



*"An Excellent Authority"*

APPENDIX C  
(CFO/046/10)

## Property Asset Management Plan

2010/2015

# 1 Document Control Sheet

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## 3 Foreword

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

Our vision is To Make Merseyside Safer Stronger and healthier. Our 27 Community Fire stations are integral to achieving that vision by:-

Being welcome spaces for the community

Allowing high response standards

Being excellent buildings for our staff

Being 'green' and efficient

This is our Property Asset Management Plan 2010/2015. The purpose of this Property Asset Management Plan is to explain our approach along with setting out an updated framework for our Property Asset Management Planning and Procedures. This document should be read alongside the Strategic Asset Management Plan.

The organisation's vision is underpinned throughout this Property Asset Management Plan through our specific Property related Aims and Objectives.

Despite being times of economic uncertainty we think it remains important for the Fire Authority to invest in its community buildings and we are committed to this Property Asset Management Plan and also commit to the implementation of best value and best practise in the management of our assets going forward.

Our property assets are important to the Authority's overall business as a base for support staff, operational staff, volunteers and advocates along with being a fundamental and integral part of our community work. Our properties provide a hub for community integration allowing the community to approach the fire service and they also provide an area base for our community outreach work.

In 2009 Communities and Local Government along with the Royal Institution of Chartered Surveyors has issued further guidance regarding best practise in asset management which has been reviewed and fully considered along with further reference and guidance information in production of this Property Asset Management Plan.

This Property Asset Management Plan has defined links to the Strategic Asset Management Plan, along with the ICT and Transport Asset Management Plans.

In the past 12 months there has been a fundamental change in our Property Portfolio due to the:

- Commencement of a new fire station in Kensington
- The ongoing PFI project for 7 new fire stations
- Opportunities for a new Marine rescue base at the Pier head

- Building a new engineering centre of excellence

This fantastic period of development will be reflected throughout this plan and provides a positive starting point to move forward with improving and modernisation of our Property Assets where appropriate.

## 4 Executive Summary

Merseyside Fire & Rescue Authority have commissioned this Property Asset Management Plan in order to define the property assets, relative policies, procedures and requirements to support the Authority's service requirements, objectives strategy and plans. This Property Asset Management Plan supersedes the 'Asset Management Plan' (2005-2010).

Merseyside Fire and Rescue Authority have an Executive Leadership Team Incorporating Chief Fire Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officer, Executive Director of Resources. Further information about structure and leadership can be found in the Roles and Responsibilities section.

The Estates Department are part of the Resources Directorate and deal with property assets and 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.

The authority provides services to the community of Merseyside which covers an operational area of 650 km<sup>2</sup> and has a population of over 1.4 million people. The Authority employs a workforce of over 1400 people; comprising approximately 900 full time fire fighters, 400 support staff and 50 control staff.

The historic nature of the estate with properties dating from 1926 (and the majority of the properties being constructed between the twenty year period 1957 to 1973) means that because age and long term under-investment this has generated a high maintenance requirement which has not been fully met. This clearly provides a challenge for the estates department in managing the rectification of the high levels of backlog maintenance which also increases the levels of reactive works that are required.

Often properties are old fashioned, lack community facilities and are unwelcoming to the community. In some cases access is poor and the facilities not wholly suitable for the diverse communities we serve and who work for us. Some of our estate is also not fit for purpose, over sized and environmentally inefficient.

The Authority is committed to rectifying this and a major programme of property investment is underway

The locations and the provision of the facilities including their condition and suitability will be established in the Property Portfolio.

<b><u>Merseyside Fire &amp; Rescue Service Property Asset Overview</u></b>					
Ref	Name	No. of Holdings	Area m2		Tenure
			<u>Buildings</u>	<u>Site</u>	
<b><u>Non-operational Sites</u></b>					
SHQ	Service Headquarters	1	3600	21780	100% Freehold
MACC	Mobilising and Communication Centre	1	1596	4615	100% Freehold
TADA	Training and Development Academy	1	2057	16404	100% Freehold
MWS	Main (Vehicle) Workshops	1	3267	5996	100% Freehold
CS	Consumables Store	1			100% Freehold
V1	Future Main Workshops	1	2604		100%Leasehold
V5a	Future Fire Service Direct	1	372		100%Leasehold
V5b	Future ICT Hub	1	328		100%Leasehold
<b><u>Operational Fire &amp; Rescue Stations</u></b>					
Var.	Fire & Rescue Station	27	24766		100% Freehold
LLAR	Low Level Activity and Risk Houses	5	N/A	N/A	4 Freehold 1 Leased

