



"An Excellent Authority"

APPENDIX A - OVERALL
(CFO/046/10)

Strategic Asset Management Plan

2010/2015

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Contents

Document Control Sheet	2
Contents	3
Foreword	5
Executive Summary	6
1 Our Business: Vision, Mission and Aims	7
1.1 Vision.....	7
1.2 Mission	7
1.3 Corporate Aims	7
1.4 Our Core Values.....	8
2 Business Focus	9
2.1 General.....	9
2.2 Operational Context	10
2.3 Community Safety	11
2.4 Environment	12
2.5 Value for Money & Financial Context.....	13
2.6 Asset Management	14
3 Strategic Asset Management	15
3.1 Asset Management Definition	15
3.2 Asset Management Context.....	15
3.2.1 Why do we need to manage our Assets?	15
3.2.2 Structure for Asset Management	16
3.2.3 Whole Life Asset Management Process	17

3.2.4	What will Asset Management achieve?	17
3.2.5	How is Asset Management logged?	18
4	Strategic Asset Management Aims	19
5	Capital Programme	20
6	Roles & Responsibilities	21
7	Performance Management	24
7.1	Data management.....	24
7.2	Reporting:.....	24
7.3	Motoring	25
8	Review & Challenge	26
9	Benchmarking & Standards	28

Foreword

A message from the Chair of the Fire Authority Councillor Tony Newman and the Chief Fire Officer Tony McGuirk.

Welcome to our Strategic Asset Management Plan 2010/2015. The purpose of this Strategic Asset Management Plan is to explain our approach to managing our community assets and outline our Asset Management Planning Procedures.

The organisation's vision to **'Make Merseyside a safer, stronger, healthier community'** is underpinned throughout this Strategic Asset Management Plan supported further by our specific Property, ICT and Transport Asset Management Plans.

Our buildings, spread throughout the communities we serve, our vehicles and the technologies and equipment we use are vital to making Merseyside Safer and continuing to help our great staff carry out their work for the people of the county.

Considerable steps have been taken in recent years to improve our assets and also to improve our knowledge of our Property Assets, and the recorded information we hold and the management processes supporting this. Merseyside Fire & Rescue Authority seeks to underpin the desire for continual improvement of performance and the integration of best practise within the organisation specifically relating to Assets.

This Strategic Asset Management Plan has defined links from the Property, ICT and Transport Asset Management Plan and to the Service Plan, Integrated Risk Management Plan and Financial Plan all of which are subject to Central Leadership Team (CLT) and/or Authority Approval.

Executive Summary

Merseyside Fire & Rescue Authority has a range of key assets that support its vision of making Merseyside, Safer, Stronger and Healthier.

Those assets include:

- 27 community fire stations and a Training Academy
- Our Fire appliances
- Our ICT Infrastructure and Systems

Managing those assets effectively is essential to being effective at:

- Reducing risk
- Responding
- Restoring communities

This plan sets out the framework for managing all MFRS assets. It is a strategic document supported by data held in the organisation, action plans and the Capital Programme.

1 Our Business: Vision, Mission and Aims

1.1 Vision

Merseyside Fire & Rescue Authority vision is to **'Make Merseyside a safer, stronger, healthier community'** and it delivers this by working in partnership with others to provide an excellent, affordable service to all the diverse communities of Merseyside that strives to reduce risk, respond quickly and restore the quality of life in the communities.

1.2 Mission

Our mission is to work in partnership with others to provide an excellent, affordable service to all the diverse communities of Merseyside that will:

- **Reduce** risk throughout the community by protective community safety services.
- **Respond** quickly to emergencies with professional staff who reflect the diverse communities we serve.
- **Restore**, maintain and improve the quality of life in our communities.
- **Resource** the organisation in a manner which will provide an efficient, cost effective and sustainable service to the people of Merseyside.

1.3 Corporate Aims

Our Corporate Aims are listed below. Further information supporting our Corporate Aims can be found in our IRMP.

- **Community Engagement & Integration**
- **Response**
- **Affordability**
- **Diversity**
- **Equity**
- **Sustainability**
- **Responsible Businesses and Responsible Citizens**

1.4 Our Core Values

We value:

Our people

Service to the community

Continuous improvement

Diversity

- Taking responsibility**
 - Being self disciplined
 - Taking ownership of problems and developing solutions
 - Wanting to make a difference
 - Taking safe and measured risks
- Focusing on people**
 - Interested in people
 - Serving the community
 - Understanding & encouragement
 - Embracing diversity
- Engaging with people (mutuality)**
 - Displaying team commitment, identifying with team, organisation and community
 - Respecting difference
 - Turning potential into performance
- Pragmatism**
 - Finding solutions
 - Aspiring to excellence
 - Whilst being realistic
- Openness to experience**
 - Seeking out new experiences and learning from them
 - Take an open and broad view and looking for the best that we can be
- Constructive challenge**
 - Doing the right thing in the right way – commitment to improvement
 - Persisting despite setback

2 Business Focus

This section reviews the overall external factors focus points for the authority at this time. It looks generally and also specifically at Operational, Community, Environment and Value for Money/Finance each as a 'Business Focus'.

