Yorkshire Ambulance Service NHS
NHS Trust

An Aspirant Foundation Trust

Estate Strategy 2012-17

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Executive Summary

Introduction

Yorkshire Ambulance Service NHS Trust (YAS) produced an Estate Strategy in early 2007 to chart the strategic direction of the Trust's estate over the course of the following five years. The Strategy itself establishes the direction in which the Estate will develop and evolve to meet the needs of the Trust.

In order to achieve this aim the Strategy needs to facilitate delivery of the Trust's Clinical and Operational strategies, support its ambition to provide innovative new services, achieve necessary Estate-code compliance, deliver value for money and necessary cost improvements, provide a suitable environment for staff.

The successful implementation of this Strategy will be essential to enable the provision of safe, secure, high quality healthcare buildings and an infrastructure capable of supporting current and future needs.

Where are we now?

YAS was established on the 1st July 2006 when the county's three former services merged. It now covers the whole of Yorkshire, from isolated moors and dales to urban areas, coastline and inner cities. The current Trust estate comprises of a total of 110 operational and administrative properties distributed throughout the county.

The majority of the operational ambulance station stock is over 20 years old. The stations are a mix of owned and leasehold premises in locations that were determined many years ago to meet the service needs of the second half of the 20th century. In spite of significant investment in the previous five years, a substantial proportion of the estate remains in need of upgrading and modernisation to conform to the latest energy and environmental performance standards and provide adequate accommodation that meets operational needs.

In addition the development of the economy, conurbations and road networks across Yorkshire now mean that a number of the buildings are no longer in ideal locations to best meet patient demands and ambulance response standards of the 21st century.

Although some consolidation and modernisation of the estate has occurred in recent years a number of the current sites are a legacy of former organisational configurations, with a number of buildings now under utilised and some functions in inappropriate locations.

Context

The trust faces a number of significant challenges, some of which have a bearing on the estate such as;

- **Geography, Population and Ethnicity –** The size of the region the Trust covers presents both challenges and opportunities as the population densities, ethnicity and age profile of the region presents differing healthcare needs in specific locality areas.
- **Commissioning Landscape –** following the Health and Social Care Bill the commissioner profile is changing. The emerging Clinical Commissioning Groups (CCGs) will increase scruitiny on the configuration of local services and improving delivery in rural areas.
- **Accident and Emergency (including 999 pathway) –** As part of the IBP the Trust has assessed emergency care demand and estimates that this will continue to grow at 3% per annum over the life of the plan.
- **Patient Transport Services –** The Trust is aware and recognises that the current Patient Transport Service may be affected significantly by patient choice in the future.
- **GP Out of Hours evolving into 111 –** The 111 service presents YAS with a unique opportunity to build on the call receipt and triage skills and signposting patients more efficiently and effectively to the most appropriate facility and treatment option first time. This will require a significant increase in call centre capacity.
- **Ambulance Service "Closer to Home"** - The way we deliver our services in the future will be driven by ambition to save more lives and provide care for all, where appropriate in their own home. We will

strive to manage patients with urgent needs in the community through improved engagement with health and social care partners.

- **Reducing the Carbon Footprint of the Trust –** The top five major CO2 saving projects will meet 95% of the Trust's total target.
- **Financial constraints –** the national pressures upon public finances mean the Trust must continue to deliver high quality services within a reduced financial envelope.

The Trust is responding to these challenges and opportunities now by taking proactive steps towards increasing efficiency, raising standards and improving resilience.

In addition to the above and building on the Strategic Estate Objectives and the 2007-2012 Estate Strategy a series of Specific, Measurable, Achievable, Realistic and Timebound (SMART) performance objectives have been established against which the Trust can start to deliver a transformational change in the estate.

Where do we want to be and how do we get there?

The key strategic objectives of the Estate Strategy are to rationalise and replace ageing built stock (to release expenditure for re-investment in frontline patient care), provide flexible and responsive accommodation (locations aligned to patent need), elevate environmental standards of carbon emmissions and infection prevention and control and reduce overall running costs of the estate.

A series of prioritised options and interventions have been identified for delivery over the course of the next five years which are as follows;

- **New Hub & Spoke Programme –** The Hub and Spoke model is designed to support clinical delivery with provision of enhanced local training and cleaning facilities within hub sites and provide care through a more mobile workforce, with staff and vehicles activated from standby and mobile locations. Early indications from modelling work suggest that this model does not lend itself easily to more rural locations where there is a dispersed and wide spread population over a greater geographic area. In these locations a more traditional ambulance station model may remain or co-location with other health providers or emergency services will be explored.
- **Initial Rationalisation, Co-location & Disposals –** A key part of the estate strategy is the realisation of capital for re-investment in the estate and also the removal of the potential backlog maintenance liability attached to older stock. A series of disposals, co-locations and relocation opportunities that do not specifically require re-provision of new facilities have been considered to reduce the costs and overall environmental impact of the estate. Others will follow subject to the outcome of the Hub and Spoke programme.
- **HART –** The HART unit is currently located in a dedicated site just outside Leeds and close to the motorway network offering ideal access to the wider Trust area. Over the past two years, capability has rapidly expanded providing scope to develop the HART service further and extend operations to include the whole of Yorkshire, including Sheffield, resulting in the need for larger and more appropriate facilities. Options will be explored to use this development to create the Trust's first true 'hub' facility by co-locating HART with other Trust frontline and support functions.
- **Current and Impending Backlog Maintenance –** A step change in the quality, standard and performance of the estate will require significant investment. The Strategy will ensure this investment is approiately targeted at sites that are at the core of future service provision.
- **Energy Improvement Programme –** The current estate is therefore likely to result in CO2 emissions that exceed NHS and Government targets and a programme of improvements therefore needs to be implemented to reduce carbon emissions across the estate. These improvements will also assist in reducing the organisations energy costs.

The changing operational environment has identified a number of further challenges and opportunities which may impact on service delivery and therefore the Estate and its development which are summarised below;

- **Call '111' –** YAS has recently been awarded the contract for the delivery of a 111 service in the Yorkshire and Humber region. This will require an increase in call taking and tirage capacity within the Trust's existing Springhill site and the acquisition of new call centre facilities in South Yorkshire.

- **PTS Services –** The potential loss of some PTS service contracts is considered a risk however, at present there is no way of quantifying the impact on the estate. If a loss of the service is significant then the estate will need to be reviewed.
- **Fleet Review –** External income generation from fleet maintenance has diminished over recent years leading to workshop overcapacity. A restructuring of the maintenance provision and workshop shift patterns is currently being considered to improve vehicle availability and provide capacity for external income generation.
- **Training Facilities –** Similar to the fleet maintenance study, a separate internal review of the training provision arrangements was being progressed at the time of writing the estate strategy.

Delivery of these objectives will be overseen as part of the Trust's Transformation Programme and monitored through a number of performance lenses including a targeted reduction in the overall size of the estate, statutory compliance, annual revenue costs, energy use and backlog maintenance liability.

Conclusion

The Estate Strategy has set out some ambitious targets over the course of the next five years. These targets will however, only be realised if they are made affordable to the Trust without impacting on the ability of the Trust to continually improve and invest in the Service Development.

Each proposed major investment will need to be built upon a carefully considered and developed business plan that ties into the Trust's overall Business Plan and Financial forecasts.

However, successful delivery of this Strategy will support the Trust in the delivery of modern effective services whilst increasing overall efficiency and revenue savings which in turn will allow the Trust to maintain its competitive advantage.

1 Introduction

1.1 Background

Yorkshire Ambulance Service NHS Trust (YAS) produced a five year Estate Strategy in early 2007 to chart the strategic direction of the Trust's estate over the course of the following five years. Over this period the Trust has made some major changes and improvements to its estate however, the original strategy has now run past its timeframe and requires updating. The following document has therefore been produced outlining the Trust's new Estate Strategy covering the next five years (2012-2017).

The Strategy itself establishes the direction in which the Estate will develop and evolve to meet the future changing needs and challenges the Trust will face to help deliver the Integrated Business Plan targets and the Service Strategy. It is not envisaged that the strategic direction of the Estate Strategy will change over the course of the next five years however, key aspects of the document, such as the Investment Programme, will evolve and be subject to development. As such, elements of the strategy will remain 'live' during the period over which the strategy spans.

The successful implementation of this Strategy will be essential to enable the provision of safe, secure, high quality healthcare buildings and an infrastructure capable of supporting current and future needs. The Trust estate will therefore continue to be developed over this period in such a way that it will be 'designed' to be efficient, flexible and adaptable with the ability to change appropriately to the needs of the patient across the communities it serves. Governance and implementation of the strategy will be actively managed by the Trust's Strategy Implementation Group as part of the Service Transformation programme.

1.2 Structure of the New Estate Strategy

This strategy document has been drafted based on the best practice guidance from the Department of Health (Developing an Estate Strategy NHS Estates 2005) and has been structured based on the following three key areas;

- ***Where are we now?*** *– An analysis of the current position of the estate 'As-is' to establish the baseline for measuring future progression*
- ***Where do we want to be?*** *– A forward look at the service and vision of the future estate 'To-be' including establishing the estates performance targets*
- ***How do we get there?*** *– A programme of specific targeted interventions and options to enable the Trust to achieve the vision including indicative investment plans*

1.3 Mission, Vision and Strategy

The YAS Mission, Vision and Core Values are the guiding principles from which the Business Plan and all other Trust strategies emanate. This can be summarised as follows;

Mission	***"Saving lives, caring for you"***
Vision	***"To provide an ambulance service for Yorkshire which is continuously improving patient care, high performing, always learning and delivers value for money"***

The Trust's strategy is to deliver this vision through continuous improvement which can be distilled into four strategic goals:

- *Continuously improving patient care*
- *High performing*

- *Always Learning*
- *Delivers value for money*

In addition to these long term strategic goals, the Trust also has identified nine strategic aims, which provide a clear and measureable focus over the next five years to move from the organisation it is today to the one it aspires to be. The strategic aims are:

i. *To provide first class care through constantly seeking to innovate and be recognised for our quality;*

ii. *To achieve the highest standards for our patients, meeting and exceeding their expectations in terms of outcomes, safety and experience;*

iii. *To provide responsive, flexible, consistent and enduring services appropriate to the needs of the patient and in line with commissioner intentions;*

iv. *To develop, lead, deliver and co-ordinate healthcare resilience;*

v. *To be a system navigator and lead in the co-ordination of emergency and urgent care services across the region;*

vi. *To attract, retain and enhance the skilled workforce we require to deliver services both now and in the future;*

vii. *To create an environment in which YAS develops to its maximum potential, where clinical excellence flourishes, and which inspires others;*

viii. *To be efficiently and effectively run and enable intelligent investment; and*

ix. *To engage locally, regionally and nationally to ensure YAS adds value.*

The property and facilities run by the Trust has , to a certain degree, a bearing on all of these aims. The Estate Strategy therefore needs to focus on supporting and helping to achieve these specific aims over the next five years and beyond.

1.4 Progress Since Previous Estate Strategy (2007-2012)

1.4.1 Progress Estate Strategy

The 2007-2012 Estate Strategy provided a contemporary overview of the Estate and a refreshed plan to achieve a series of strategic priorities set out by the Trust focused around investment opportunities, operational efficiency (delivering response times at a regional level) and effective management of facilities. This in depth review including a Six Facet Survey examined the operational and financial needs of the Estate, highlighting particular areas where further investment was required.

The strategy identified the following investment opportunities as mechanisms which could be used to help achieve the overall objectives of the Trust, namely:

- Town/City (Hub and Spoke Model)
- Emergency Stand-by Points
- Rural (Multipurpose Model)

A number of additional elements including; new buildings, upgrading/refurbishment programmes, security issues, backlog maintenance, estate rationalisation plans, and acquisitions and disposals, were also considered.

1.4.2 Progress Since 2007

A series of major investments have been made in the estate over the course of the previous strategy including a programme of major upgrading/refurbishment works dealing with backlog maintenance issues as well as investment in new stations and facilitated standby locations consistent with the Hub and Spoke model. Some consolidation of administrative and fleet workshop facilities has occurred with the opening of new workshops in Wakefield and Hull and a number of other premises, either owned or leased, have been disposed of or allowed to expire during this period (see Table 1.6.3.)

Amongst the more significant investments being undertaken in the latter part of the strategy are the following projects which will carry through into the new strategy and capital plan;

- **Bradford Ambulance Station** – Bradford Ambulance Station is currently undergoing a programme of works to upgrade facilities including forming a Make Ready area and improving infection control facilities to address issues identified by the recent Six Facet Survey. In addition staff accommodation, offices and the garage areas are undergoing a complete refurbishment. The total cost of the works is £340,000.

- **Gold Cell**[1] – the former Springhill Nursery will be converted into an open plan Gold Cell Room and associated facilities. This includes a complete refurbishment and reconfiguration of the existing space with the works valued between £150,000 and £200,000.

- **Hazard Area Response Team (HART)** – The current leased HART facility is due to expire and is in need of replacement and relocation to improve its strategic position and to accommodate its growth. Further information on the work that has been carried out thus far and future plans can be found in Section 4.0.

Table 1.4.3: Acquisitions and Disposal 2007-2012

New Premises / Acquisitions	Disposed / Lease Expired
Fleet Workshop, Hull	Hull Central Ambulance Station
Fleet Workshop, Unit M, Wakefield	York Ambulance Station, Dundas Street
Penistone Station / Standby Point	Fleet Workshop, Normanton
Hull East Ambulance Station	Fleet Workshop, Seacroft
Hull West Ambulance Station	St James (Field Based Assessment Point)
Resillience Operational Support Unit (Magna) Rotherham	Admin Support Annex, Morely
Wetherby Ambulance Station	Estates Department
York Ambulance Station	Distinghton House (Ex-NHS Professionals / NHS Direct Call Centre)

The overall number of sites has remained relatively stable over this period and significant opportunities still exist to consolidate parts of the estate to better meet operational needs and released cash to re-invest in front line services.

1.5 National & Regional Context

The Trust's future goals and objectives must also be informed by local and national policy changes. Any planned improvements to the estate must therefore complement both existing and future policy measures and legislation. Within the regional context the introduction of the City Regions and the regions various housing growth areas will need to be considered in terms of how this will impact on population densities and

[1] Gold Cell is a strategic emergency command centre that would co-ordinate NHS regional activities and responses in the event of a major incident. The establishment of a Gold Cell facility will help ensure that there is a high level of preparedness within the region to respond to such emergencies.

movement. Whilst the current economic climate is likely to constrain a significant shift in population density, a longer term view on how this could impact on the estate will be required.

The ability of the Trust to respond and continue to meet its targets in this shifting environment will have a direct impact on how the Trust configures its estate and positions itself in the future. The Estates Strategy therefore needs to be mindful that long term commitments to a fixed estate (e.g. long leases / acquisitions) can create future constraints in meeting future service needs. Conversely rental can be a more expensive option than ownership over the longer term and therefore a longer-term perspective should be considered when deciding upon the correct mix of ownership, lease, rental and co-location.