## 5 Property Aims & Objectives

The Property Asset Management Plan aims to deliver efficient property management through measuring the performance of our Property Assets. The objectives are to ensure our property assets provide:

- excellent facilities to meet operational response requirements
- excellent facilities meeting the support staff and community outreach requirements
- excellent local facilities to support the local communities
- sustainable, environmental and energy considerate sites
- are fit for purpose, provide flexibility and value for money
- provide an efficient, effective and economic property solution
- suitable for access to all and are DDA compliant (where applicable)
- are safe, maintained in good condition, and are compliant with current legislation
- provide a healthy environment to visit

Working towards our vision, mission and aims the authority has however acquired three new properties in 2009 at the Vestey Business Park constructed in 2007 and there are 7 operational fire and rescue stations that are currently part of a PFI programme. Along with the predicted move the Regional Control Centres the complexity of the estate at the current time is high with regard to ensuring it does not negatively effect the operational attendance time to fire and rescue incidents or compromise our critical community based preventative work.



## 6 Review of Current Property Assets

This part of the Property Asset Management Plan sets the framework for how we review our assets starting from exploring the data and information we hold on our assets.

Merseyside Fire & Rescue Authority, as previously mentioned, have property assets comprising 27 operational fire and rescue stations (incorporating one museum), 8 non-operational support sites and 5 Low Level Activity & Risk (LLAR) Houses.

The information required for each of the above property assets is held in the Property Portfolio. The following information groups make up the Property Portfolio. The Property Portfolio along with the data and information held in it are used to review and monitor our properties performance.

- Property Information
- Energy and Environmental Information
- Property Costs
- Legislative Compliance
- Capital and Revenue, Repairs, Maintenance and Property Works
- Stock Condition Survey
- Suitability, Sufficiency, Flexibility, Community Facilities and Use
- Geographical Area and Quantity Review

The contents of the Property Portfolio are currently held in combination of stand alone electronic and hard copies held within estates department shared folders. The contents of the Portfolio for each individual property is different and information gathering is continuous ensuring the continual improvement and widening of recorded information. The way the Property Portfolio information is held is subject to change years due to the programmed purchase of an electronic Asset Management Software Package in 2010.

Information Group	Information Required	Form of Information
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Property Information		
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Address	Property Information Spreadsheet - All Properties
Date of Construction	
Gross Internal Floor Area	Information available
Net Internal Floor Area	To be compiled together
Property/Site Area	
Approximate Station Ground Area Coverage	
Lease Information (in/out)/Partnership Agreements	available through commissioning CAD to complete after master drawings complete
Drawing (Register)	

Maintained in partnership register

To be updated with CAD

Property Costs		
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All costs to be viewed as an annual total and where applicable divided by Gross Internal Floor Area (GIFA) m <sup>2</sup> , Full Time Employees (FTE) etc.	Property Costs Summary Spreadsheet comprising information from below
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Valuations	Individual valuation reports for each site (Coming to end of useful life therefore new commission required for all sites)
Energy and Environmental Costs	From Energy and Environmental Information
Total Property Cost per Property including Occupancy, Operational and Management	CIPFA VfM Report Individual site information required to be developed in future
Total Office Accommodation Cost	CIPFA VfM Report
Cost of the Estates Management Function Cost	CIPFA VfM Report
Employee costs including employers National Insurance, pension and recruitment	CIPFA VfM Report
ICT Costs	CIPFA VfM Report
Accommodation Costs	CIPFA VfM Report
Supplies and Consumables Costs	CIPFA VfM Report
Outsourcing Costs	CIPFA VfM Report
Total Property Revenue, Occupancy and Ownership Costs	CIPFA VfM Report
Total Building Operation Costs	CIPFA VfM Report

## Legislative Compliance

Access Audits	New commission required to update record
Asbestos	Available paper copy in estates and maps at each station electronic copy in outlook public folders.

Leigonella	
Electrical	To be updated after remedial works
Gas & Refrigerant Gas	To be updated after remedial works
Fire Alarms	To be updated after remedial works
Fire Extinguishers & Signage	To be updated after remedial works carried out under new contract
Lightning Protection	Survey undertaken. Works ongoing
Environmental (Oil/Fuel Storage, waste, EPC)	Work ongoing to update
Emergency Lighting	Work ongoing to update

#### Energy and Environmental Information

Electric and Gas usage annual (KWh)	Spreadsheet - All Properties
Water usage annual (m <sup>3</sup> )	
Display Energy Certificate (DEC)	Spreadsheet comprising Energy and Environmental Information sheet per property
Energy Performance Certificate (EPC)	
Waste Management and Waste Minimisation	
Oil/Fuel Storage	
Flood Risk	
Environmental Features in surrounding areas	
Public Transport	