2.1 Generally

Merseyside is a metropolitan area in the North West of England including the District Councils of Knowsley, Liverpool, Sefton, St.Helens and Wirral. It covers an area of 653km² and has a resident population of over 1.4 million people.

Merseyside Fire & Rescue Authority (MFRA) is a local authority created by the Local Government Act 1985. It is made up of 18 elected representatives appointed by the constituent District Councils.

The Authority's Fire and Rescue Service is managed by Executive and Corporate Leadership Teams. The Executive Leadership Team comprising the Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer and Executive Director of Resources. The Corporate Leadership Team is comprised of the Executive team along with functional non executive directors from all of the directorates.

A number of factors across Merseyside increase the risk of fire and rescue situations. Merseyside has a wide range of varying population, ethnicity, affluence, deprivation and density comprising urban, suburban, rural and coastline areas.

The indices of multiple deprivation (2007) show that 35.36% of super output areas in Merseyside are ranked in the top 10% of the most deprived Super Output Areas in England.

There is a direct correlation between deprivation and greater risk from fire and our various risk mapping techniques and data analysis have enabled us to identify high risk areas where greatest effort may be concentrated to reduce the risk. We use the very latest analytical techniques to target resources to address the inherent risks faced by vulnerable groups within our community.

Merseyside also has areas of petrochemical industry in eastern Wirral, heavy industry in St Helens and docks on both sides of the Mersey. Liverpool John Lennon airport in Speke has been one of Europe's fastest growing airports over recent years having increased its annual passenger numbers from 875,000 in 1998 to 5.52 million in 2007. In addition, the motorway network across the region including the M53, M57, M58, M6 and M62 which presents particular challenges. Merseyside is a place including areas of great cultural and social value. In Merseyside there are over 30 museums and galleries, 3000 listed buildings, 3 universities (and many schools and colleges), Everton, Liverpool and Tranmere football clubs and Aintree and Haydock racecourses.

During 2008 Liverpool was European Capital of Culture and as its contribution to the year-long festival of events Merseyside Fire & Rescue Service hosted the World Fire fighter Games. The games saw over 3,000 competitors from around the world gather in Liverpool to participate in multi-national sporting events. This event boosted the local economy by an estimated £2.8m while at the same time raising £0.1m for local charities.

Estimated 2007 census data has indicated that Merseyside has an increasingly aged population (compared to 2001 census data), particularly in Sefton (6% increase in 85 year olds) and Wirral (13% increase in 85 year olds).

The census also found a big increase in the number of people born outside of the United Kingdom. Nationally this increase is 37%. Most areas of Merseyside show increases of less than this but Liverpool has increased by 56%. Merseyside has an ever-increasing diversity of populous, with Merseyside Fire & Rescue Service actively engaging 31 different language groups. This is why the Authority has extended the innovative Fire Safety Advocate scheme to target ethnic minority communities within Merseyside.

The most visible way in which the Authority has worked to put the vision into practice and generated commitment to the vision among the staff and public is through our focus on Community Fire Safety including working in partnership with stakeholders.

An ambitious Integrated Risk Management Plan (IRMP) delivered improved service delivery to our communities. Details of those services can be found on our website www.merseyfire.gov.uk.

Community partnerships are being forged; groups from the local communities are using Fire Station accommodation and gym facilities to bring together the community and build healthier lifestyles. We are successfully changing the public perception of Merseyside Fire and Rescue Service so it is seen as a service that is available as a community resource to improve quality of life which will reduce risk and not just there to deal with emergencies. We are one of the first Fire and Rescue Authorities to act upon the fact that poor health reduces quality of life and as a result have been successful in winning our third Beacon Award for Reducing Health Inequalities.

Merseyside Fire & Rescue Service also have strong partnerships with Housing Associations, Local Councils, NHS Primary Care Trust and North West Ambulance Service, Merseyside Police and all other Fire Service's in the North West and many further a field. We work in partnership with these organisations including operationally and in the property asset area through sharing and leasing of areas of properties.

2.2 Operational Context

Operationally Fire & Rescue Properties are changing and more and more are being used for activities related to prevention and making communities stronger and to provide a support to the Fire Appliances and Crews as well as being a base for response.

Merseyside Fire & Rescue Service Property Assets are managed by the Estates Department which is part of the Resources Directorate with an estate comprising 27 operational fire and rescue stations (incorporating one museum), 8 non-operational support sites and 5 Low Level Activity & Risk (LLAR) Houses.

Merseyside Fire & Rescue Service use Dynamic Mobilisation/Response utilising Automatic Vehicle Location Search (AVLS) technology which is embedded within the Vision Control System. The Vision Control System ensures that the nearest appropriate available resource is allocated and despatched to incidents in accordance with predetermined Performance Requirements.

2.3 Community Safety

Community Safety is a key Business Focus for Merseyside Fire & Rescue Authority and has won awards due to success within and is made up of numerous service areas further explained below.

Merseyside Fire & Rescue Authority have produced this Property Asset Management Plan in line with the operational framework of the IRMP and National Framework furthermore its focus on community involvement and community campaigns.

