriate estates strategy which takes account of the needs of the service and the public as we face the challenges ahead.

I welcome and endorse this estates strategy and I look forward to working in partnership, which sees officers and staff best able to provide the service that the public quite rightly demands and deserves.

Nick Adderley
Chief Constable



This is the first formal joint estates strategy between Northamptonshire Fire and Rescue Service and Northamptonshire Police since we changed our governance model over to the Police, Fire and Crime Commissioner in January 2019.

We have a mixture of buildings across the county that assist us in delivering essential emergency services to the communities we serve. Those buildings form an essential part of the whole service offer from the fire and rescue service, therefore, they must be fit for purpose and enable us to perform our role.

Our focus over the past number of years has been to maintain an effective and efficient operational service for the public whilst balancing a challenging financial position. Our focus, therefore, has been the front end of delivery. However, we now have an opportunity to address our estates requirements, in partnership with the police and others where appropriate, to ensure a fit for purpose set of buildings both now and into the future.

This strategy will allow us to plan and budget for the provision of our estate for the short, medium and long term. It is a huge step forward in our ability to provide a coherent and affordable service to the communities in Northamptonshire.

Darren Dovey
Chief Fire Officer

Introduction

Ensuring a fit for purpose Estates Strategy is vital to any organisation. The key function of the strategy is therefore to ensure that the estate supports the operational objectives of both Northamptonshire Police and Northamptonshire Fire and Rescue

The strategy sets out the principles which underpin the decisions on the estate. The accompanying Implementation Plan provides the current planned schedule of changes, including anticipated financial impacts, for the estate over the life of the strategy.

The Estates Strategy is a long term strategy to 2040 and beyond. An annual review will take place to ensure this remains fit for purpose and make any necessary adjustments to principles and the implementation plan as required. The document is designed to guide future decision making regarding strategic property investments and disposals and will always need to consider the emerging operational requirements at the time of the decision.

Context

Northamptonshire's policing estate currently consists of 58 sites, which includes a mix of main policing locations, joint or partnership sites and drop in locations. The 2018 Policing Estates Strategy started to address a 25 year lack of investment in the estate, setting a direction of travel to deliver a more viable operational policing estate. Further operational requirements have been developed through FP20 and FP25 during 2019, and this strategy takes into account those needs.

Northamptonshire Fire and Rescue estate currently consists of 27 sites. Following the January 2019 governance change from Northamptonshire County Council to the Police, Fire and Crime Commissioner; the ownership and delivery of operational estate has moved to the PFCC. Similarly to policing, the fire estate has had a lack of investment over a significant number of years. Investment is therefore required in both current and future buildings to ensure they remain fit for purpose for a modern emergency service.

This Joint Strategy enables a focus to be placed on sharing buildings between police and fire and rescue to reduce on going costs of buildings , enhancing accommodation for staff, whilst also enabling a more efficient and effective approach to support operational business. The estate must support the changing demands placed on both organisations.

Technology is changing the need for fixed bases and the way the public interact with the emergency services, particularly the police, has shifted from visiting a police station to other methods. As such the estate landscape has and will continue to change.

However there will always be the need for fixed locations for specific functions including control rooms, IT data centres, custody and animal rescue facilities.

Vision

The vision for the joint estate is to provide modern, fit for purpose, value for money accommodation for emergency services in the 21st century, providing an improved working environment for staff.

Principles

- Consolidated and rationalised joint estate to enable investment in both services
 - o Reduce the estate footprint increasing sharing between police and fire where this is practical and operationally desirable
 - o Reduce estate running costs, identifying further opportunities for efficiencies
 - o Set standards for the quality and professional appearance of buildings which reflect a quality organisation
 - o A preference for freehold rather than leasehold premises.
 - o Consolidation of administrative and none 'local' services in fewer, larger hubs
 - o Reduce maintenance liabilities and identify where capital investment or disposal is needed ensuring value for money in all projects
 - o Work with partners, including the ambulance service and other police and fire and rescue services, to enable, where operationally viable, sharing of buildings and costs to enhance collaboration and deliver value for money
- Improved accessibility and visibility
 - o Ensure that locations chosen are highly visible to enhance public confidence and, where practicable and operationally viable, with partner agencies
 - o All buildings to be available to both emergency services as required and to be jointly branded, where practicable and operationally viable.
- Flexible estate to meet changing operational needs
 - o Reduce average space per FTE and enable more agile work bases and mobile technologies with less reliance on 1 desk for 1 person
 - o Ability to provide more flexible spaces, including 'open plan' areas and reduced cellular space for future adaptation as required.
- Enhance property and asset management to improve safety, security and sustainability
 - o Maintain a disposal and acquisitions policy to underpin decisions on the estate

- Develop and implement project works to reduce the carbon footprint and associated revenue running costs
- Improve estate wide site security and access systems
- Undertake an occupancy and utilisation review of all properties.
- Establish a robust Asset Management strategy and solution
- Implement a full review of all buildings using the 6 facet model and visibility assessment to enable a targeted approach to estate improvements
- Develop sustainable solutions to mitigate the impact on the environment, including the increased use of renewable energy across the estate
- Promote 'Green' credentials and 'good citizenship' of the estate, supporting the local economy and supply chain where possible
- Meet Government targets for energy and carbon emission reduction.
- Carry out and act upon health and safety inspections across the joint estate