1.6 Integrated Business Plan 2012-2017

At the time of drafting the Estates Strategy 2012-2017 the Integrated Business Plan (IBP) had passed a first drafting stage. This draft has been used to inform the Estate Strategy and the following section sets out the main headlines from the IBP to illustrate where the Trust wants to be over the course of the next five years.

1.6.1 Market Assessment

The trust faces a number of significant challenges as identified in the market assessment undertaken as part of the IBP. Some of these challenges will have a bearing on the Estate, this strategy therefore needs to be mindful of what impacts this may have over the next five years and beyond.

The following are the key issues that the Trust and the Estate will need to contend with;

- **Geography, Population and Ethnicity** – The size of the region the Trust covers presents both challenges and opportunities as the population densities, ethnicity and age profile of the region presents differing healthcare needs in specific locality areas. Understanding such issues and the population requirements is critically important for the Trust. The issues are particularly important in planning its services and working in partnership with other agencies to deliver care to these wide ranging communities with their diverse needs. The Estate will need to adapt accordingly to ensure facilities are tailored to the service requirements of the local community.

- **Commissioning Landscape** – following the Health and Social Care Bill the commissioner profile is changing. The Trust will therefore need to build and establish relationships with the emerging Clinical Commissioning Groups (CCGs). This is critical to build a level of understanding and awareness of the value of the ambulance service in all aspects of urgent care, regional resilience and patient transport. This may however, provide an opportunity from an estate perspective to explore the potential for shared facilities, having training and meeting facilities to support local health priorities and putting the ambulance facilities at the heart of local communities.

- **Accident and Emergency (including 999 pathway)** – As part of the IBP the Trust has assessed emergency care demand and estimates that this will continue to grow at 3% per annum over the life of the plan. Whilst the Trust currently has a monopoly on the A&E services, competitor analysis indicates a potential threat of market segmentation as a consequence of a tariff based system, particularly in relation to call receipt and non clinical triage, acknowledging that these are a key strength of the Trust. The Trust will have to reduce its reference costs over the length of the plan to ensure that it remains competitive whilst meeting expected increases in demand and improving services in rural areas.

- **Patient Transport Services** – The Trust is aware and recognises that the current Patient Transport Service may be affected significantly by patient choice in the future. This will come from more open market competition and a wider choice of providers in this arena. Patient Transport Services low acuity transport demand is reducing over time in line with more strictly applied eligibility criteria and demand for high acuity and unscheduled transport increasing.

- **GP Out of Hours evolving into 111** – The 111 service presents YAS with a unique opportunity to build on the call receipt and triage skills and support the healthcare economy more substantially by maintaining a regional overview of healthcare providers and signposting patients more efficiently and effectively to the most appropriate facility and treatment option first time. The Trust has won the contract to be the 111 provider for the Yorkshire and Humber region from March 2013 and this will need to be supported by an increase in call centre capacity at the Trust's main facility in Wakefield and with the need to acquire facilities in South Yorkshire.

- **Ambulance Service "Closer to Home" –** The way we deliver our services in the future will be driven by our ambition to save more lives and provide care for all, where appropriate in their own home. We will strive to manage patients with urgent needs in the community through improved engagement with health and social care partners. We will do this by working in a new and innovative way being system navigators across the region for urgent and emergency care. We will respond to patient's needs and expectations, while managing system pressures to enable access to the right services in the most appropriate setting. We will be looking to convey patients to the most appropriate health care setting when conveyance is required. Further to this is our ambition to work closer with our communities, particularly in the more rural areas where community paramedics will supplement and enhance other health care services.

- **Reducing the Carbon Footprint of the Trust** – The NHS Sustainable Development Unit carbon strategy sets a target of 10% reduction between 2007 and 2015. They also mandate that every NHS Trust must have a carbon reduction strategy in place. The Trust's building stock directly contribute almost a third of our total CO2 emissions. The location of the estate will also impact upon vehicle drive times and fuel usage.

- **Technology** – Technology plays an increasingly important role within ambulance services. Vehicle technology has become more complex and vehicles are now required to carry vast array of complex communications, diagnostic and information technology equipment. Future estate plans must reflect the need to have facilities to maintain and service this equipment regularly.

- **Financial constraints** – the national pressures upon public finances mean the Trust must continue to deliver high quality services within a reduced financial envelop. As a significant element of the organisations total cost base, the Estate should appropriate to the needs of the service and meet the latest standards of efficiency.

1.6.2 Key Risks

A summary of the Key Business risks taken from the IBP is provided below with an additional comment on where the Estate Strategy can influence and potentially mitigate or respond to these risks;

Table 1.6.3 – Strategic Risks

Risk Context	Strategic Risks	Influence of Estate & Potential Mitigation	
Financial	Inability to maintain financial viability	✓	Reduce revenue expenditure on Estate
Financial	Increased competition resulting in loss of service and income	✓	Estate to respond to potential right sizing in event of loss of service e.g. PTS
Quality	Inability to improve the effectiveness of clinical care and patient outcomes	✓	Create a more flexible estate through hub and spoke model
Quality	Inability to innovate against a changing commissioner landscape	✓	Reduce overheads to improve competitiveness in new market environment
Quality	Inability to secure the capacity and capability required to deliver the clinical and financial improvements required	✓	Rationalise and reduce estate revenue expenditure to free financial resources
Performance	Inability to deliver organisational change management programmes required to sustainably perform against changing service demands	✓	Ensure estate programmes are supported by robust and fundable business cases
Performance	Non-compliance with regulatory or legislative standards either causing or leading to an adverse impact on service delivery	✓	Ensure the estate is compliant with all regulatory requirements through compliance assurance processes

2 Where Are We Now?

2.1 Trust Profile

YAS was established on the 1 July 2006 when the County's three former services merged. It now covers the whole of Yorkshire, from isolated moors and dales to urban areas, coastline and inner cities.

The main emergency and healthcare functions YAS provides are as follows;

i. an access and response service where staff based in the 999 communications centres deploy the most appropriate response to meet patients' needs

ii. an accident and emergency service in response to 999 calls

iii. a patient transport service which takes non-emergency patients to and from their hospital appointments; and

iv. urgent care including a GP out-of-hours call handling service for some primary care trusts (PCTs) across Yorkshire and beyond.

To deliver these functions the Trust has organised itself into 3 localities covering the county as follows;

- North Yorkshire and Craven, Hull and East Riding
- South Yorkshire, Airedale, Leeds and Bradford
- Calderdale, Kirklees and Wakefield

These localities enable the Trust to manage the provision of the Accident & Emergency services across the region and to administer the supporting services to the business units as follows;

- Fleet Maintenance
- Training
- GP Out of Hours (GPOOH)
- Hazardous Area Response Teams (HART)
- HQ & Corporate Services
- Access & Response (call handling centres).

YAS received 751,907 urgent and emergency calls in 2011-12 which equates to an average of over 2,054 calls a day. Of the total number of emergency calls received YAS responded to a total of 631,109 incidents (84%) of which 252,619 were categorised as immediately life-threatening (Cat A). The 2011-12 emergency response performance against target was as follows;

Category A (Red Calls)		Category C (Green Calls)			
Red 1 (echo codes)	**Red 2**	**Green 1**	**Green 2**	**Green 3**	**Green 4**
Response in 8 minutes – 75.2% **19 minute transport standard – 98.7%**	Response in 8 minutes – 75.8% 19 minute transport standard – 97.8%	Response in 20 minutes – 94.8%	Response in 30 minutes – 95.7%	Telephone assessment within 20 minutes – 84.9%	Telephone assessment within 60 minutes – 94.0%

2.2 Current Estate Profile

2.2.1 Ambulance stations

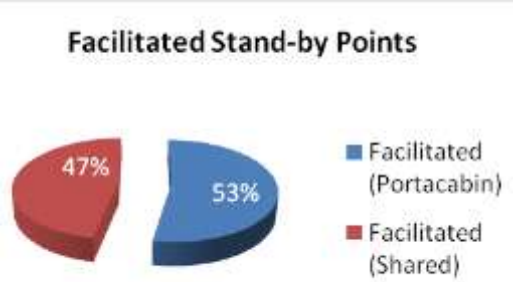
The current Trust estate comprises of a total of 114 properties distributed throughout the county covering the five Clinical Business Units and the supporting business units and functions. The current A&E ambulance station model and configuration is largely driven by history, based upon ambulances being dispatched from station. Facilities usually consist of a vehicle garage with crew facilities with limited parking, training and PC access.

The map below provides an overview of current locations. A full property schedule has been provided at Appendix A.

2.2.2. Standby Points

Standby points are designated areas that are located throughout the region and are an integral part of the emergency call out service, enabling healthcare to reach the patient in the shortest possible time. They are used by both double and single crewed ambulance units as a temporary stationing point between emergency call outs. The standby points are often strategically positioned close to accidents hotspots in order to further reduce the overall emergency response time.

The Trust operates its accident and emergency service from 38 facilitated standby points. Facilitated standby points provide a range of facilities, from toilets and refreshment to communication rooms and vehicle restocking equipment. They are either located on a shared basis, in alternative premises throughout the region, or within



portacabins owned by the Trust on leased sites. Given that these facilities are neither part of the Trust's estate (shared) nor part of the long term fixed estate these assets are not covered under the Six Facet Survey and as such their condition is not assessed.

2.2.3. Patient Transport Services (PTS)

PTS facilities are currently located throughout the existing estate on a shared occupancy basis primarily located within the ambulance stations. There are no permanent sites specifically identified for PTS within the estate portfolio.

Should the Trust lose PTS contracts, it is likely that alternative sources of income would be persued such as that which supports social services care. Alternatively, if the PTS workload were to increase, it is considered likely that additional estate would be sought specific to the requirements of PTS.

2.2.4. Other Clinical Business Unit (CBU) Estate

These CBU's enable the Trust to manage the provision of the Accident & Emergency services across the region and to administer the supporting services to the business units as follows;

- **Fleet Maintenance** – There are three fleet workshops (Hull, Sheffield and Wakefield) and an additional eight facilities which operate out of a number of ambulance stations across the estate.
- **Training** – There are three (York, Doncaster and Wakefield) dedicated training facilities within the estate.
- **GP Out of Hours (GPOOH)** – GPOOH call handling is run out a central facility based in York.
- **Hazard Area Response Team (HART)**[2] – HART is currently run out of central facility based in Morley, Leeds.
- **HQ & Corporate Services** - There are two headquarter premises and a number of additional properties used for administration and support. These contain:
    - Trust Headquarters
    - Administration Centre (North)
    - Administration Centre (South)
    - Finance Department, York
    - Operational Support Unit[3]
    - Occupational Health
    - Access & Response (call handling centres)

[2] HART is a specialist Chemical, Biological, Radiological and Nuclear (CBRN) response and training unit focussed on reducing loss of life in the event of a terrorist or accidental CBRN incident.

[3] The OSU is the Ministry of Defence's centrally managed unit which offers a range of capabilities that can be deployed anywhere in the UK at short notice. There are two units strategically located to cover UK, with the Northern unit being based at York, within the Trust's estate. The units cover a range of specialisms, most importantly CBRN (Chemical, Biological, Radiological and Nuclear) response.

Table 2.2.5: Facility Mix

Type	Number	GIA (sqm)
Ambulance Stations	62	38,462
Standby Facilities	38	950
Fleet Maintenance Facilities	3	4,371
Training Facilities	3	1,652
GP Out of Hours (GPOOH)	1	80
Hazardous Area Response Teams (HART)	1	772
HQ, Corporate and Control Centres	6	11,183
Total	114	57,470

The total gross internal area (GIA) of the properties occupied by the Trust is 57,470 square metres and the total land area of Trust sites is approximately 13 hectares (32.11 acres). The asset valuation (by the District Valuer) as at 22 February 2011 was as follows:

Table 2.2.6: Asset Valuation by Class

Asset Class	Value
Buildings*	£22,200,000
Land	£18,700,000
Total	£40,900,000

(Values are Construction Values not open market values)*

2.2.7. Tenure

The Trust estate falls into three categories of tenure as follows:

Table 2.2.8.: Estate Tenure by Gross Floor Area

Tenure	Gross Floor Area % of Estate
Freehold property	74%
NHS leased property	25%
Licence Agreement	1%

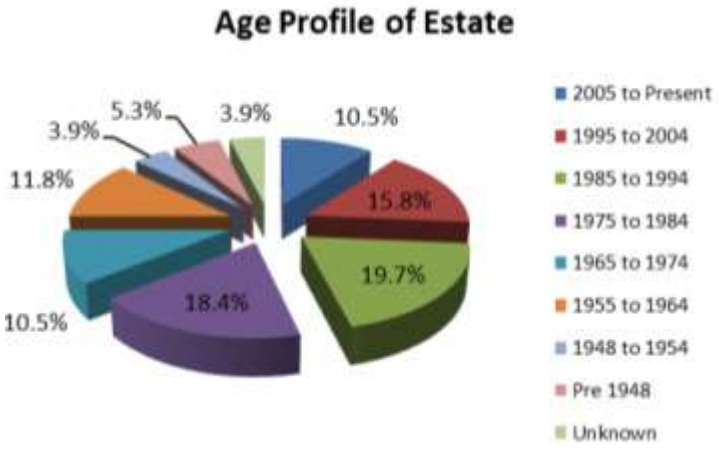
2.2.9. Age Profile

As reported in the Estates Strategy (2007-2012), the current YAS estate is a mixture of buildings that has evolved over the last 50 years. The majority of the operational ambulance station stock is over 20 years old. The stations are a mix of owned and leasehold premises in locations that were determined many years ago to meet the service needs of the second half of the 20th Century. The development of the economy, conurbations and road networks across Yorkshire now mean that a number of the buildings are no longer in appropriate locations to meet the needs of the first half of the 21st century.

The age profile of the current Trust estate is summarised in Table 1 below and in the pie chart that follows:

Table 2.2.10.: Age profile of the current estate (excludes facilitated stand-by points)

Period	% age of properties	No. of properties
2005 to Present	10.5%	8
1995 to 2004	15.8%	12
1985 to 1994	19.7%	15
1975 to 1984	18.4%	14
1965 to 1974	10.5%	8
1955 to 1964	11.8%	9
1948 to 1954	3.9%	3
Pre 1948	5.3%	4
Unknown	3.9%	3
Totals	100%	76



(Note – 38nr Stand-by points excluded from total number of properties)

The facilities in the ambulance stations remain primarily vehicle focused with the emphasis on garaging vehicles. Subsequent to the 2007-2012 Estates Strategy there has been an amount of investment made to improve staff and deployment facilities. Despite this, a substantial proportion of the estate remains in need of upgrading and modernisation in order to reach an acceptable standard for operation.