There is an increasing recognition that Fire & Rescue Authorities can make a great difference in local communities and recognising this Merseyside Fire & Rescue Authority have a number of service areas which are focused on influencing community involvement and improving community safety:

Community Fire Safety (CFS)

The Community Fire Safety Team is making a great difference can make to wider public safety outcomes. It contributes to areas such as prevention of road traffic collisions, reduction of antisocial behaviour, crime reduction, neighbourhood renewal and youth work. We will also endeavour to help people live independently and safely in their homes. More information can be found within our IRMP and will not be fully replicated.

The CFS Team focus on:

- Engagement between members of the community, Local Authorities, Police, Health Service and other parties.
- Education and prevention programmes
- Completing home fire safety checks in all dwellings
- Identification of vulnerable members of the community
- Identification of at risk members of the community
- Provide advice and provisions to those who need it
- Provide Advocates who have the skills and the attributes to impact upon social, cultural and language barriers that are apparent within the community

Youth Engagement

The Youth Engagement (YE) Department delivers targeted youth and community programmes in partnership with all services concerned with improving the quality of life of young people and their environment. Their work is underpinned by Every Child Matters, the public health White Paper and the Fire & Rescue Service National Strategy for Children and Young people 2006-2010. More information can be found within our IRMP and will not be fully replicated however there is a summary of information.

The YE Department focus on:

- Engagement with children and young people
- Supporting of safety and wellbeing of children and Young People
- Provision of education programmes
- Provision of learning opportunities
- Tackling health inequalities and issues, smoking and worklessness
- Supporting Crime Strategies
- Potential Support of the Restorative Justice Agenda

Legislative Fire Safety (LFS)

Legislative Fire Safety and the Regulatory Reform (Fire Safety) Order 2005 complements the change in emphasis of the role of Fire & Rescue Authorities to one of prevention. Merseyside Fire & Rescue Authority will ensure public safety in non-domestic premises by monitoring compliance with the law and, where necessary, enforcing the requirements of the legislation. More information can be found within our IRMP and will not be fully replicated however there is a summary of information below.

- LFS will also focus on:
- Stakeholder and business community education
 - Monitoring of Compliance Levels
 - Issue of Enforcements where required
 - Prosecution where required
 - Using business intelligence to scrutinise business compliance
 - Support in building design

Threat Response Group (TRG)

The Threat Response Group is a unique team within Merseyside Fire & Rescue Authority bringing together a range of staff to combat Criminal and Terrorist Behaviour. The establishment of the Joint Antisocial Behaviour (ASB) Task Force, of which the Police and Fire & Rescue Authority are the major stakeholders, has seen a reduction in antisocial behaviour across the County including fires, attacks on fire crews and fireworks misuse. TRG focus on sharing their knowledge by running international training courses along with working more closely with Merseyside Police. More information can be found within our IRMP and will not be fully replicated here.

2.4 Environment

Merseyside Fire & Rescue Authority is committed to continually improving our built and natural environments and energy use performance. With consideration to the level of influence that Merseyside Fire & Rescue Service can have on the environment by identifying our environmental aspects we can focus on the ways we can minimise our impacts.

The way in which we minimise our impacts on the environment of through adherence to our Environmental Policy and following our ISO 14001:2004 accredited Environmental Management System (EMS) along with continually considering new environmental initiatives and technologies will help us deliver our vision and corporate aims.

The Building Research Establishment Environmental Assessment Method (BREEAM) is one of the principal environmental assessment methods for buildings which is currently adopted in the construction industry today. It sets the criteria for best practice in sustainable design and has become the most common measure used to describe a building's environmental performance and sets standards above that required for legislative compliance. Merseyside Fire & Rescue Authority will endeavour to apply BREEAM to all new builds and will prescribe an achievement of BREEAM 'Very Good' as a minimum.

Environmental and Energy Use Performance and its importance are a focus of the organisation. We intend to enhance the sustainability of MFRS property assets through our Environmental Focus.

In doing this we aim to:

- support MFRS to deliver operations and services effectively and efficiently
- ensure future of sustainable economic performance
- progress towards government targets in relation to carbon reduction and other areas

We are also increasing our Environmental and Energy Performance input into the major building lifecycle milestones:

- Procurement
- Options Appraisals (Do nothing, Do Minimal, Refurbish, Rebuild, Relocate)

During building use we have identified that the key environmental and energy use performance impacts are:

- Use
- energy use
- water consumption
- waste management and minimisation
- travel including distance and mode

For more information about Environmental and Energy Use relating to individual Premises and Property Assets can be found in the relevant section of the Property Portfolio and by contacting our Environmental and Energy Manager.

2.5 Value for Money & Financial Context

Merseyside Fire & Rescue Authority have a Value for Money Strategy 2009/2011. This document outlines the Value for Money Vision, Definition and Principles. The Strategy covers roles and responsibilities along with implementation, monitoring and review strategies.

The Authorities Value for Money Principles are:

- One – Allocate Resources in Line with Priorities
- Two – Control Council Tax
- Three – Acknowledging Budget Realities
- Four – The Authority seek to avoid compulsory redundancy in delivering Value for Money
- Five – The Authority seek to maintain or improve service levels to make Merseyside Safer, Stronger, Healthier.