Governance

The estate is owned by the PFCC and therefore approval of this strategy and any decisions regarding strategic property rest with the PFCC. To support the PFCC in managing the estate, the following are the appropriate forums for decision making, prioritising workloads and monitoring progress against agreed plans:

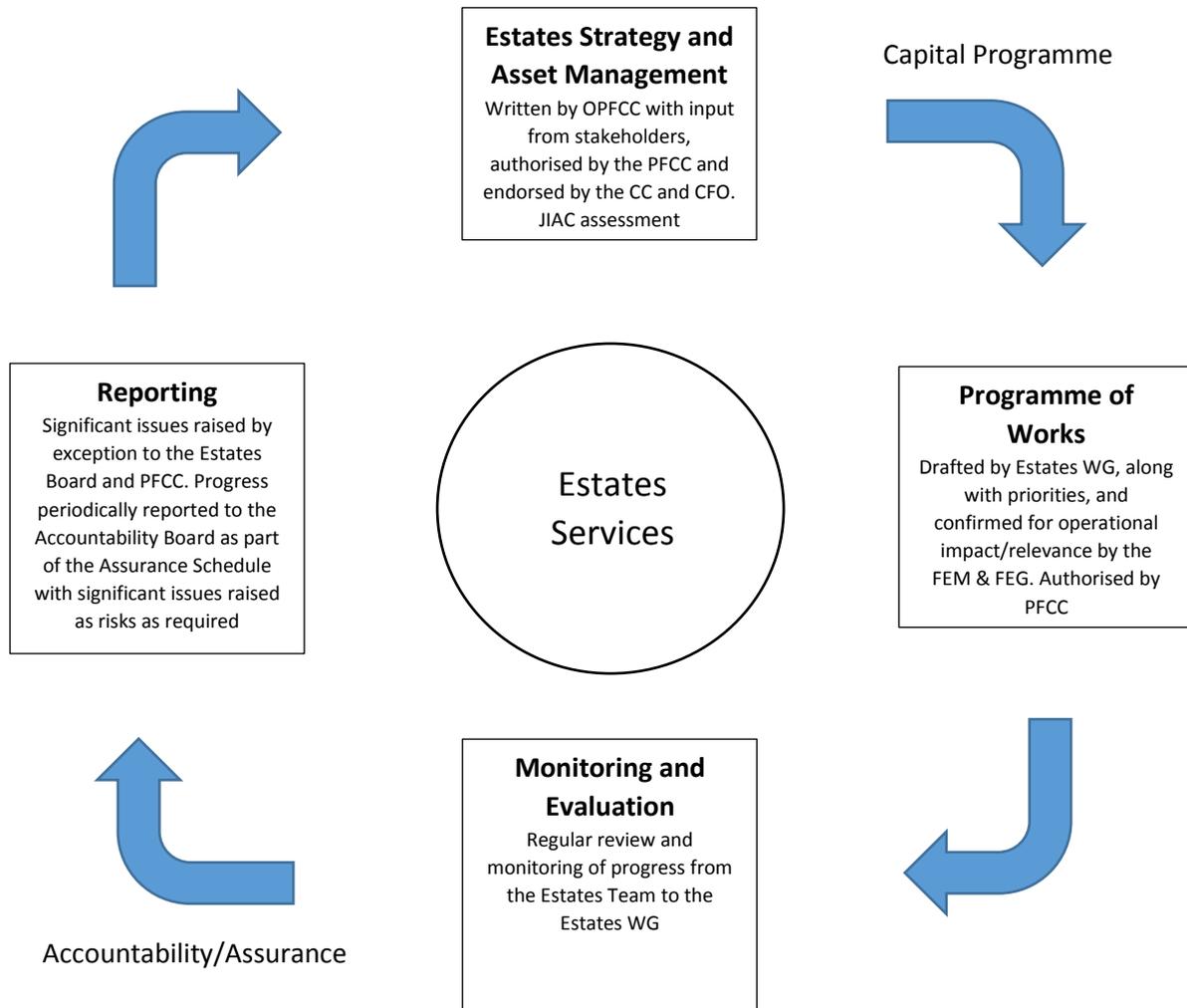
Joint Independent Audit Committee — attended by the Monitoring Officer, Deputy Chief Constable, Assistant Chief Fire Officer and Section 151 Officers. Aim is to oversee the estates strategy, governance processes and adherence to decision making policies allowing for the approval of Business Cases to achieve the Strategy.

Estates Board — chaired by the PFCC and attended by the Chief Constable and Chief Fire Officer and other senior representatives of the OPFCC, Force & Fire with the responsibility for determining the strategic direction and managing strategic risk. This Board also oversees progress with the implementation of the Estates Strategy and the development and monitoring of key performance indicators for the estate.

Estates Working Group — chaired by the Monitoring Officer in the OPFCC, attended by representatives of Fire and the Force, with the responsibility for determining the operational requirement, identifying priority works, monitoring progress, monitoring finance (capital and revenue) and managing risk.

Reviewing the Strategy

The annual cycle for the strategy is as follows:



Decisions on individual elements of the strategy will be taken through the Estates Working Group, ensuring operational support from the respective chief officer teams, and where appropriate, cognisant of work within the Interoperability Executive board. All decisions with regards the estate are the PFCCs and will be formally recorded by Decision Record, published on the OPFCC website and shared with the Police, Fire and Crime Panel.

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