2.2.11. Estate Occupancy Costs

The following summarises the annual revenue expenditure of the Trust in relation to the Estates hard and soft facilities management services;

Table 2.2.12: Estate Occupancy Costs

Revenue	£ per annum (2011/12 figures)
Rent	2,171,596
Rates	1,138,509
Insurance	22,469
Utilities	1,278,477
Estates Maintenance (Pay)	520,751
Estates Maintenance Works	862,300
Depreciation	1,007,810
TOTAL ANNUAL COSTS (before Backlog)	**7,001,912**

2.3. Six Facet Classifications & Overall Performance

As required by the Department for Health the Trust undertakes a regular update of its overall estate performance and condition applying the Six Facet Survey Estate code methodology. This survey was undertaken in advance of this Estate Strategy to establish the current baseline in six key areas of estate performance:

Facet 1: Physical Condition

Facet 2: Functional Suitability

Facet 3: Space Utilisation

Facet 4: Quality

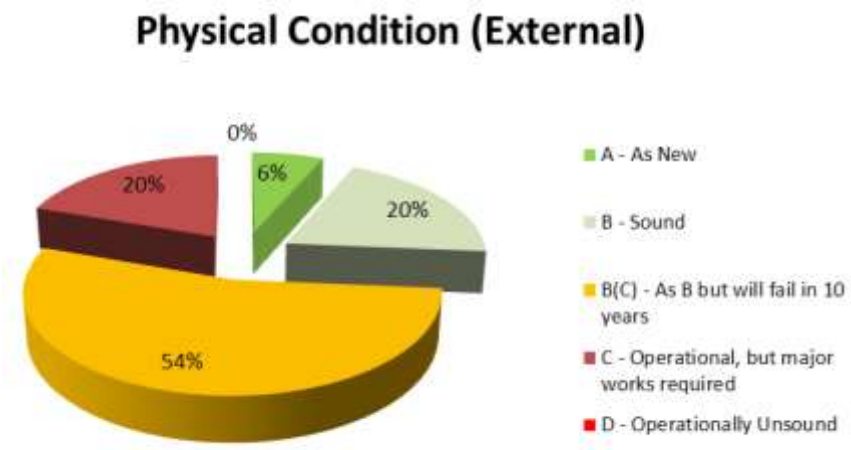
Facet 5: Statutory and Non Statutory Requirements

Facet 6: Environmental Performance (Energy)

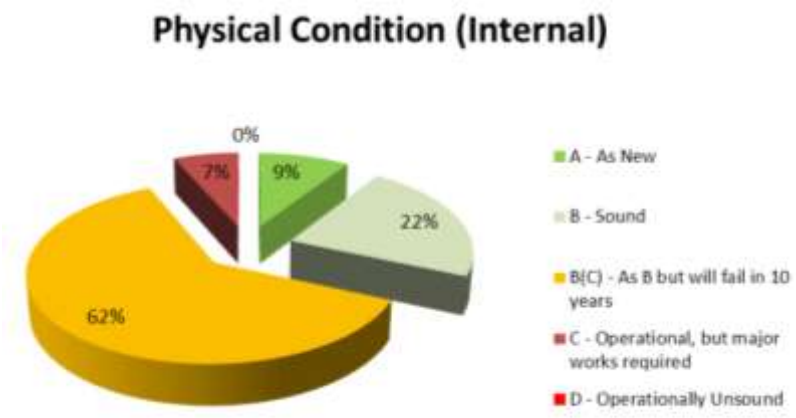
A description of each element is provided below for reference in Appendix B. The full Six Facet report is available as a separate document.

2.3.4. Facet 1: Physical Condition

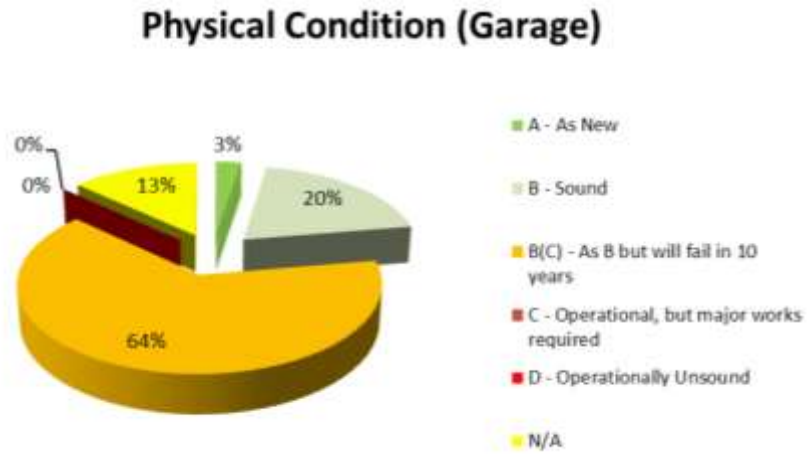
A broad assessment of the physical condition of the existing estate; including buildings, associated engineering services and external works, is an essential factor in resource planning. As part of the physical condition assessment, three different elements of the estate properties were examined; the external, office and garage areas. The following pie charts illustrate the current condition of the elements assessed, indicating the extent to which further work may be required.



The pie chart above demonstrates that a large proportion (54%) of the properties included within the estate are currently operational but will require additional work in the future, with 20% of the buildings requiring major works within the foreseeable future.



The assessment has indicated that the majority of internal office space across the estate is currently in an acceptable condition (93%). Further work is required on the remaining 7% of the properties, with this number set to rise as additional buildings deteriorate over time.

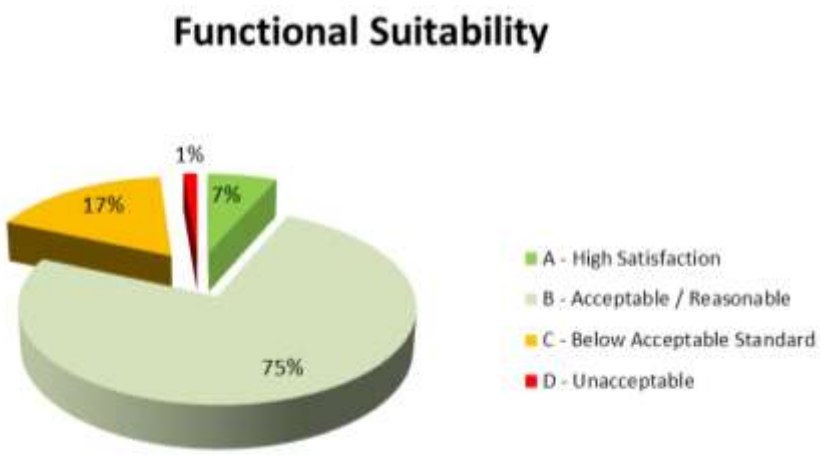


A further assessment was carried out in order to examine the physical condition of the garages located alongside some of the key properties across the estate. Investigations have highlighted that the garages are currently in an acceptable condition but further recognises that additional work will be required in the future.

In summary the survey of physical condition indicates that almost two thirds of stations will require significant capital works within the next ten years. A full analysis by site is provided in Appendix B2.

2.3.5. Facet 2: Functional Suitability

The functional suitability of the properties was assessed in order to examine how effectively the building supports the delivery of key services within the Trust. The assessment criteria included; space relationships, the provision of services, amenity for staff, location, environmental conditions and the property/departments overall effectiveness.

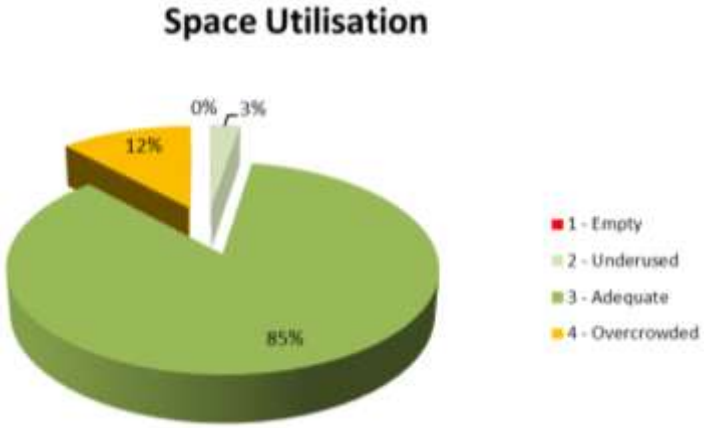


The pie chart above demonstrates that a large proportion (82%) of the estate is currently operating at an acceptable level or above, in terms of functional suitability. The remaining estate is below standard and will need to be addressed.

2.3.6. Facet 3: Space Utilisation

An assessment of departmental/building utilisation has been carried out in order to identify areas within the estate that are not fully utilised. The aim is to maximise utilisation whilst not compromising the needs of each facility and the necessary functions required. Properties should further provide sufficient space to support the delivery of health services in order to meet local needs and national priorities.

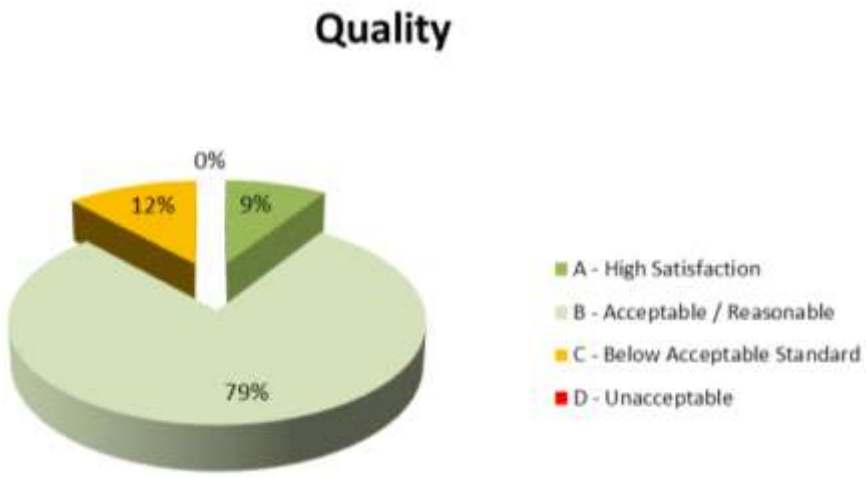
Issues relating to space utilisation are difficult to measure, particularly in the context of an ambulance trust as stations are often empty when crews are attending emergency calls. Facilities must be able to provide storage for supplies, suitable parking and adequate admin/mess areas.



The survey has highlighted that the majority of the estate operates at an adequate space utilisation level. However several stations such as Gildersome in Leeds, Halifax and Willerby are identified as overcrowed; suggesting the need for expansion or re-provision. Additional work will be required in order to address the issues associated with those properties that are currently overcrowded and those properties that are underused.

2.3.7. Facet 4: Quality

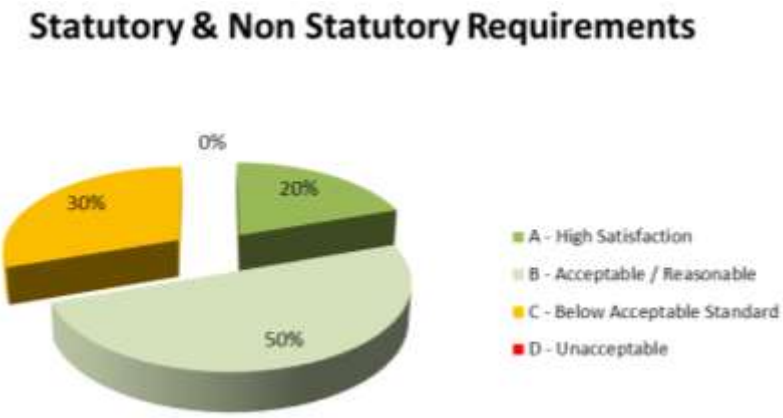
An assessment of quality examines the following three factors; amenity, comfort engineering and design.



The pie chart above illustrates that the majority of the estate (88%) meets or exceeds the acceptable level of quality required. The remaining 12% is currently below an acceptable standard, which is explained by the age of a number of the properties within the estate.

2.3.8. Facet 5: Statutory and Non-Statutory Requirements

A high level risk assessment of statutory and non-statutory requirements was carried out for compliance with statutory requirements such as fire safety and health and safety, however, it must be noted that further in depth and more detailed surveys may need to be completed in order to identify which areas may require additional attention.



The assessment results indicated that a large proportion (70%) of the estate is currently operating at an acceptable standard, or above. The remaining 30% of the estate will require further work in order to improve the issues identified, such issues include fire detection/signage, safety glazing and management of asbestos.

2.3.9. Environmental (Energy) Performance

An assessment of energy performance and environmental management was carried out based upon an assessment of a series of specific elements such as insulation, glazing and heating. The assessment was

not a comprehensive energy audit but a more general overview of performance of each the element based on visual inspection.

The results of the assessment indicated a clear split, with 50% of the estate operating at an acceptable level or above, whereas the other 50% is operating below standard or at an unacceptable level. The poor energy performance can be explained due to the ageing nature of a substantial proportion of the properties within the estate such as Whitby, Gildersome and Menston stations.

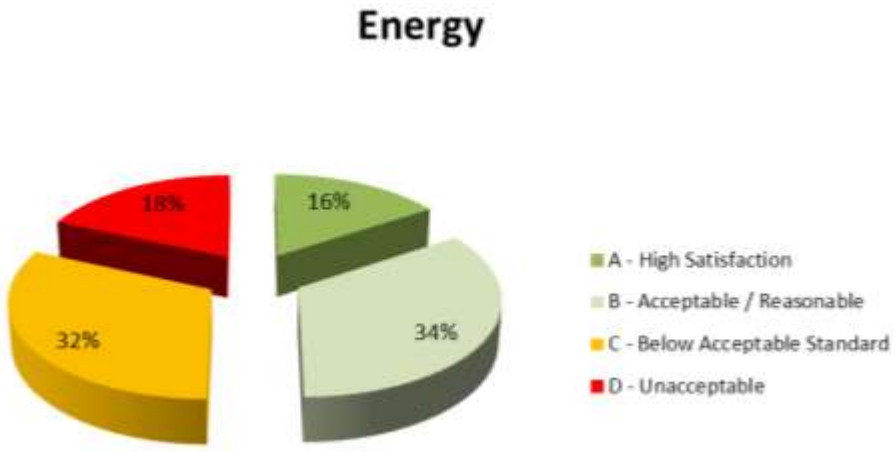
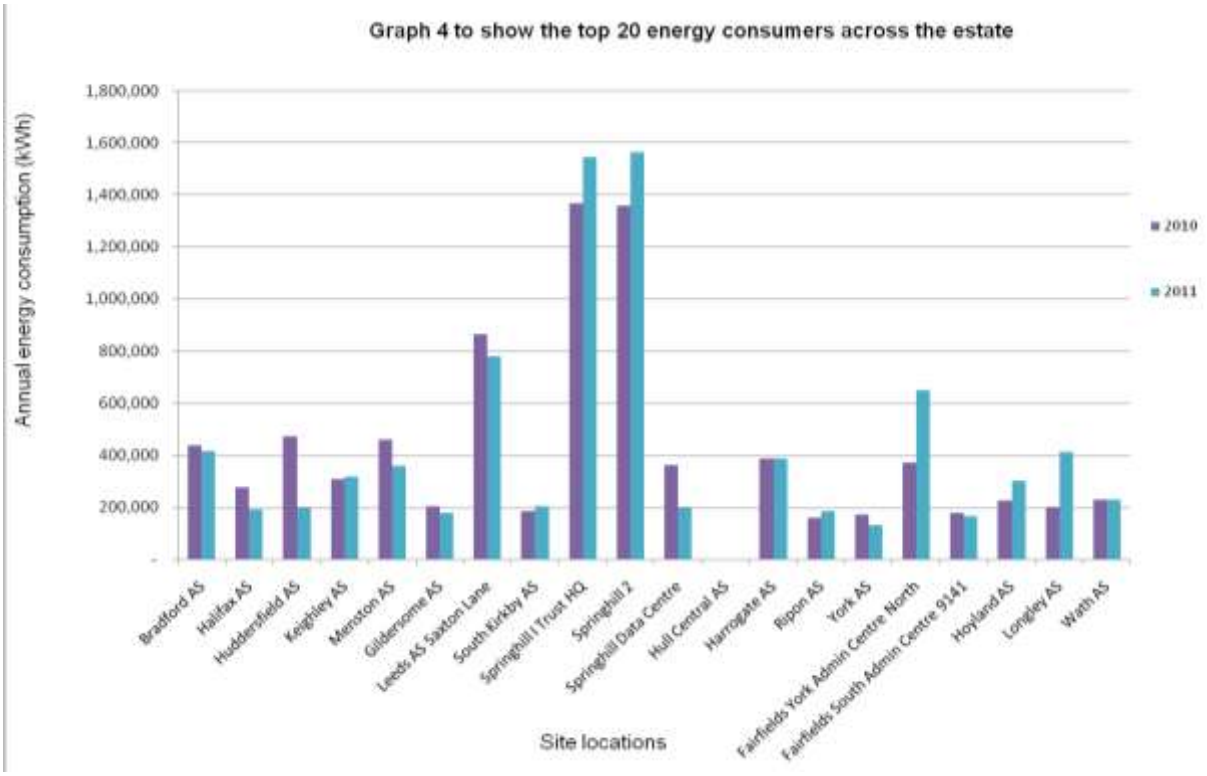