Merseyside Fire & Rescue Authority are part of the Chartered Institute of Public Finance & Accountancy (CIPFA) Value for Money Indicators and Benchmarking Service. More information about this can be found in the benchmarking section.

The Authority has a medium term five year Budget and Financial Plan that includes both capital and revenue information. The Budget and Financial Plan includes a strategy for capital expenditure and investment. The Budget and Financial Plan also integrates the Vision, Mission and Corporate Aims along with the Value for Money Strategy, targets, Government guidance, grants and initiatives.

It is updated each year and submitted to Authority Members for approval as part of the Annual Financial Process. Each of the detailed Asset Management Plans (Property, ICT and Transport) feed into this Strategic Management Plan which in turn provide information to the Financial Process and the Authorities Budget and Financial Plan.

In summary 2009/10 £71.2 million was budgeted for the running of Merseyside Fire & Rescue Service.

This includes direct spending on the running costs associated with our assets as well as approximately £5m on debt servicing costs relating to the purchase of assets in previous years. Clearly it is critical for value for money to manage our assets effectively.

2.6 Asset Management

Asset Management is a business focus for the organisation across three main asset categories: Property, ICT and Transport which in turn sit under this Strategic Asset Management Plan which overarches the whole fundamentals of asset procedures. The Property Asset Management Plan must take account of many drivers and external sources of information in order to fully encompass all of the relevant influences on asset management.

Nationally

- Department of Communities and Local Government Fire and Rescue Service National Framework
- Published Recommended Asset Management Guidance/Reference Information
- New Legislation associated with Property Asset Management

Locally

- Integrated Risk Management Plan including vision, mission and corporate aims
- Service Plan
- Financial Plan
- Strategic Asset Management Plan

The Asset Management Plans must also take account of:

- End of Asset Management Plans
- Internal Audit requirements
- Comprehensive Area Assessment

3 Strategic Asset Management

This section defines Asset Management for Merseyside Fire & Rescue Authority and displays the framework we use to deliver Strategic Asset Management.

3.1 Asset Management Definition

'Asset Management is a key part of business planning which connects at a strategic level decisions about an organisation's business needs, the development of its assets, and its future investment needs.'¹

For Merseyside Fire & Rescue Authority this is a methodical approach to acquiring, maintaining, upgrading, running and managing assets.

3.2 Asset Management Context

This section will cover the following key areas:-

- Why do we need to manage our assets?
- Structure to manage our assets
- Whole Life Asset Management Process
- What will Asset Management achieve?
- How is Asset Management logged?

3.2.1 *Why do we need to manage our Assets?*

Assets are the highest cost to a business after staff and are expensive in their capital outlay and ongoing costs. Assets are in need of careful management in order to be effective and efficient.

We need to manage our assets in order to:

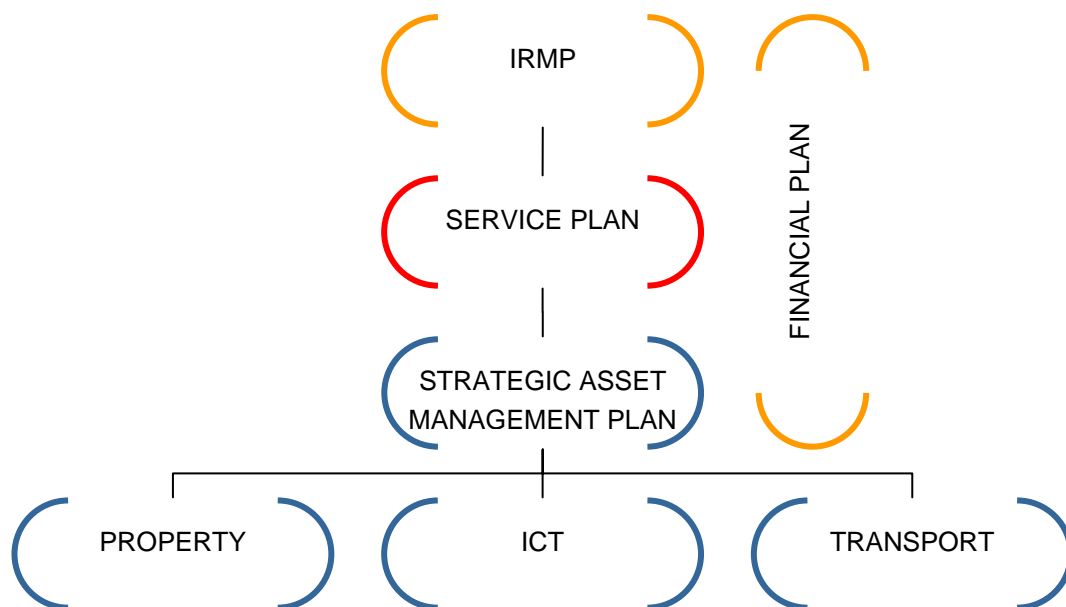
- Effectively deliver our service to the communities across Merseyside
- Provide a strategic and whole view
 - Consider the short, medium and long term aims and objectives of the Authority
 - Consider other management processes (IRMP, Service Plan, VfM and Financial Plan)
- Support needs of the Authority

¹ Towards Better Management of Public Sector Assets, A Report to the Chancellor of the Exchequer (Sir Michael Lyons), HM Treasury, 2004.

- Support overall aims and objectives of the authority
- Keep our staff safe and help them carry out their excellent work.
 - Support end user needs
- Provide Best Value Approach
 - Consider the Financial Plan and the VfM Strategy
- Comply with Legislation and Guidance
 - Fire & Rescue Service National Framework 2009-11
 - CLG and RICS Guidance
- Work towards drivers and considerations
 - Internal Audit
 - CAA
- Improve our Environmental Performance

3.2.2 Structure for Asset Management

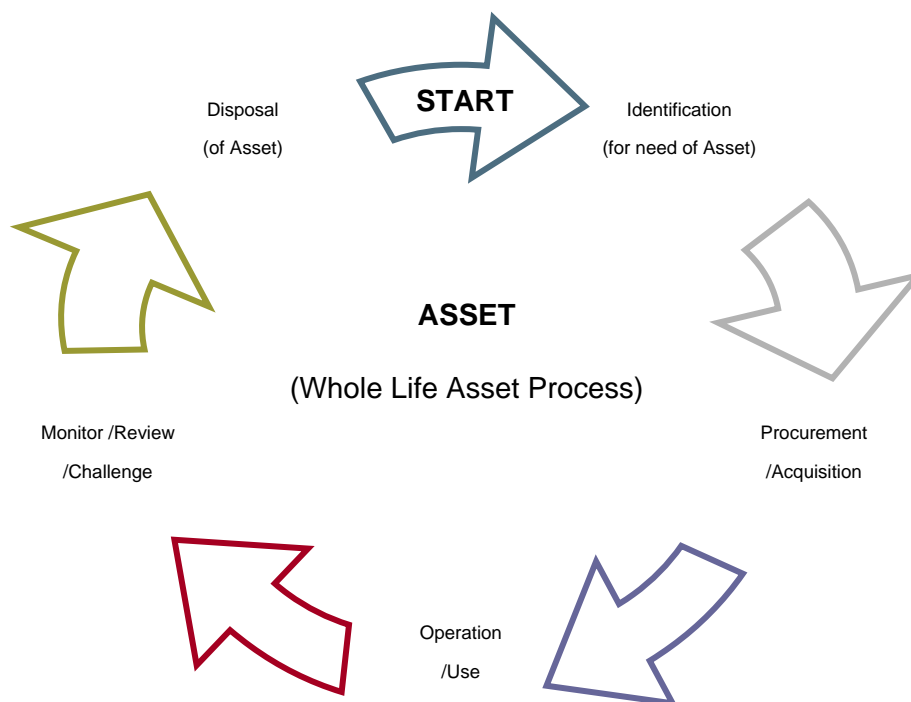
The following diagram depicts the framework of corporate management procedure documents which displays their interaction. It also displays documents which sit under this Strategic Asset Management Plan and documents which detail the specific processes around Property, ICT and Transport.



This figure clearly depicts the position of the Asset Management procedures and documents as part of the overall suite of Corporate Management documents and processes. It displays interaction in many directions and displays the coordination with the Financial Plan. This sequentially links through to Capital Budgets and Programmes; expenditure of which are in turn governed by the Financial Regulations and Contract Standing Orders.

3.2.3 Whole Life Asset Management Process

We will manage our Assets across their whole life from Identification of Need to Disposal.



3.2.4 What will Asset Management achieve?

Asset Management will allow Merseyside Fire & Rescue Authority to achieve:

- Contribute to the overall vision, mission and corporate aims of the organisation
- Highest quality and cost effective asset solutions
- Flexible assets which change, develop and improve with the authority
- Facilitate an increase in partner working
- Facilitate further improvement in our community outreach initiative and community activity
- Provide the assets require to ensure compliance with legislation and best practice guidance
- Allow Environmental Improvements

3.2.5 *How is Asset Management logged?*

All Assets will be logged, Asset Management Procedures set out and performance monitored and reviewed. All major asset sections (Property, ICT and Transport) each have their own procedures however the general matters covered by all are detailed below:

- **Reporting:**
 - Assets Data & Quantities
 - Investment needs over all short, medium and long terms and budgets/reports
 - Backlog reports
 - Benchmarking reports
 - User satisfaction information
 - Project review through Project Management/CLT
- **Monitoring and Review:**
 - Asset data is recorded where assets are acquired, disposed of, and/or significantly altered
 - Asset related issues dealt with consistently
 - Projects and changes relating to assets reviewed by CLT and/or Project Management
 - Appropriate changes are made to procedures and practises relating to assets and asset management as a result of monitoring and reviews
 - Managing key risks

4 Strategic Asset Management Aims

1. To provide fit for purpose assets to support operational response, prevention, community outreach activities, community initiatives and support of those activities.

2. To provide a clear asset management framework and procedure for use by all including raising awareness of asset management and increasing the understanding of the roles of individuals

3. To continuously improve our strategic asset management and improve management all assets and to innovate in Service Delivery.