Table 2.3.9 Energy Use for Yorkshire Ambulance Service

Item	Metric
Electicity usage in 2011/12	£723,370 – 6,835,108 kw/h
Gas usage in 2011/12	£417,461 – 11,296,987kw/h

The table below shows the top 20 energy usage across the trust between 2010-11 and 2011-12



As well as identifying the high energy use of some of the Trust's older stations, the analysis highlights the high energy use of the control centres at Springhill and York and the need to ensure these sites accommodate the latest energy efficiency measures.

2.4. Environmental Impact Assessment

The NHS Environmental Toolkit Assessment (NEAT) was superseded in 2008 by BREEAM Healthcare (Building Research Establishment – Environmental Assessment Method). However, BREEAM Healthcare applies to new build schemes and for the purposes of undertaking an Environmental Impact Assessment of the Estate the application of BREEAM In-Use is considered more applicable as it is specifically aimed to help reduce the running costs and improve the environmental performance of existing buildings.

The methodology itself consists of a standard assessment and independent certification process that looks to provide a clear and credible route map to improving sustainability. To date this methodology has not been applied to the Trust's estate primarily due to the number of facilities owned and operated by the Trust which is typical of most ambulance services. It is the intention however, to explore with BRE and other suppliers how this method could be applied in the most cost effective manner.

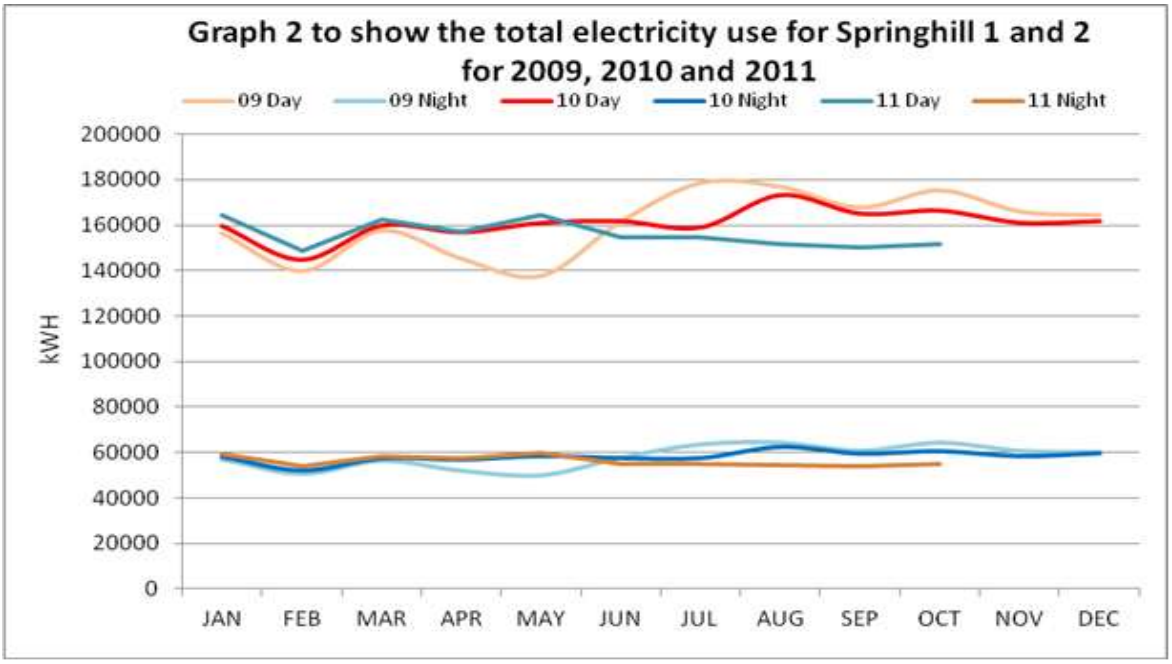
The Government has set a target to reduce the UK's emissions by 80% by 2050 and 34% by 2020, which was laid down in law through the Energy Act. The NHS Sustainable Development Unit carbon strategy sets a target of 10% reduction between 2007 and 2015. They also mandate that every NHS Trust must have a carbon reduction strategy in place. YAS are working towards a 32% reduction in carbon emissions by 2015.

2.4.2. Environmental Improvements to date

Automatic Meter Reading (AMR)

AMR has been installed at ten locations across Yorkshire – Springhill 1, Springhill 2, 1 Europa Way, Huddersfield, Bradford AS, Clay Lane West, Hull Centre AS, Keighley AS and Willerby AS.

Readings from an AMR system can provide real time information. The electricity meter readings are sent to the electricity board every half an hour. Graph 2 shows the electricity use for Springhill 1 and Springhill 2 from 2009 through to 2011. The drop in the electricity consumption in May 2011 was due to the removal of several air conditioning units. There is a plan to install AMR across the whole estate within five years.



Lighting upgrades

The Estates department are replacing the inefficient lighting throughout the estate with up to date lighting technology that promises a decrease in electricity consumption of 60%.

Examples of the approach include;

- The Category 2 lighting in Springhill 2 was replaced with T5 low energy lighting
- The lighting circuits in Halifax station was split and daylight sensors were fit
- The garage lighting was replaced with low energy and occupancy as well as daylight sensors at HART
- Sutton Fields and Bramley had their garage lighting replaced
- The garage lighting in Unit M (Fleet) is to be replaced with low energy lighting with daylight sensors.

The combined savings of these lighting improvements is expected be £11,100 per year (based on 2011 electricity costs). A predicted additional £10,000 will be saved annually with the replacement of Unit M's garage lighting. In addition, halogen lighting is being replaced with more efficient LED lighting across the estate.

Double Glazing

Double glazing has been installed at three stations as part of wider refurbishment work to reduce energy loss and this will be extended as further refurbishement projects are undertaken.

Heating Upgrades

Heating systems have been replaced in Wakefield, Bradford, Elm Bank, Gildersome and Halifax ambulance stations. In addition, existing systems have been upgraded at Harrogate and Brighouse. Thermostatic radiator valves have also been installed along with the refurbishment and upgrade of estate.

The combined annual savings from these projects is predicted to be around £27,000.

Insulation

The Estates team have been upgrading and installing insulation across the estate. Pipework has been insulated across the estate. Heating systems were upgraded in five ambulance stations with a further seven or eight to be upgraded during 2012.

Dyson hand dryers

Dyson Airblade hand dryers were installed in the 18 washrooms at YAS HQ at Springhill. Previously a mix of hand dryers and paper hand towels were used which generates a lot of waste and uses a lot of energy.

The installation of the Dyson Airblades at Springhill will reduce the amount of waste generated from paper towels and reduce the electricity bill. Staff at Springhill use and throw away over 1.4 million paper towels annually.

The carbon cost of hand drying is as follows:

- 0g CO2 allowing hands to drip dry
- 3g CO2 Dyson Airblade dryer
- 12.5g CO2 one paper towel (most people use two towels per hand dry)
- 20g CO2 standard electric dryer.

It is estimated that by not using 1.4 million hand towels every year, 8 tonnes of paper can be saved from going to landfill as well as £14,000 and 6.7 tonnes of CO2 will be saved by installing the Dyson hand dryers.

Water

Water costs are monitored on a monthly basis by the estates department. Dual flushing toilets were installed across the estate in 2010 and 2011.

Ventilation Systems

Ventilation systems at Harrogate and Brighouse will be surveyed and improved in 2012 followed by other sites.

2.5. Summary of Backlog Maintenance Costs

The following summarises the backlog maintenance of the Trust's estate as of March 2012.

Table 2.5.1 – Summary Table of Backlog Maintenance

Backlog	Total	Average (per building)
Current Backlog[4]	£2,692,010	£34,938
Impending Backlog[5]	£5,557,619	£72,177

If the estates remains as now, the total investment required for all works over the next ten year period including fees and VAT is as follows:

Table 2.5.2 – Summary Table of Backlog Expenditure

Item	Cost
Total cost of works over 10 years	£8,249,629
Preliminaries @ 12%	Incl above
Asbestos contingency (£20k / bldg)	£1,540,000

[4] Current Backlog – is defined as the cost to bring all elements up to condition B (sound) and to remain in condition B for the following 5 years as of the date of survey.

[5] Impending Backlog – is defined as the impending backlog over the following ten year period based upon an anticipated rate of deterioration of the asset condition and known future legislative requirements/changes in standards.

Contingency @ 10%	£978,963
Fees @ 15%	£1,615,289
Sub-Total	£12,383,881
VAT @ 20%	£2,476,776
Grand Total	**£14,860,657**

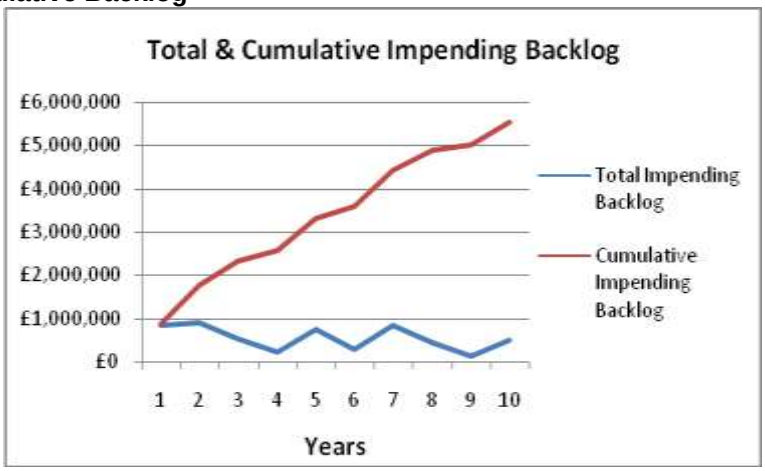
Table 2.5.3 – Top 10 Premises with Highest Backlog

Premises	Current Backlog (£)
Bradford[6]	£395,850
Leeds	£350,420
Huddersfield	£139,912
Wath	£96,350
Admin Centre South	£91,070
Bentley	£90,400
Training Unit Wakefield	£80,450
Batemoor	£77,294
South Kirkby	£70,300
Northallerton	£69,904

The table and graph below illustrate the total impending backlog over the course of the next five years and beyond. This indicates a mean average spend of £556,000 per annum on backlog (current day costs) over the course of the next ten years. It should be noted however, that a failure to address impending backlog within each given year may result in a failure to meet statutory compliance. Each annual budget for capital works will therefore need to be reviewed to ensure all health, safety and compliance measures are addressed.

Table 2.5.4 – Summary Table of Total & Cumulative Backlog

Years	Impending Backlog	
	Total	Cumulative
1	£864,905	£864,905
2	£914,726	£1,779,631
3	£543,400	£2,323,031
4	£240,995	£2,564,026
5	£749,333	£3,313,359
6 to 10	£2,244,267	£5,557,619
Total	£5,557,619	£5,557,619



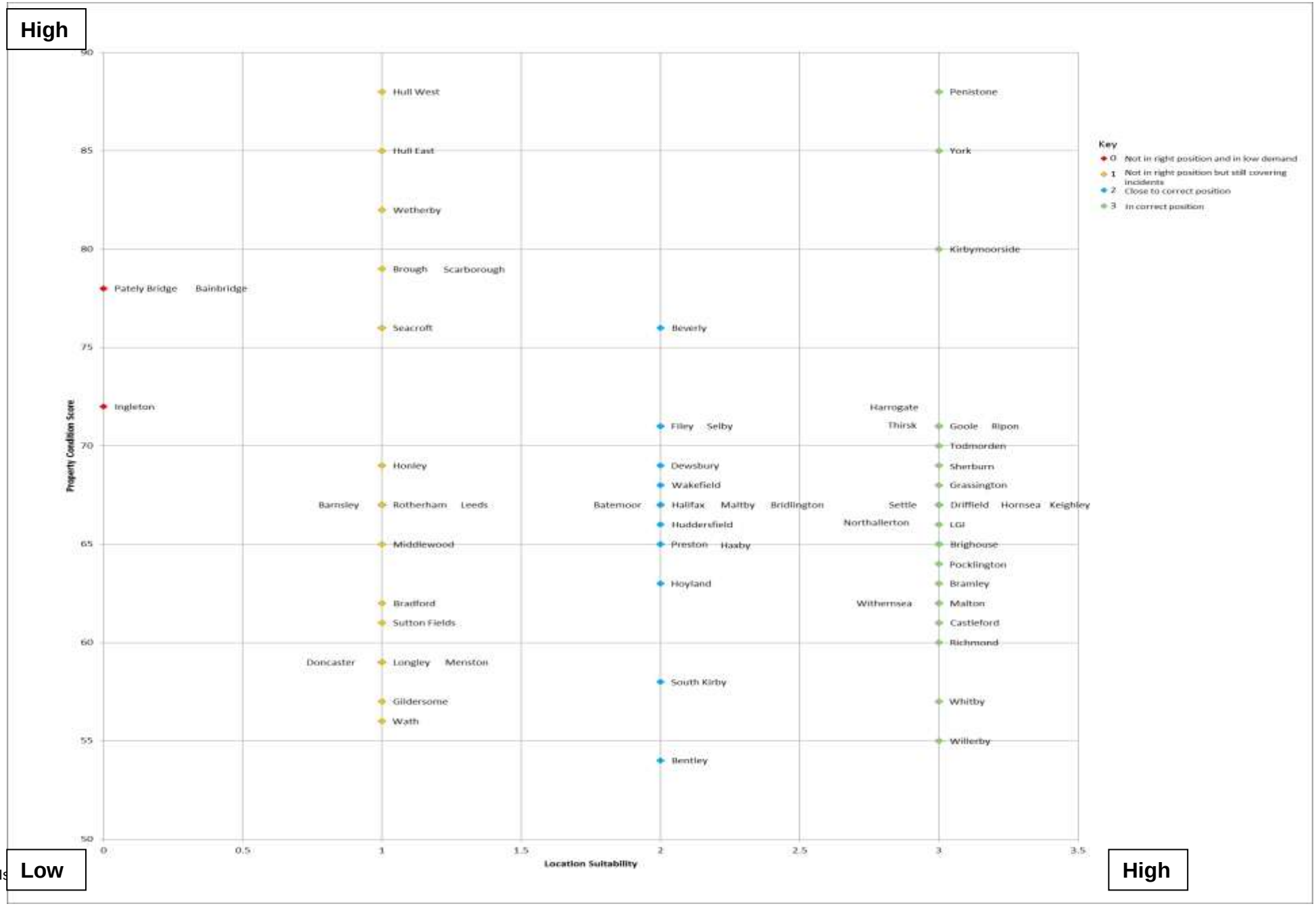
Clearly it is essential to understand the long term future suitability of any site before embarking upon significant financial investment.