4. To deliver Value for Money, by a whole life approach to managing assets efficiently

5. To deliver services through use of sustainable, environmental and energy considerate assets which provide efficient effective and economic asset solutions

- Support all corporate management documents, policies and procedures along with ensuring consistency of aims throughout Authority documents
- Ensure that assets are fit for purpose, sustainable, affordable and meet the needs of the Authority; working in parallel with existing management procedures
- Ensure employees, end users and other third parties have knowledge of their responsibility with regard to use and care of Authority Assets
- Ensure compliance with legislation and adoption of non mandatory guidance
- Ensure effective asset and contract management through review of processes, policies and procedures
- Ensure meeting performance targets through use of procedure currently in place such as Project Management and Reporting
- Ensure under achieving assets are challenged and asset related efficiency savings are maximised including capital and running costs
- Ensure assets are reviewed and linked to the IRMP process to identify potential for improvements and with consideration for community safety and partner collaborations
- Ensure energy efficiency and sustainability is at the fore (Including compliance with Environmental Management System and Energy Policies)

5 Capital Programme

Merseyside Fire & Rescue Service Capital Programme is linked to the budgets and therefore the Financial Plan, IRMP and Service Plan. Each Detailed Asset Management Plan contains specific information with regard to asset management capital programmes for their sector.

Merseyside Fire & Rescue Service maintains a medium term financial plan and Capital Programme, that reflect the investment needs in its assets and which are based upon individual plans.

The Programme is reviewed annually and will also be updated to reflect current information and to take advantage of opportunities for innovation and collaboration.

The current summary plan is shown in the table below.

The Authority plans to invest over £45m in its assets over the next 6 years.

Type of Expenditure	Total Cost £	2008/09 £	2009/10 £	2010/11 £	2011/12 £	2012/13 £	2013/14 £
Approved 5 year prog	12,891,800	4,857,800	5,311,000	761,000	711,000	1,251,000	0
New Start Bids	737,000	0	0	25,000	25,000	0	687,000
Building/Land	13,628,800	4,857,800	5,311,000	786,000	736,000	1,251,000	687,000
Approved 5 year prog	175,000	35,000	35,000	35,000	35,000	35,000	0
New Start Bids	45,000	0	2,000	2,000	2,000	2,000	37,000
Non Operational Equip & Hydrants	220,000	35,000	37,000	37,000	37,000	37,000	37,000
Approved 5 year prog	8,701,300	1,775,300	1,734,000	1,734,000	1,734,000	1,724,000	0
New Start Bids	1,834,000	0	20,000	20,000	20,000	20,000	1,754,000
Fire Safety	10,535,300	1,775,300	1,754,000	1,754,000	1,754,000	1,744,000	1,754,000
Approved 5 year prog	2,359,800	703,800	1,070,000	187,000	262,000	157,000	0
New Start Bids	680,000	0	232,000	29,000	29,000	114,000	276,000
ICT	3,039,800	703,800	1,302,000	196,000	291,000	271,000	276,000
Approved 5 year prog	0	0	0	0	0	0	0
New Start Bids	206,000	0	136,000	60,000	20,000	0	0
RCC associated ICT investment	206,000	0	136,000	60,000	20,000	0	0
Approved 5 year prog	1,201,800	340,800	485,800	136,800	32,000	207,000	0
New Start Bids	211,500	0	191,500	0	0	0	20,000
Operational Equipment	1,413,300	340,800	677,300	136,800	32,000	207,000	20,000
Approved 5 year prog	173,000	173,000	0	0	0	0	0
New Start Bids	10,000	0	10,000	0	0	0	0
T.O.A.	183,000	173,000	10,000	0	0	0	0
Approved 5 year prog	7,906,200	1,599,700	3,089,000	1,379,500	1,490,000	348,000	0
New Start Bids	1,690,500	0	36,000	76,000	35,000	0	1,543,500
Vehicles	9,596,700	1,599,700	3,125,000	1,455,500	1,525,000	348,000	1,543,500
Approved 5 year prog	7,035,000	0	0	0	3,560,000	3,475,000	0
New Start Bids	0	0	0	0	0	0	0
Fire World	7,035,000	0	0	0	3,560,000	3,475,000	0
TOTAL Approved 5 year prog	40,443,700	9,485,000	11,724,800	4,213,100	7,824,000	7,197,000	0
TOTAL New Start Bids	5,414,000	0	627,500	202,000	131,000	136,000	4,317,500
TOTAL	45,857,700	9,485,000	12,352,300	4,415,100	7,955,000	7,333,000	4,317,500

6 Roles & Responsibilities

This section explains the high level roles and responsibilities within Merseyside Fire & Rescue Service along with displaying the responsibilities with regard to strategic asset management planning and asset management within the three major asset groups. Merseyside Fire & Rescue Authority is made up of 18 councillor members and they ultimately are responsible for agreeing the major policies and procedures of the organisation. The Fire Authority is made up of locally elected councillors from the five districts of Merseyside. The Authority's responsibility is to ensure that the fire service is run properly and responsibly.

The Chief Fire Officer (CFO) is responsible for the day-to-day command of the fire service in their areas. They implement the major policies and procedures agreed and passed by the Fire Authority to whom the CFO reports. The Fire Authority is a committee of locally elected councillors. The Authority's prime responsibility is to ensure that the fire service is run properly and responsibly.

The **Chief Fire Officer** is supported by an Executive Team:

- **Deputy Chief Fire Officer**
- **Assistant Chief Fire Officer**
- **Executive Director of Resources**

The Fire Authority continually monitors the management arrangements it has in place and has undertaken a number of reviews of its executive management team to ensure that that it is fit for purpose and providing value for money. On all occasions such reviews have been completed by independent external specialists to avoid any conflict of interests

The Executive Leadership Team is supported by the Corporate Leadership Team which is made up of many non-executive Directors:

Chief Fire Officer

- Director of Corporate Communications
- Non-executive Director

Deputy Chief Fire Officer

- Director of Strategy, Member Services & IRMP
- Director of Knowledge & Information Management
- Director of Community Safety
- Director of Performance & Values

Assistant Chief Fire Officer

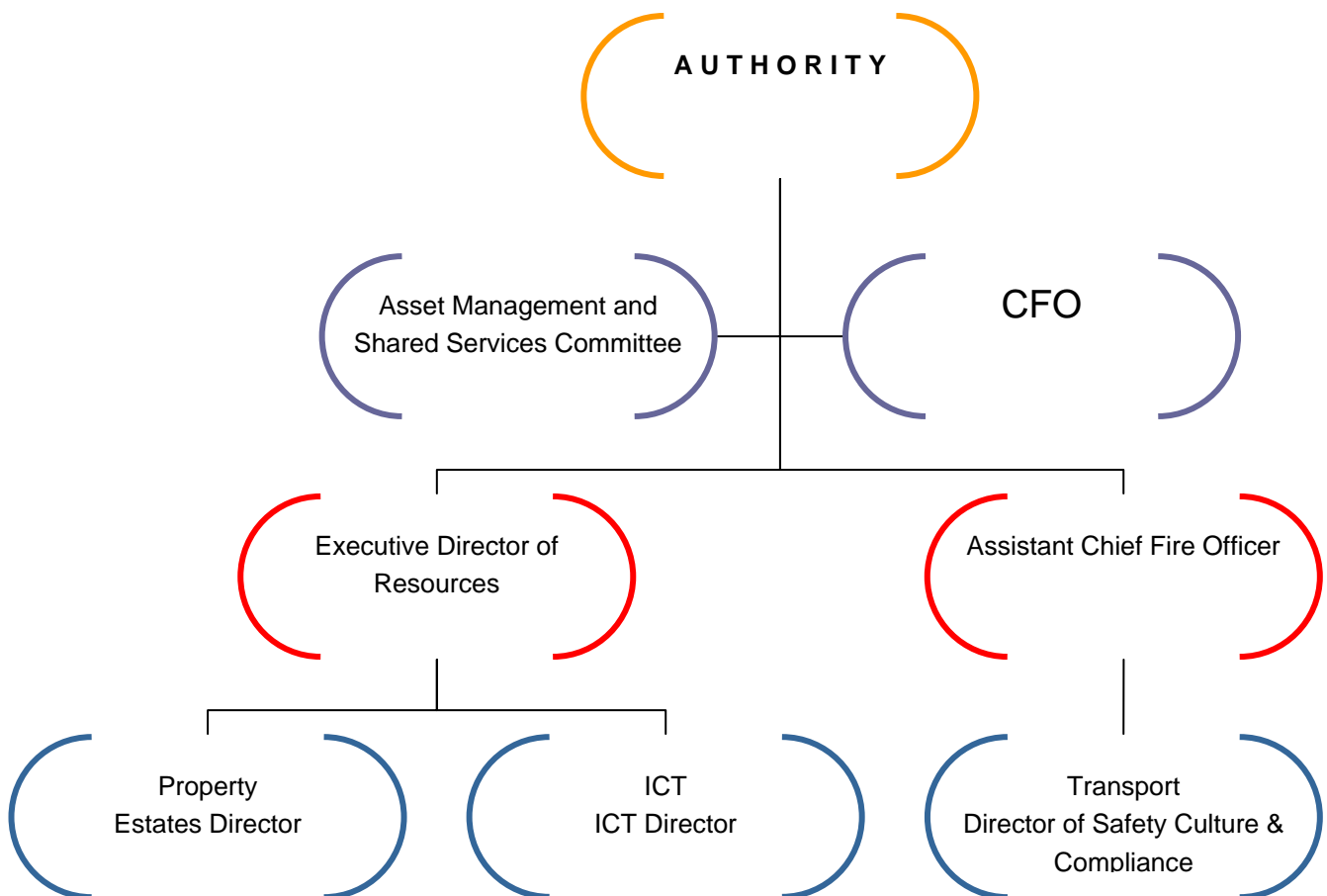
- Director of People & Organisational Development
- Director of Safety, Culture & Compliance

Executive Director of Resources

- Director of Estates (see following organisational chart)
- Director of Finance
- Director of Procurement
- Director of ICT
- Director of Law

Structure for Asset Management Responsibility

The structure for managing assets is set out below. The Authority recognises the importance of managing its assets effectively and has set up a specific committee – Asset Management & Shared Services to deal with this issue.