The chart on the following page presents the overall effectiveness of each site by comparing location suitability (from ORH modelling based on response time data) with six facet data and backlog (Condition).

[6] Bradford Ambulance Station was at the time of drafting the Estate Strategy about to undergo a major refurbishment which would result in significant reduction in the current backlog. It is however, anticipated that the current backlog will remain above £50,000.

The modelling was based on setting a number of fixed locations and then assessing 'ideal' locations for other sites based on activity data.

This data will be used to inform the optimum locations, hub and spoke criteria and likely site disposal, rationalisation and co-location for the duration of the strategy.


High
Low
High
Property Condition Score
Location Suitability
90
85
80
75
70
65
60
55
50
0
0.5
1
1.5
2
2.5
3
3.5
Hull West
Hull East
Wetherby
Brough
Scarborough
Pately Bridge
Bainbridge
Seacroft
Ingleton
Honley
Barnsley
Rotherham
Leeds
Middlewood
Bradford
Sutton Fields
Doncaster
Longley
Menston
Gildersome
Wath
Beverly
Filey
Selby
Dewsbury
Wakefield
Batemoor
Halifax
Maltby
Bridlington
Huddersfield
Preston
Haxby
Hoyland
South Kirby
Bentley
Penistone
York
Kirbymoorside
Harrogate
Thirsk
Goole
Ripon
Todmorden
Sherburn
Grassington
Settle
Driffield
Hornsea
Keighley
Northallerton
LGI
Brighouse
Pocklington
Bramley
Withernsea
Malton
Castleford
Richmond
Whitby
Willerby
Key
0 Not in right position and in low demand
1 Not in right position but still covering incidents
2 Close to correct position
3 In correct position

2.6. Summary of Findings

It can be concluded from the findings of the six facet surveys and the benchmarked data that the following areas are considered to be prioritised;

- Rationalisation of built stock to reduce size of estate, age profile, backlog maintenance liability and revenue costs
- Address current and total impending backlog through investment, reprovision or where appropriate disposal, to avoid continued deterioration in the Estate infrastructure. Work to be progressed to ensure;
    i. no compliance failures; and
    ii. abortive works avoided where disposal or rationalisation is being programmed
- Target estate investment where energy performance is below standard and specifically eliminate all parts of the estate with current Cat D performance. Reduce energy usage through heating and lighting reduction schemes and estates rationalisation
- Increase investment levels in the estate within available resources to improve overall condition and reduce hard facilities management costs
- Undertake a review of current contracted out services to benchmark and identify potential supply chain savings.

3 Where Do We Want To Be?

2.7. Key Drivers for Estate Change

Within the IBP specific reference is made to the Estate and highlights the need over the next five years to achieve the following;

- Reduce expensive estate and infrastructure costs
- Identify areas of high spend and associated income
- Set internal contribution targets and performance manage
- Benchmark against peers and learn from areas of best practice
- Reduce overhead costs through estate programme linked to strategic model.

The Trust has four specific areas of service development. These include developing the estate that will support the intention to become a provider of 111. The Trust is committed to investment in staff, equipment and skills training to improve outcomes for patients experiencing major trauma and expanding the clinical hub to support a different model of service delivery. The estate from which we operate has a major part to play and the Estates Strategy is aligned to ensure it enables delivery across those objectives.

YAS is taking proactive steps towards increasing efficiency, raising standards and improving resilience through working with volunteers in the community and other health partners. We will see the introduction of community paramedics and increases in community first responders. This is designed to increase performance particularly in more rural areas.

What will this mean for the Estates Strategy? We will design the estate to create hubs in urban centres and explore co-location opportunities or satellite stations in conjuction with other services and/or health partners in rural areas. While we will continue to require a central training academy to deliver core training, we will also provide local training facilities to minimise travel time and support the delivery of local training and clinical updates in addition to providing similar training needs across local community first responders.

The Estate Strategy is therefore cognisant of these developments and looks to make the necessary provisions within the strategy.

As part of the development of the Estate Strategy various workshops and meetings have been held by the Estates team with YAS Business, Service and Operational staff. A consensus view was formed through this approach that has defined the primary drivers for estate change. This can be summarised as follows:

- Location of estate is historic and needs reviewing to meet service requirements
- Ageing Estate in poor and deteriorating condition
- YAS has higher than Average Estate Costs
- Continual upward trending of Utility Costs increasing revenue expenditure
- Increasing Back Log Maintenance
- Stringent Statutory and Legislative Requirements
- Sustainable Development Agenda to reduce Carbon Footprint
- Disproportionate High Number of Ambulance Stations and Occupied Floor Area
- The need to meet Care Quality Commission Requirements
- Security of Medicines Management
- Increasing need to improve efficiency
- Priority of Service to meet its KPI’s i.e. improve response times
- Free resources for front line care.

2.8. Strategic Estate Objectives

It is the Estate teams overriding goal to provide a modern fit for purpose working environment. Based on the agreed drivers for change a series of **five strategic estate objectives** can be drawn as follows:

Table 3.2.1 – Strategic Estate Objectives

1. Rationalise and replace ageing built stock (release expenditure for re-investment in frontline patient care)
2. Provide flexible and responsive accommodation (locations aligned to patent need)
3. Reduce running costs (release expenditure for re-investment in frontline patient care)
4. Elevate environmental standards of built stock (Carbon Reduction & Infection Control)
5. Create value from redundant/surplus facilities (release expenditure for re-investment in frontline patient care)

2.9. Estate Performance Objectives

A series of Specific, Measurable, Achievable, Realistic and Timebound (SMART) performance objectives have been established against which the Trust can start to deliver a transformational change in the estate;

Table 3.3.1 – Estate Performance Objectives

Ref	Objective	Target
1	Optimised Estate	Improve the location of the estate portfolio to achieve optimum coverage and help improve emergency response times through the delivery of new and divestment of old facilities – target 15 facilities over next five years.
2	Backlog	Reduce backlog maintenance costs by 20% from 2012 to 2017.
3	Compliance	Improve statutory compliance and reduce risks through reductions in non-compliance with statutory legislation and incident rates.
4	Age	Target at least 30% of total value of the estate to be less than 15 years old by 2017 in order to minimise future backlog mainntenance and energy costs.
5	Financial	Reduce revenue costs by 10% through a programme ofrationalisation/refurbishment in the current portfolio and a detailed assessment of supply chain services to be measured by mapping overall maintenance and utilities costs.
6	Energy	Reduce all Cat C and D Energy Performance standards by 20% across the estate.
7	Energy	Increase energy provision from renewable sources where achievable to 10% of total energy consumption by 2017.
8	Environment	Complete and obtain a board approved Environmental Strategy.
9	Environment	Undertake in stages using an approved methodology (BREEAM In-use or similar) a sustainability assessment of the current estate.
10	Transport	Complete new and update existing Travel Plans for the Estate and obtain Board Approval.

4 How Do We Get There?

4.1 Introduction

The following section looks to provide a series of prioritised options and interventions over the course of the next five years. The strategy is ambitious in its nature and will be subject to securing the necessary funding to deliver the change programme envisaged for the estate.

It should be noted that the strategy itself cannot at this point fully define and cost all of the options available but it does aim to provide the Trust with a direction of travel and indicative cost range to deliver the transformation. The strategy has therefore made clear where work is on-going or requires further development prior to implementation.

4.2 New Hub & Spoke Programme

The concept of a hub and spoke model for emergency response is something that the Trust has a desire to implement and intends to apply as a preferred strategic option to help deliver a cost effective reduction of the estate and to improve service efficiency. The hub and spoke model including a 'Make Ready Facility' is designed to support clinical delivery by:

- Reflecting that once a shift has started staff and vehicles are predominantly mobilised from standby and mobile locations
- Improving local training facilities, which is key to improving quality and meeting local healthcare priorities
- Maximising patient safety by minimising the risk of vehicle and equipment failure and improving cleaning and infection control facilities.

Figure 4.2.1 – Hub & Spoke Facility

The key benefits of a hub and spoke model are summarised below;

- Reduces risk – to staff, vehicles and equipment, through more rigorous vehicle and equipment checks and cleaning
- "Liberate" clinician time lost currently at start, during and end of shifts
- Supports standardised equipment on every vehicle
- Supports a reduction in overall fleet size, through better utilisation of vehicles and equipment
- Improve infection control rates
- Improved management of staff and issues through on site management presence
- Benefits through economies of scale

- Meet BREEAM standards
- Improve work/life balance for staff through introducing a variety of shift patterns
- Modernise the estate therefore reducing estates running costs.

A description of what a typical hub and spoke service model includes is given in the table below;

Table 4.2.2 – Hub & Spoke Model

Type	Location	Facilities
Hub	Fixed premises either leased or owned by Trust	▪ Staff Base ▪ Welfare facilities ▪ Office /administration space ▪ Storage/ logistics space ▪ Make Ready[7] ▪ Training ▪ Possible fleet maintenance facility
Facilitated Spoke (aka "5 Star Standby")	Leased, Shared Space or Portacabin	▪ Mess room ▪ Provision or access to kitchen facilities ▪ Toilets and basic welfare
Non-facilitated Spoke	Road side stopping point (limited time periods)	▪ None

4.2.3 – Hub Locations

To achieve the full benefits of a hub and spoke model, hub locations must be geographically central to operational dispatch areas and located relatively close to main hospitals and enable good access for staff and vehicle deployment to standby locations.

At the time the Estate Strategy was being produced, consultants (ORH Ltd) had been commissioned to undertake a five year projection of the staffing levels required taking into consideration possible changes to the operational regime and efficiencies. This scope was extended to use their analytical techniques to identify the optimum locations across the Trust to deal with emergency responses.

A study has therefore been commissioned to achieve the following objectives:

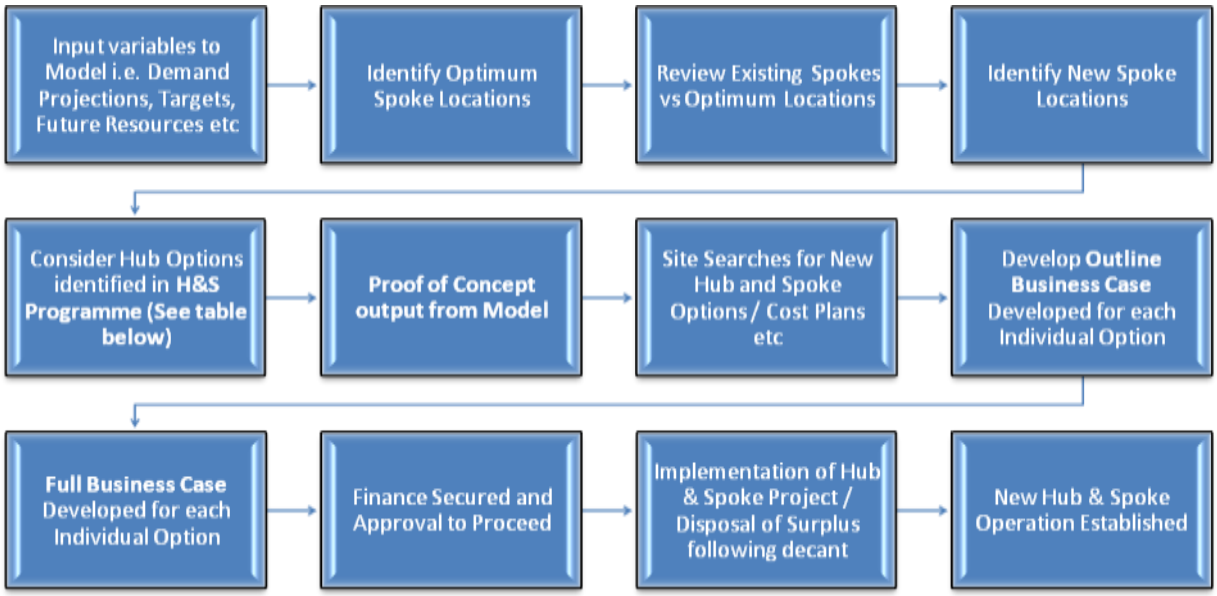
- Assess the operational coverage of the current stations in each CBU
- Project future demand and modelling to test alternative configurations, and
- Determine the optimum configuration of spokes and hubs.

The study will be phased to focus on identifying and testing specific locations where hub and spoke can be applied to improve emergency response times. In addition the modelling will also need to ensure that downtime and operational expenditure (fuel/vehicle running costs) doesn't make the option unviable due to increased journey times and distances between hubs and spokes. In this respect there will also need to be a review of the Trust's current policy regime to see how current policies can be developed to allow working practice to be more flexible to allow these changes to be implemented.

Early indications and initial outputs from the ORH work have started to indicate that the hub and spoke model does not lend itself easily to the more rural locations where there is a dispersed and wide spread population over a greater geographic area such as in North Yorkshire. In these locations it may not be possible to prove the case for hub and spoke and therefore the more traditional model may remain.

The process for testing each option and to establish the business case for each individual investment is illustrated below;

[7] Make ready is a one-hit deep clean and stocking overhaul of the Ambulance vehicles. It operates between shifts / during operation where there may be the need to clean/stock. At present this is not fully applied within the Trust but is being examined in more detail by the Trust.