Asset Management and Shared Services Committee

The delegated powers and duties of the Asset Management and Shared Service Committee are as follows:

- Consider all matters related to the management of the Authority's assets including buildings, land, ICT and other assets

- Consider the opportunities for and delivery of shared services in partnership with district councils and other agencies
- Oversee the Authority's procurement strategy including potential for commissioning services
- Consider all matters related to the delivery of the North West PFI project including scrutiny of decisions taken in relation to the project by the project board
- Convene any Working Parties or Task Groups as may be appropriate to assist in fulfilling the duties of the Committee
- Consider and if appropriate, determine any other matters, which may be referred to the Committee by The Authority or the Management Board

North West Fire & Rescue Services Management Board

The requirement to have effective regional management arrangements has become apparent over recent years to ensure that resilience, procurement and many other functions are delivered effectively regionally.

The North West Fire & Rescue Management Board was created in 2004 and comprises representatives of each of the five North West Fire and Rescue Authorities - Cheshire, Cumbria, Greater Manchester, Lancashire and Merseyside.

The focus of the Regional Management Board's work is to seek ways in which the fire and rescue services in the North West can work together to achieve greater improvement and efficiency in the key themes defined in the National Framework;

- Integrating common and specialist services
- Introducing regional personnel and human resource functions
- Developing a regional approach to training
- Introducing regional procurement within the context of the National Improvement Strategy for the Fire and Rescue Service

This forum allows MFRS to share and influence best practice in the region. The priorities for the North West Fire & Rescue Management Board are contained within their Business Plan 2008-11.

MFRS collaborates closely with regional partners on Asset Management. In particular, it :-

- Has a number of shared site initiatives with the Ambulance Service.
- Operates services like the Threat Response Group jointly with the Police.
- Has a joint PFI project for 17 new fire stations with Cumbria and Lancashire.

7 Performance Management

This section describes how asset management data is managed along with reporting, monitoring and project management systems.

7.1 Data management

In order to manage the asset portfolio effectively the availability of accurate and appropriate data is essential. Currently individual systems are utilised and detailed in each asset management plan.

7.2 Reporting:

In general terms all asset areas will report on the following key areas :-

- Assets Data & Quantities
- Investment needs over all short, medium and long terms and budgets/reports
- Backlog reports
- Benchmarking reports
- User satisfaction information
- Project review through Project Management/CLT (Further details below)

Project Management

Merseyside Fire & Rescue Service applies a bespoke Prince 2 methodology to all Projects.

A suite of documents is available to 'Project Managers' to allow the recording and monitoring of all projects from project brief to project end reports. There are also documents to display lessons learnt are contained within 'Public Folders' which is accessible to all MFRS personnel to view and utilise. This allows a mix and match approach to the management of all projects, whether they are large or small, but provides a consistent and familiar approach to all projects.

Our Project Management methodology is a fundamental requirement in providing corporate governance for all projects and gives security to project sponsors displaying that projects are managed correctly.

Each Project Manager with their associated projects, will have a standard working paper created for each, these will be located on publicly available network areas, and allows central completion and coordination of Monthly and/or Quarterly updates.

The documents associated with all projects are contained within a tracker system. All project information is retained for knowledge sharing and audit processes.

The procedures are also utilised in all procurement activities, partnership agreements, specifications and funding requests.

7.3 Motoring

In order to control our assets the following information will be monitored :-

- Asset data is recorded where assets are acquired, disposed of, and/or significantly altered
- Asset related issues dealt with consistently
- Projects and changes relating to assets reviewed by CLT and/or Project Management
- Appropriate changes are made to procedures and practises relating to assets and asset management as a result of monitoring

8 Review & Challenge

MFRS is a learning organisation and will continually improve its Asset Management. The diagram below displays the Whole Life cycle for asset management including reviewing and challenging.



We will review the outcome of the Asset Management Strategy and their implementation. This will include monitoring :

- Asset Data Records
- Asset Related Projects
- Projects which affect the use or suitability of Assets

Reviews are carried out with (where applicable):

- Project Manager (self evaluation)
- Line Manager's
- Directors
- Central Leadership Team
- Executive Leadership Team
- Authority
- Team Members

- Stakeholders inc. Community and End Users

The Review 's consider all outcomes and impacts.

Key project or Asset related decisions, changes or actions will be reviewed through where appropriate:

- Self Assessment
- Peer/Manager Assessment
- Group Assessment
- Written/Consultation Assessment through a Report

Further to the information on Reviews above being the outline for Merseyside Fire & Rescue Service further to this each detailed asset management plan will include details of how reviews will be carried out.

9 Benchmarking & Standards

We will benchmark our Assets and their usage in order to:

- Improve Performance
- Apply improved practises
- Learn from others
- Have the ability to self assess
- Improve our use of resources
- Highlight areas for improvement
- Compare ourselves against similar organisations

As part of this, Merseyside Fire & Rescue Authority are part of the Chartered Institute of Public Finance & Accountancy (CIPFA) Value for Money (VfM) Indicators and Benchmarking Service. This allows us to benchmark against other Authorities it also allows us to benchmark against our previous achievements on a year on year basis.

Property and ICT as major asset groups are two of the sections assessed. The detailed Asset Management Plan for each asset area contains specific information on Benchmarking & Standards.

Merseyside Fire & Rescue Authority set our standards in order to maintain a quality approach in all areas of our work including Asset Management.