For the purposes of the Estate Strategy a series of possible hub and spoke and replacement ambulance stations has been identified that will require testing and consultation with the public, patients and staff through agreed processes. This will be confirmed through further detailed modelling. These options have been set out in the following table:

4.2.4. New Hub & Spoke Programme

Ref	Option	Indicative Capital Cost
1	West Yorkshire HART/Leeds Hub.	£6.5m
2	North Yorkshire York Hub	£0.5m
3	South Yorkshire Doncaster Hub	£3.2m
4	South Yorkshire Wombwell Hub	£3.9m
5	West Yorkshire Elland Hub	c.£3.9m
6	West Yorkshire Normanton Hub	c.£2.5m
7	South Yorkshire Sheffield Hub	c.£2.5m
8	South Yorkshire Rotherham Hub	c.£2.5m
9	East Yorkshire South East Coast Hub	c.£3.0m
10	East Yorkshire Hull Hub	c.£600k
11	East Yorkshire North East Coast Hub	c.£3.0m
12	West Yorkshire Bradford Hub	c.£2.5m

4.3 Initial Location Review / Co-location Opportunities

A key part of the Estate Strategy is the realisation of capital for re-investment in the Estate and also the removal of potential backlog and liability attached to older stock. Similarly where the current estate is leased and the premises are no longer considered fit for purpose then these leases will be allowed to expire or will have any break options reviewed.

A series of disposals, co-locations and relocation opportunities that do not specifically require re-provision of new facilities have therefore been considered and are set out in the table below. Others will follow subject to the outcome of the Hub and Spoke programme.

It should be noted that each disposal the Trust undertakes will be subject to the NHS Estate Code best practice guidance and achieving best value.

Table 4.3.1

Ref	Station	Status / next steps
1	Seacroft	Co-location opportunity to be explored with LTHT
2	Honley	Co-location opportunity to be explored with Fire Service
3	Menston	Co-location opportunity to be explored with Fire Service
4	Todmorden	Co-location opportunity to be explored with Fire Service
5	Maltby	Co-location opportunity to be explored with Police Service
6	Preston	Co-location opportunity to be explored with Fire Service / Alternative to run from Hull.
7	Ingleton	Co-location opportunity to be explored with Police Service
8	Grassington	Co-location opportunity to be explored with Police Service
9	Scarborough	Explore lease to determine whether breaks possible or whether a negotiated exit could be achieved.
10	Bramham	Site surplus to requirments as no longer in use. The building has been demolished and the land is now been considered for sale in conjuction with the adjoining property which is owned by Leeds City Council who are marketing both sites.
11	Parkway Sheffield	Co-location opportunity to be explored with Fire Service

4.4 HART and Leeds Area Hub

HART was developed in August 2009 to provide Chemical, Biological, Radiological and Nuclear (CBRN) CBRN training and response unit in support of a programme led by the Home Office to reduce the number of lives lost in the event of a terrorist or accidental CBRN incident. A key objective of the programme is to improve capabilities and form a 'model response', ensuring if an attack occurs then effective actions are taken to minimise the number of lives lost and the impacts on the environment.

The HART unit is currently located just outside Leeds and close to the motorway network offering ideal access to the wider Trust area. Over the past two years, capability has rapidly expanded providing scope to develop the HART unit further and extend operations to include the whole of Yorkshire and Sheffield.

Improvements to the existing facility will provide:

- A capability in a location which support service delivery
- A capability to provide specialist assets to enhance the reputation of the Trust
- Adequate and appropriate accommodation to maintain operational readiness
- Flexible accommodation that will support the changing nature of threat response and YAS strategy
- A solution which is deliverable within acceptable time and cost parameters.

An outline business case has been produced for HART but this is currently under review by the Trust. The review is being undertaken to consider whether a possible co-location opportunity between HART and a potential hub facility for the Leeds area which will achieve value for money and achieve the operational efficiencies required of both operations. This will be an opportunity to pump prime the hub and spoke model and demonstrate the benefits of this new model of delivery.

4.5 Current & Impending Backlog

In order to start to create a step change in the quality, standard and performance of the Estate there needs to be a significant increase made in the annual investment to bring the estate up to a standard that will enable the Trust to run and maintain the property portfolio at more acceptable expenditure levels.

It is considered that if the suggested investment (See Section 4.9 below) is made into the estate this will result in a reduction in backlog maintenance liabilities over the next five years of c£200k through the initial disposals and assuming (say) both Leeds and Doncaster hubs are delivered a further saving of c£300k. In addition there will also be revenue savings associated with these measures through the reduced utilities, rates and other hard FM services of combined and new facilities.

Table 4.5.1 – Savings of Total & Cumulative Backlog

Savings to Impending Backlog	
Years	Savings
1	-£179,919
2	-£109,331
3	-£61,239
4	-£23,300
5	-£132,910
Total	-£506,699

4.6 Energy Improvement Programme

As identified through the Six Facet Survey the energy performance of the current estate was found to have an equal split between those buildings considered acceptable (16% high satisfaction, 34% acceptable) and those that are below an acceptable standard (32% below standard and 18% unacceptable).

The current estate is therefore likely to result in CO2 emissions that exceed NHS and Government targets and a programme of improvements therefore needs to be implemented to reduce carbon emissions across the estate. A further detailed study is therefore required to establish exact figures and a strategy to reduce CO2 emissions which should aim to achieve the performance targets on energy performance levels and increasing provision from renewable sources.

However, work is ongoing to reduce the Trust's Carbon Footprint which includes a number of measures directly targeted at reducing energy costs. These measures include:

- Upgrade lighting across the entire estate to more efficient and motion sensor technology
- All insulation across the estate will be audited and upgraded
- Heating will be assessed and upgraded with building management systems installed
- An IT assessment will be conducted and power management of all computers, printers and photocopiers will be implemented
- Automatic metering systems
- All new build and major refurbishment works will be undertaken to the requirments of Building Regulations, PART L and also BREEAM standards.

4.6.1 Carbon Management Estates Programme

The future Estates carbon management programme involves:

Measure	Description
Lighting and controls	The Energy Manager has identified locations where upgrades are required and they have been put into the estates programme
Lighting Assessments	• Lighting upgrades – ongoing • Natural lighting to be used wherever possible • Change lighting to most efficient lighting system – i.e. LEDs from halogen - ongoing • Lighting assessment – remove unnecessary lights • Push Button to switch off all electricity in stations when

Measure	Description
	emergency call outs occur – investigating viability • Voltage optimisation.
Motion sensors for lighting	Motion sensors to turn lights on/off to be implemented in areas that have occasional use - being looked at for several locations.
Energy monitors	Smart meters/Automatic Meter Reading (AMR) to be installed to show real time electricity usage/CO_2 output – presently restricted by the cost. Ten sites have AMR with half hourly meters already installed.
Energy Audits	Energy audits of all buildings across the estate.
Estates insulation upgrading	Upgrading the estates insulation • Cavity wall insulation • Loft insulation • Underfloor insulation • Internal wall insulation • Draught proofing • Double glazing - ongoing • Secondary glazing in areas that don't have the ability to upgrade to double glazing (if applicable).
Estate consolidation	Decreasing the size of the estate – five year plan.
Heating assessments	Continued assessment of heating will be conducted • Zoning of heating – zoning being carried out at certain stations • Continue the installation of TRVs • Continue shutting down the heating plant shut down in summer • Upgrade boilers to reduce energy waste and increased efficiency - ongoing • Installing heating control systems • Cooling assessments • Removal and upgrade of air conditioning units • Change to biofuels where heating oil is used • Implement heating zones as well as timers • Boiler optimisation – several sites identified and to be implemented in the next budget.

4.6.2 Sustainable Ambulance Service

The carbon management plan is working towards the Yorkshire Ambulance Service being entirely independent working off the main grid system.

In order to achieve this YAS will explore the implementation of a rolling programme to install:

- Lighting and heating upgrades
- Solar panel and solar thermal panels
- Wind turbines
- Rainwater harvesting collection systems for grey water systems
- Electric charging points for electric cars (with solar panel systems)
- Air source/groundsource heat pumps (where applicable)
- Biomass boilers (where applicable).

There is the potential for different types of equipment to be installed as green technologies come on the market in the future in order to minimise the impact on the environment and decrease utility bills for the ambulance service.

4.6.3 Payback

	Financials	Pay back on technology
Solar PV (with FiT)	£12,000 for 4 kW	7-12 years dependant on Feed in Tariff.
Solar light tubes	£200 +VAT per installation	Prevents lights being turned on and can work in conjunction with motion sensors.
Solar ventilation systems	£200 +VAT per installation	
Solar thermal heating	£11,000	Payback 12.9 years.
Wind turbine (medium)	£850,000	Payback 4.5 years.
Roof wind turbine	£20,000	Payback 4-6 years (approx).
Rainwater collection	£2,000 - £5,000	2-3 years. Can be positioned beneath car parking areas.
Air source heat pump	£1,000 – 3kW system £6,500 – 9.5kW system	Renewable Heat Incentives available as well - £0.047/kWh/ £0.019/kWh.
Ground source heat pump	Horizontal: Ground coils £1,500 to £2,500 Vertical: Ground coils £2,500 to £3,600 Heat pump: £2,000 to £6,000 i.e. £5,000 for a 11kW system Whole system between £6,000 - £12,000	Space required for the trench. Life span of GSHP is 20 years for the equipment and 50 years for the pipework. £650 to £750 (where replacing oil, LPG or electricity) £200 to £300 (where replacing gas). Installing a ground source heat pump can save 4.5 to 5.5 tonnes of CO2 per year. Over its lifetime it can save almost 100 tonnes of CO2. Entire systems can cost from £6,000 to £11,500 installed. Grants of up to £1,200 towards installation can be sought from the DTI Low Carbon Buildings Programme www.lowcarbonbuildings.org.uk.
Motion sensor lights	£10 per PIR	Instant.
Boiler Optimisation	£2,750 per unit	0.9 years May not be required as a new build and new installation.
Biomass boiler	£226,000 for 500kW (domestic is about £10,000)	Payback for large boilers p 2.5 years. Biomass boilers from 45kW to 500kW will get an annual grant of 6.5p/kWh for 15 years. There is Renewable Heat Incentives available as well at £0.047/kWh to £0.019/kWh.

4.6.4 Leading by example

The Yorkshire Ambulance Service has been leading the nation's ambulance services on a carbon reduction strategy. The Carbon Management Plan based on 2007 energy use figures identified that there is a potential for Yorkshire Ambulance Service to reduce it's carbon footprint by 32% by 2015. Over one third of the carbon emissions produced by the service are from the estate.

The Green Environmental Ambulance Network (GrEAN) was set up by Yorkshire Ambulance Service in April 2011. This network was established to create a low carbon ambulance group so the services can all work together, networking, exchanging ideas and redesigning a sustainable ambulance service for the future with low carbon emissions.

4.7 Other Capital Investments

4.7.1 Bradford AS

As stated earlier in the strategy document Bradford Ambulance Station is currently undergoing a programme of works to form a make ready area and wider improvements to staff accommodation, offices and the garage areas. The total cost of the refurbishment works is £340,000.

4.7.2 Gold Cell

Again as identified earlier in the document the former Springhill Nursery is to be converted into an open plan Gold Cell Room with associated facilities. This includes a complete refurbishment and reconfiguration of the existing space with the works valued between £150,000 and £200,000.

4.7.3 Compliance Assurance

As part of dealing with the current and impending backlog the Trust will be dealing with most of the impending compliance issues. There are however, growing and ever more stringent requirements to ensure that the estates records and assessments are kept up to date and that individual building health and safety manuals are kept current.

As such the Trust needs to invest in a programme of work to bring its records up to standard and to identify any specific areas where there may be weaknesses in achieving full health, safety and environmental legislative compliance.

4.7.4 Environmental Strategy & Impact Assessment

Part of the estate strategy moving forward is to ensure that there is a Board approved Environmental Strategy. The scope of this strategy may extend beyond the estate to include fleet and a scoping exercise is required to define this more clearly.

As part of this work it is also considered that a full review of the environmental performance of the estate is undertaken using BREEAM In-use or other approved methodology. Further consideration will be given to potentially undertaking this exercise discretely or combining it with the study to support the Energy Improvement Programme. This will also include an assessment of the carbon footprint of new build and refurbished buildings.

4.7.5 Green Travel Plan

Linking into the Environmental Strategy the production of Travel Plans for the Trusts estate is considered necessary to help reduce non-emergency travel arrangements within the Trust's day to day business, which can contribute to both revenue savings and carbon emission reduction targets. At present there is a Travel Plan available for Spinghill that was produced in 2009 and now needs to be refereshed. A wider assessment of the portfolio should also be considered and a scoping exercise undertaken to determine the most effective and efficient means of delivering this across the wider estate.

Employees can also benefit from the introduction of effective travel plans through assessing travel patterns and helping to identify and introduce cost effective measures to support staff to move towards lower carbon emission modes of travel. The objectives of the wider plan should be:

- To lead by example, through publicity, and tailored travel plans relevant to all major sites
- To reduce unnecessary travel, with specific targets for reducing business mileage, including use of car sharing, video conferencing, more flexible ways of working (to allow more home working)
- To consider alternative means of travel, including public transport, cycling, incentivising low emissions vehicles
- To reduce single occupancy car use, with 30% of staff registered on either a national or local car sharing database by the end of March 2017
- To reduce the proportion of staff and visitor parking at sites where feasible
- To improve facilities to support low/no carbon means of transport, e.g. cycle storage, shower facilities etc.

4.8 Future Interventions

4.8.1 Introduction of Call '111 '

YAS has recently secured the contract to deliver the 111 service in the Yorkshire region. The introduction of 111 will require the estate to accommodate new staff to deal with greater call handling and clinical support.

To ensure success and instil public confidence in the NHS 111 service, it is essential that the operation is fully prepared and established from day one. The infrastructure from which it will need to operate from is a key element of this.

In line with the bid submission, we will be operating from three Call Centre sites. Springhill Wakefield will be the main location providing 76 call-handling desks and a dedicated 18-desk training suite. Together with a smaller 23-seat facility at Monkgate York, these are established YAS call centres that will be reconfigured to accommodate this service. As these two sites are already functioning as existing and well-established Call Centres in terms of their back office contracts, IT infrastructure and support functions, this demonstrates our readiness to operate from the start of the contract.

The existing HQ and call centre at Springhill in Wakefield is currently leased accommodation. However, this location has been demonstrated to be in a strategically important location at the centre of West Yorkshire with direct access to the motorway networks an on to the North, South West and East Yorkshire and so the Trust has taken the decision to purchase this site to support the long term security of this facility and support a long term reduction in revenue costs.

A third site is currently being sought to meet total capacity and future 111 and 999 resilience. An operational and financial evaluation indicates that the Dearne Valley near Rotherham provides the best potential location for this facility. This site will accommodate a further 66 call-handling desks together with a further ten-desk training room. The site is also being scoped to provide co-location opportunities for other Trust services thereby helping to support the overall aim of reducing site numbers. In line with the medium-term nature of the contract this facility will be acquired through a lease rental contract.

4.8.2 PTS Services

The potential to lose the PTS service is considered a significant risk however, at present there is no way of quantifying the impact on the estate. If a loss of the service is significant then the estate will be oversized and external vehicle parking and fleet maintenance will need to be reviewed.

A proactive approach to reduce the available PTS parking within the estate will force PTS to seek alternative leased facilities thus increasing overheads. This may in turn make PTS less competitive and increase the risk of losing the service to an external competitor.

At this time and without a clear direction on the PTS service it is considered the best approach from an estate perspective is to:

i. Review on a case by case basis the provision of PTS parking on all major investments / divestments, and

ii. Consider using leased secure parking facilities for PTS contract provision where appropriate and cost effective.

4.8.3 Fleet Review

External income generation from fleet maintenance has diminished over recent years but this could potentially be grown back by the Trust if a restructuring of the maintenance provision could be achieved through operational changes such as alternative shift pattern arrangements.

At the time of writing this strategy there is an on-going review of the fleet servicing and maintenance arrangements within the Trust. The outcome of this was not known at time of publishing this report. Subject to finalising this study consideration may need to be given to its findings and the potential to grow the service and improve existing fleet accommodation utilisation as a means of creating an additional income stream and improve vehicle availability. Should this not materialise the number of workshop facilities will be reviewed to gain an understanding of further potential for rationalisation.

4.8.4 Training Facilities

Similar to the fleet maintenance study a separate internal review of the training provision arrangements was being progressed at the time of writing the estate strategy. There will be an opportunity to rationalise from the existing three training locations across Yorkshire to a single training academy alongside the Hub and Spoke model which will enable localised training and delivery of regular clinical updates.

4.8.5 Community First Responders

It is anticipated that all future developments and major refurbishment schemes will include an education / training room for use as a focalpoint for 'Community First Responders'

4.9 Indicative Investment Programme

A summary of the indicative investment programme required to support the future development of the Trust's services and estate is presented in the table below:

Table 4.9.1 – Indicative Investment Programme

Ref	Proposal	Description	Status / next steps
1	Bradford AS Improvements	Works to form a make ready area and complete refurbishment of staff accommodation, offices and garage areas.	Currently on-site
2	Gold Cell	Conversion of former Springhill Nursery to open plan Gold Cell Room and associated facilities. Includes complete refurbishment and reconfiguration of the existing space.	Currently on-site
3	New HART/Leeds Hub	New Facility required to support growth in HART service.	Full Business Case to be developed to support new HART facility development and part funding to be secured from DOH
4	New Hub & Spoke Programme	Rolling programme of investment to replace and rationalise existing Ambulance Stations with new Hub and Spoke facilities	Assess and develop the programme of work following the proposed methodology to develop the Business Case and to secure finance
5	Compliance Assurance	Remedial works to ensure Trust compliance with all health and safety legislation	Produce all health and safety compliance documentation and undertake remedial works
7	Current & Impending Backlog	On-going programme of works to resolve current and impending backlog	Commission works as programmed and identified through 6 Facet Surveys
8	Energy Performance Improvements	Programme of energy improvement works across the estate to improve performance standards and increase renewables.	Undertake feasibility assessment and identify programme of activity to deliver improvements avoiding abortive works where estate will be rationalised
9	Environment Strategy & Impact Assessment	Produce a Board approved ES and EIA using appropriate DOH approved methodology (e.g. BREEAM In-Use or other)	Undertake an assessment of current environmental performance and produce the strategy

Table 4.9.2 – Indicative Investment Programme

Ref	Proposal	Anticipated cost	Yr 1 (2012/13)	Yr 2 (2013/14)	Yr 3 (2014/15)	Yr 4 (2015/16)	Yr 5 (2016/17)
1	Bradford Ambulance Station Improvements	£340k	£340k	-	-	-	-
2	Gold Cell	£150k	£150k	-	-	-	-
3	New HART/Leeds Hub	c.£6.5m	c.£2m	c.£4.5m	-	-	-
4	New Hub & Spoke Programme	-	-	-	*c.£2.5m*	*c.£2.5m*	*c.£2.5m*
5	Current & Impending Backlog and Energy Environmental upgrades	c.£15m	£500k	£500k	£500k	£500k	£500k
6	Purchase of Springhill HQ	*£6.7m*	*£6.7m*	-	-	-	-
This will be funded from:							
	Capital Allocation	-	*£990k*	*£1.5m*	*£1.6m*	*£1.7m*	*£1.8m*
	DH HART funding and Springhill loan funding	-	*£8.7m*	*£3.5m*			
	Receipts from site sales				*£1.4m*	*£1.3m*	*£1.2m*
	Financial Impact/Balance	**-**	***0***	***0***	***0***	***0***	***0***

Note that the investment in Current & Impending Backlog reflects the anticipated total investment that is likley to be available over the period. It is not expected that this investment will fully eradicate the Trusts circa £14.9m backlog over the 10 year period.

4.10 Capital Funding and Procurement

The main sources of capital funding available to the Trust come from internally generated sources and where there are funding shortfalls, from loan borrowing from the Department for Health. Internally generated funds come from two sources, depreciation charges on fixed assets and any generated surplus. Subject to the Trust achieving Foundation Trust status funding can also be generated by borrowing from the Foundation Trust Financing Facility (FTFF) up to the Prudential Borrowing limits and subject to the Trust's risk rating.

4.10.1 Disposals

As identified there are already a series of potential Quick Win disposals that the Trust could realise. This is however, subject to shared co-location arrangements with third parties being secured and the ability to sell the exiting property in what is currently a difficult market. Indeed the Trust will need to consider what the best option is to secure best value. It may be that a simple disposal on the open market or through auction would be the most expeditious route but a review should be undertaken to ensure that any latent value is not surrendered when the Trust could potentially achieve a uplift in value through an alternative approach e.g. planning uplift, development partnering etc. Any future disposals will therefore need to follow the Estate Code guidance and will look to ensure best value is achieved and be brought back to the Board for approval.

4.10.2 Procurement

An important and key part of how any new facilities will be procured and funded will be linked to the procurement approach applied. The procurement approach in itself can offer the Trust alternative arrangements for securing finance and dealing with the risks associated with new developments. Again as part of any business case made for the investment into new facilities the procurement approach will need to be carefully assessed to consider which approach offers the Trust best value.

The procurement options that the Trust may consider can be summarised as follows:

Table 4.10.3 – Procurement Options

Procurement Options	Capital Finance Source
Direct Development (Traditional / D&B I or II Stage)	Trust
Framework developments such as ProCure21 Plus	Trust
Joint ventures e.g. other public bodies	Trust & JV Partner
Third party developers (3PD)	Third Party
Leasing arrangements	Third Party
Other innovative funding and development methods	Third Party

4.10.4 Affordability

The Estate Strategy has set out some ambitious targets over the course of the next five years. These targets will however, only be realised if they are made affordable to the Trust without impacting on the ability of the Trust to continually improve and invest in the Service Development.

YAS generated approximately £1m of funds from depreciation in 2010-11 which helped towards funding the following years capital programme. The levels of depreciation are however, dependant on the asset value and the asset life. As the Trust invests in additional or new assets or disposes of existing assets its depreciation charge will vary. Whilst this can provide additional funding for future capital investment, the Trust needs to be able to afford any increase in annual charges and importantly the impact this has on the financial surplus whilst achieving its targeted risk rating to achieve FT status.

The question of affordability therefore needs to be considered carefully and reviewed over the course of the next five years. Each proposed major investment will need to be built upon a carefully considered and developed business case that ties into the Trust's overall Integrated Business Plan and Financial forecasts.

Appendices

Appendix A – Current Property Schedule

Ambulance Stations

Ref	Site	Address	Tenure	GIFA (sqm)
1	Bainbridge AS	Bainbridge, Leyburn, North Yorkshire	Freehold	300
2	Barnsley AS	Carlton Industrial Estate, Barnsley, South Yorkshire	Freehold	913
3	Batemoor AS	Batemoor Road, Sheffield, South Yorkshire	Freehold	598
4	Bentley AS	26 Yarborough Terrace, Bentley Road, Bentley, South Yorkshire	Freehold	510
5	Beverley AS	Driffield Road, Beverley, East Yorkshire	Freehold	400
6	Bradford AS (incl Fleet)	Northside Road, Lidgett Green, Bradford, West Yorkshire	Freehold	2330
7	Bramley AS	Railsfield Rise, Stanningly Road, Bramley, West Yorkshire	Freehold	924
8	Bridlington AS (incl Fleet)	Bessingby Road, Bridlington, North Yorkshire	Freehold	668
9	Brighouse AS	Bur	Freehold	416
10	Brough AS	Welton Road, Brough, East Yorkshire	Leasehold	309
11	Castleford AS	Beancroft Street, Castleford, West Yorkshire	Freehold	756
12	Dewsbury AS	Dewsbury District Hospital, Halifax Road, Dewsbury, West Yorks	Leasehold	411
13	Doncaster AS (incl Fleet & Training)	Clay Lane West, Doncaster, South Yorkshire	Freehold	3327
14	Driffield AS	Victoria Road, Driffield, East Yorkshire	Freehold	203
15	Filey AS	Padbury Avenue, Filey, East Yorkshire	Freehold	210
16	Gildersome AS	Wakefield Road, Gildersome, Morley, Wesy Yorkshire	Freehold	710
17	Goole AS	Woodlands Avenue, Goole, East Yorkshire	Leasehold	430
18	Grassington AS	Station Lane, Grassington, North Yorkshire	Leasehold	118
19	Halifax AS	North Parade, Halifax, West Yorkshire	Freehold	860
20	Harrogate AS (incl Fleet)	Lancaster Park Road, Harrogate, North Yorkshire	Freehold	937
21	Haxby AS	York Road, Haxby, North Yorkshire	Freehold	225
22	Honley AS	Moorbottom Road, Honley, Huddersfield, West Yorkshire	Freehold	500
23	Hornsea AS	Trinity Road, Hornsea, East Yorkshire	Freehold	160
24	Hoyland AS (incl Fleet)	Hawshaw Lane, Hoyland, Barnsley, South Yorkshire	Freehold	543
25	Huddersfield AS (incl Fleet)	Westbourne Road, Marsh, Huddersfield, West Yorkshire	Freehold	1380
26	Hull East AS	Burma Drive, Hull	Freehold	318
27	Hull West AS	Hessle Road, Hull	Freehold	320
28	Ingleton AS	Backgate, Ingleton, Carnforth, North Yorkshire	Freehold	118
29	Keighley AS	Hard Ings Road, Keighley, West Yorkshire	Freehold	1020
30	Kirkbymoorside AS	Keldholme, Kirkbymoorside, York, North Yorkshire	Freehold	300
31	Leeds AS	Saxton Lane, Leeds, West Yorkshire	Freehold	2750
32	LGI AS	Great George Street (rear of generating complex) Leeds	Freehold	118
33	Longley AS	9 Crowder Road, Sheffield, South Yorkshire	Freehold	598
34	Maltby AS	89A Rotherham Road, Maltby, Rotherham, South Yorkshire	Freehold	328
35	Malton AS	Old Malton Road, Malton, York, North Yorkshire	Freehold	475
36	Menston AS	Buckle Lane, Menston, Ilkley, West Yorkshire	Freehold	672
37	Middlewood AS (incl Fleet)	Middlewood Road, Sheffield, South Yorkshire	Freehold	987
38	Northallerton AS (incl Fleet)	Bullamoor Road, Northallerton, North Yorkshire	Freehold	870
39	Pateley Bridge AS	Millfield Street, Pateley Bridge, Harrogate, North Yorkshire	Freehold	400
40	Penistone AS	Springvale Depot, Penistone, Sheffield	Freehold	103
41	Pocklington AS	Burnby Lane, Pocklington, North Yorkshire	Freehold	282
42	Preston AS	Station Road, Preston, Hull, East Yorkshire	Freehold	200
43	Richmond AS	38 Ianson Road, Hill House Estate, Richmond, North Yorkshire	Freehold	283
44	Ripon AS	Stonebridgegate, Ripon, Harrogate, North Yorkshire	Freehold	363

Ref	Site	Address	Tenure	GIFA (sqm)
45	Rotherham AS	Moorgate Road, Rotherham, South Yorkshire	Freehold	723
46	Scarborough AS	Queen Margarets Road, Scarborough, York, North Yorkshire	Leasehold	670
47	Seacroft AS	Ramshead Approach, Seacroft, Leeds, West Yorkshire	Leasehold	187
48	Selby AS	Doncaster Road, Selby, York, North Yorkshire	Freehold	341
49	Settle AS	Cammock Lane, Settle, North Yorkshire	Freehold	350
50	Sherburn AS	North Drive, Sherburn in Elmet, Leeds, West Yorkshire	Freehold	368
51	Skipton AS	Aireview, Broughton Road, Skipton, North Yorkshire	Freehold	364
52	South Kirkby AS	Langthwaite Ind Est, South Kirkby, Pontefract, West Yorkshire	Freehold	890
53	Sutton Fields AS	Copenhagen Road, Sutton Fields, Hull, East Yorkshire	Freehold	742
54	Thirsk AS	Castlegarth, Newsham Road, Thirsk, York, North Yorkshire	Freehold	250
55	Todmorden AS	Stansfield Road, Todmorden, West Yorkshire	Freehold	305
56	Wakefield AS	Brunswick Street, Wakefield, West Yorkshire	Freehold	891
57	Wath AS	Doncaster Road, Wath-upon-Dearne, South Yorkshire	Freehold	616
58	Wetherby AS	Hallfield Lane, Wetherby	Leasehold	98
59	Whitby AS	Waterstead Lane, Whitby, York, North Yorkshire	Freehold	230
60	Willerby AS	York Way, Great Gutter Lane East, Willerby Ind Est, Willerby, Hull	Leasehold	2035
61	Withernsea AS	Arthur Street, Withernsea, Hull, East Yorkshire	Freehold	196
62	York AS	Huntingdon Road, Yearsley Bridge, York	Freehold	563

CBU Support Facilities

Ref	Site	Address	Tenure	GIFA (sqm)
63	Fleet Hull Workshop	Unit 4B, Carlton St, Hull	Freehold	697
64	Fleet Sheffield Workshop	Europa Way, Sheffield, South Yorkshire	Freehold	2035
65	Fleet Wakefield	Unit M, Brunel Road, Wakefield 41 Industrial Park, Wakefield	Leasehold	1639
66	HART Unit	Unit 4, Epsom Court, Bruntcliffe Avenue, Leeds 27 Industrial Estate, Morley, Leeds	Leasehold	772
67	Administration Centre North	Fairfields, Shipton Road, Skelton, York, North Yorkshire	Freehold	951
68	Administration Centre South 1 & 2	Fairfield, Moorgate Road, Rotherham, South Yorkshire	Freehold	3046
69	Finance Dept, York	Redworth House, Main Street, Shipton by Beningbrough, York, North Yorkshire	Leasehold	600
70	Springhill I & 2 (Trust HQ)	Unit 41 Industrial Estate, Brindley Way, Wakefield, West Yorkshire	Leasehold	5427
71	Occupational Health	Ground Floor, F Mill, Dean Clough, Halifax, West Yorkshire	Leasehold	231
72	OSU (Emergency Preparedness)	Units 7 & 8, Ignite, Magna Way, Rotherham	Leasehold	928
73	GP Out of Hours	37 Monkgate, York	Leasehold	80
74	Training Unit Burn Hall 1 & 2	Burn Hall, Tollerton Road, Huby, York, North Yorkshire	Leasehold	928
75	Training Unit Sheffield	n/k	Leasehold	27
76	Training Unit Wakefield	Elm Bank, Stanley Road, Wakefield, West Yorkshire	Freehold	697

Stand-by Facilities

Ref	Site	Address	Tenure	GIFA (sqm)
1	Acomb SB	Acomb Library, Front Street, Acomb, York	License	25
2	Aston SB	Aston Park Fire Station, Worksop Road, Aston, Sheffield	License	25
3	Bedale SB	Enterprise House, Unit 7, Bridge Street, Bedale, North Yorkshire	License	-

Ref	Site	Address	Tenure	GIFA (sqm)
4	Bilton Grange SB	Bilton Grange Health Centre, 2 Diadem Grove, Bilton Grange, Hull	License	-
5	Bramall Lane SB	Sheffield United FC, Bramall Lane, Sheffield	License	25
6	Bridlington SB	Car Park adjacent to HMCG Station, Limekiln Lane, Bridlington	License	25
7	Canal Road SB	Metaltreat House, Canal Road, Bradford	License	25
8	Caterick SB	Swaledale Mountain Rescue, Hipswell Rd West , Caterick Garrison	License	-
9	Chapeltown SB	Chapeltown Swimming Pool, Burncross Road, Chapel Town, Sheffield	License	25
10	Darfield SB	Dearne Valley Motor Co Ltd, Doncaster Road, Darfield	License	25
11	Edlington SB	Edlington Fire Station, Edlington Lane, Warmsworth, Doncaster	License	25
12	Freshville SB	Sheffield Cricket Sports Pavillion, Silkstone Road, Sheffield	License	25
13	Halifax Fire Station SB	Skircoat Moor Road, Kings Cross, Halifax	License	-
14	Hatfield SB	Doncaster Young Offenders, Bawtry Road, Hatfield Woodhouse, Doncaster	License	25
15	Hinderwell SB	Hinderwell Surgery, 57 High Street, Hinderwell	License	-
16	Homefirth SB	Homefirth Valley Memorial Hospital, Huddersfield Road, Homefirth	License	-
17	Horsforth SB	YEDL Sub Station, Ring Road, Horsforth, Leeds	License	25
18	Hull Road SB	Groundsman House, University of York St John, Windmill Lane, Hull Road, York	License	-
19	Hull Royal Infirmary SB	Anlaby Road, Hull	License	25
20	Hunslet SB	Hunslet Fire Station, Dewsbury Road, Leeds	License	25
21	Kirkstall SB	Kirkstall Medical Centre, Kirkstall, Leeds	License	25
22	Knarsborough SB	Co-op Stores, Chain Lane, Knarsborough	License	25
23	Odsal SB	Odsal Fire Station, Huddersfield Road, Odsal, Bradford	License	25
24	Pickering SB	Police Station, Malton Road, Pickering	License	-
25	Pontefract SB	Pontefract Fire Station, Stuart Road, Pontefract	License	25
26	Potternewton SB	Rutland Lodge Medical Centre, Potternewton, Scotthall Road, Leeds	License	25
27	Scarborough SB	TA Barracks, Coldyhill Lane, Scalby, Scarborough, North Yorkshire	License	-
28	Seacroft Hospital SB	Seacroft Hospital, York Road, Leeds	License	-
29	Shipley SB	Shipley Fire Station, Shipley, Bradford	License	-
30	Stokesley SB	Stokesley Health Centre, North Road, Stokesley, Middlesborough	License	-
31	Tadcaster SB	Tadcaster Police Station, Station Road, Tadcaster	License	-
32	St Monica's SB	Jean Fargher Resource Room, St Monica's Hospital, Long Street, Easingwold	License	-
33	Normanton SB		License	-
34	Rawdon	Rawdon Fire Station, Green Lane, Yeadon	License	-
35	Illingworth SB	Illingworth Fire Station, Keighley Road, Illingworth, Halifax	License	-
36	Stocksbridge SB	Manchester Road, Stocksbridge, Sheffield, South Yorkshire	License	-
37	Wilberforce SB	6 - 10 Story Street, Hull	License	-
38	Dewsbury SB	Dewsbury Bus Station, Eldams Road, Dewsbury	License	-

Appendix B1 – Six Facit Survey Classifications

Facet 1: Physical Condition		Facet 2: Functional Suitability	Facet 4: Quality	Facet 5: Statutory and Non Statutory Requirements	Facet 6: Environmental Performance (Energy)
A	As new (that is built within the past two years) and can be expected to perform adequately over its expected life)	Very satisfactory, no change needed	A facility of excellent quality	Building complies with all statutory requirement and relevant guidance	High level of satisfaction with overall performance.
B	Sound, operationally safe and exhibits only minor deterioration	Satisfactory, minor change needed	A facility requiring general maintenance investment only	Building where action will be needed in the current plan period to comply with relevant guidance and statutory requirements	Acceptable / reasonable level of performance
B/C	Currently as B but will fall below B within 10 years	Not Applicable	Not Applicable	Not Applicable	Not Applicable
C	Operational but major repair and replacement will be needed soon that is within three years for building elements and one year for engineering elements	Not satisfactory, major change needed	A less than acceptable facility requiring capital investment	Building with a known contravention of one or more standards, which falls short of B	Below an acceptable standard
D	Runs serious risk of imminent breakdown	Unacceptable in its present condition	A very poor facility requiring significant capital expenditure or replacement	Building areas, which are dangerously below B standard (for example they have been subject to adverse external inspection)	Unacceptable in its current condition / improvement required.
X	Supplementary rating to C or D to indicate nothing but a total rebuild or relocation will suffice (that is improvements are too impractical or expensive to be tenable)				

Classification		Facet 3: Space Utilisation
1	E = Empty	Empty or grossly under-used at all times (excluding temporary closures)
2	U = Under-used	Generally under-used; utilisation could be significantly increased

3	F = Fully used	A satisfactory level of utilisation
4	O = Overcrowded	Overcrowded, overloaded and facilities generally overstretched

Appendix B2: Performance by Facility Type

The six facet surveys have examined the current condition and suitability for purpose of the properties across the estate. From the information below, the premises that scored C's and D's were further investigated in terms of the expenditure levels required to improve the property to an acceptable standard. The 30 properties which will require the most work (>£100k) are highlighted red below in each of the following tables and include the anticipated cost to deal with the current and total impending backlog maintenance. The cells in red text indicate areas considered to be in an unacceptable condition.

5 Ambulance Stations

There are 62 operational ambulance stations ranging from freehold, purpose built premises to leased rooms in Community Hospitals. Some ambulance stations also incorporate other functions such as local administration and support offices, PTS, training accommodation and vehicle maintenance facilities. The following section splits these stations into the CBU's for reference.

6 North Yorkshire and Craven (North CBU)

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)
Bainbridge AS	B(C)	B	B(C)	A	3	B	A	A	1,800	21,250
Filey AS	B(C)	B	B	B	3	B	C	B	9,134	22,281
Grassington AS	C	B	B	B	3	B	**D**	B	18,700	34,820
Harrogate AS*	B(C)	B(C)	B(C)	B	3	B	B	A	9,400	188,700
Haxby AS	B(C)	B(C)	B(C)	B	3	C	C	B	8,422	55,500
Ingleton AS	B(C)	B	B(C)	B	3	B	B	C	9,850	11,150
Kirbymoorside AS	B	A	B	B	3	B	A	A	7,750	38,100
Malton AS	C	B(C)	B(C)	C	3	B	**D**	B	31,065	56,100
Northallerton AS*	B(C)	B(C)	B(C)	B	3	B	C	B	69,904	105,950
Pately Bridge AS	B(C)	A	B(C)	A	3	A	B	B	3,100	40,700
Richmond AS	C	B(C)	B(C)	C	**4**	B	C	B	14,060	57,055
Ripon AS	B(C)	B(C)	B(C)	B	3	B	B	B	18,600	29,150
Scarborough AS	B	B	B	B	3	B	B	B	9,512	19,424
Selby AS	B(C)	B(C)	B(C)	C	3	B	A	B	4,936	28,820
Settle AS	B(C)	B(C)	B(C)	B	3	B	C	B	52,950	62,150
Skipton AS	B(C)	B(C)	B(C)	B	3	B	**D**	B	39,300	35,950
Thirsk AS	B(C)	B(C)	B(C)	B	3	B	B	B	19,450	28,380
Wetherby AS	A	A	N/A	B	3	B	B	B	250	2,800

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)
Whitby AS	B(C)	B(C)	B(C)	C	**4**	B	**D**	C	5,180	71,690
York AS	A	A	B(C)	A	3	A	A	A	1,750	30,510
Total									335,113	940,480

*Also provides Fleet Maintenance facilities

7 Hull and East Riding (HEY CBU)

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)
Beverly AS	B	B(C)	B(C)	B	3	A	A	A	600	57,636
Bridlington AS*	B(C)	B(C)	B(C)	C	**4**	B	B	A	7,966	35,477
Brough AS	B(C)	B	B	B	3	A	A	A	0	34,188
Driffield AS	B(C)	B(C)	B(C)	B	3	B	C	C	23,553	34,673
Goole AS	B(C)	B(C)	B(C)	B	3	B	B	B	7,002	33,290
Hornsea AS	B(C)	B(C)	B(C)	B	3	C	B	C	16,466	28,692
Hull West AS	A	A	A	B	3	A	A	A	500	10,800
Hull East AS	A	A	B(C)	B	3	A	A	A	0	14,550
Pocklington AS	C	B(C)	B(C)	B	3	B	**D**	C	38,580	40,920
Preston AS	B(C)	B(C)	B(C)	B	3	B	C	C	36,148	54,149
Sutton Fields AS	B(C)	B(C)	B(C)	C	3	B	C	B	40,528	192,077
Willerby AS	B(C)	B(C)	B(C)	C	**4**	C	C	B	18,710	177,086
Withernsea AS	C	B(C)	B(C)	B	3	B	**D**	C	21,698	70,483
Total									211,752	784,021

*Also provides Fleet Maintenance facilities

8 South Yorkshire (South CBU)

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)

Barnsley AS	B(C)	B(C)	B(C)	B	3	B	B	C	45,500	68,500
Batemoor AS	B(C)	B(C)	B(C)	B	3	B	C	B	77,294	81,100
Bentley AS	C	B(C)	B(C)	C	**4**	C	**D**	C	90,400	63,450
Doncaster AS/Training*	B(C)	B(C)	B(C)	B	3	B	C	C	56,000	245,350
Hoyland AS*	B(C)	B(C)	B(C)	B	3	C	C	B	19,358	123,870
Longley AS	B(C)	B(C)	B(C)	C	**4**	B	C	C	21,644	98,270
Maltby AS	B(C)	B(C)	B(C)	B	3	B	B	C	19,000	65,750
Middlewood AS*	C	B(C)	B	B	3	B	C	C	40,250	90,250
Penistone AS	A	A	A	A	3	A	A	B	0	6,950
Rotherham AS	B(C)	B(C)	B(C)	B	3	B	C	B	41,865	74,250
Wath AS	C	B(C)	B(C)	D	2	B	C	C	96,350	74,900
Total									507,661	992,640

*Also provides Fleet Maintenance facilities

9 Airedale, Leeds and Bradford (ABL CBU)

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)
Bradford AS*	C	C	B	B	3	C	C	B	395,850	118,280
Bramley AS	C	B(C)	B	B	3	B	**D**	B	38,420	107,530
Gildersome AS	B(C)	B(C)	B(C)	C	**4**	B	**D**	B	35,482	121,970
Keighley AS	B(C)	B(C)	B(C)	B	3	B	C	B	44,050	69,530
Leeds AS	C	B(C)	B	B	3	B	B	B	350,420	143,680
LGI AS	B(C)	C	B(C)	C	3	C	B	C	29,125	13,661
Menston AS	B(C)	B(C)	B(C)	C	3	C	**D**	C	60,250	61,700
Seacroft AS	B	B	B	B	3	B	B	B	0	6,060
Total									953,597	642,211

*Also provides Fleet Maintenance facilities. Backlog maintenance figure will also reduce due to major refurbishment works in 2012

10 Calderdale, Kirklees and Wakefield (CKW CBU)

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)
Brighouse AS	B(C)	B(C)	B(C)	B	3	B	C	C	18,811	56,022

Castleford AS	C	B(C)	B	B	3	B	D	C	51,642	126,280
Dewsbury AS	B(C)	B(C)	B(C)	B	3	B	B	C	2,800	27,050
Halifax AS	B	B	B(C)	B	4	B	B	B	2,930	54,610
Honley AS	B(C)	B(C)	B(C)	B	3	B	B	C	23,170	38,200
Huddersfield AS*	B	C	B	B	3	B	D	C	139,912	46,500
Sherburn AS	B(C)	B(C)	B(C)	B	3	B	C	B	12,300	32,970
South Kirby AS	C	B(C)	B(C)	C	3	C	D	C	70,300	52,650
Todmorden AS	C	B(C)	B(C)	B	3	B	B	B	26,995	22,900
Wakefield AS	B(C)	C	B(C)	B	3	B	C	B	64,780	46,250
Total									413,640	503,432

Table 8.1

Premises	Physical Condition (External) (a)	Physical condition (Office) (b)	Physical Condition (garage) (c)	Functional Suitability	Space Utilisation	Quality	Energy Performance	Fire, H&S Requirements	Total CurrentBacklog (£)	TotalImpending Backlog (£)
Fleet Maintenance Facilities										
Fleet Hull Workshop	B(C)	B(C)	B(C)	B	3	B	B	B	9,150	22,620
Fleet Wakefield	B	B	B(C)	B	3	B	B	B	15,100	23,550
Fleet Sheffield Workshop (Europa)	B	B	B	A	3	B	A	A	4,500	83,600
Headquarters/Control Centres										
Springhill 1 (Trust HQ)	B	B	N/A	B	3	B	A	A	21,500	755,620
Springhill 2 (Trust HQ)	B	B	N/A	B	3	B	A	A	0	132,116
Administration Centre (North)	B	B(C)	N/A	B	3	B	A	A	5,000	103,750
Administration Centre (South)	B(C)	B(C)	N/A	B	3	B	C	B	91,070	195,450
Finance Department, York	B	B	N/A	B	3	B	B	A	30,000	52,200
Operational Support Unit	B	B	B	B	3	B	B	B	0	94,500
Training Facilities										
Training Unit Burn Hall No 1	B	B	N/A	B	4	B	B	A	1,800	24,450
Training Unit Burn Hall No 2	B	B	N/A	B	3	B	B	A	2,400	29,050
Training Unit Wakefield	C	C	N/A	B	3	B	D	B	80,450	92,800
GP Out of Hours	B(C)	B(C)	N/A	B	3	B	C	C	5,750	45,470
HART Unit	B	B	B	B	3	B	B	B	3,529	26,461
Total									270,249	1,694,637