Community and location surroundings (energy and environmental only)

Capital and Revenue, Repairs, Maintenance and Property Works

Main elements of the structure will be programmed and costed for planned works

Spreadsheet - All Properties

Links to budgets and budget programming

Spreadsheets and Financial Budgets

Reviews

Annual Report - All Properties

Stock Condition Survey

Carried out 5 yearly cycle to assess the level of backlog and future maintenance and property works required

Suitability, Sufficiency, Flexibility, Community Facilities and Use

Questionnaires issued to personnel and community groups based on end user view on factual information

Some information held in CIPFA Report

Strategy Options Testing will be carried out as a part of the Property Portfolio. It will comprise qualitative and quantitative assessment and will follow the previously adopted methodology from the Private Finance Initiative Project - Outline Business Case.

Theory established through PFI and carried out for 7 sites

Strategy Options Testing will be carried out across all sites and will form part of the overall Property Portfolio along with forming part of the works and maintenance programming.

Geographical Area and  
Quantity Review

Each property location will be assessed through GIS mapping using risk isochrones based on the risks identified per super output area displaying the best locations, need for the building from an operational view, optional changes available and their implications.

Updated maps and further information required

## 7 Property Strategy

The report “The way forward” considered by the Authority during May 2009 (CFO/116/09) recommended the strategy for the Estates Department and provides a strategy for the management of the estate and the estates department. That report is appended to this strategy.

The Estates Department strategy to achieve the Property Aims and Objectives we will carry out the following actions:

- Further explore property links with partner organisations
- Increase ‘end user’ involvement
- Increase consultation around property works
- Increase programme communication
- Continue with the centralisation of support services initiative
- Improve prompt identification of Assets which are anomalies

## 8 Property Asset Management Implementation Programme

Merseyside Fire and Rescue Service programme their Property Asset Management Works through the Property Portfolio and its summary. This section provides an overview of the current highlights of the implementation programme.

The contents of the Property Portfolio is currently held in combination of stand alone electronic and hard copies held within estates department shared folders. The way the Property Portfolio information is held and also the procedure for Property Asset Management Implementation is likely to change over future years due to the programmed purchase of an electronic Asset Management Software Package in 2010.

The most recent significant change in the Property Portfolio are the three acquisitions of new properties at the Vesty Business Park constructed in 2007. These provide necessary accommodation for newly required spaces and also to replace the vehicle workshops at Speke which is beyond its useful life and the Operational Stores located in an outbuilding at the SHQ site. This supports the strategy to work towards support services being in a central location.

Creating space at the SHQ site to ensure the occupancy level is managed and the building does not become over capacity.

Location	Project	Dates	Owner
Engineering Centre of Excellence	Conversion of Unit 5a Vesty Business Park to accommodate Fire Service Direct	March 2010	D Robinson T Mooney
	Main Vehicle Workshops and Store conversion at Unit 1 Vesty Business Park	March 2010	D Robinson T Mooney
	Conversion of Unit 5b Vesty Business Park to accommodate a new ICT Hub	March 2010	D Robinson T Mooney
Belle Vale Fire Station	Construction of a new LLAR House to the Rear of Belle Vale Fire Station	May 2010	T Mooney



St Helens Fire Station	Refurbishment and investment in CFS facility	June 2010	T Mooney
Aintree Fire Station	Refurbishment	August 2010	J Jones
Toxteth Fire Station	Refurbishment and Extension	September 2010	T Mooney
New Site Kensington Fire Station	Construction of a new Community Fire & Rescue Station which is to be constructed at Kensington neighbourhood centre. To make Low Hill Fire Station Redundant	September 2009 to August 2010	Estates Director / Procurement
Low Hill Fire Station	Disposal	tbc	Estates Director / Procurement
MACC	Refurbishment and Alteration to part of the building to provide Temporary Decant Accommodation for Kirkdale Fire Station during the Construction of the new Kensington Community Fire & Rescue Station.	September 2010	Andy Groom / Estates
Wallasey	Development of Youth Centre jointly with Wirral MBC and fire station improvements	April 2010	SLM Tony Mooney

Croxteth	Joint Hazmat centre with NW Ambulance service. Unique Partnership project	Mid 2010	NW Ambulance
New Inshore Rescue Station at Pier Head	Joint Project with Merseytravel	Late 2010	Estates Director/Merseytravel
<b>PFI Project</b>			
Belle Vale	Construction of a new Community Fire & Rescue Station	Commence November 2010	PFI Project Team
Birkenhead	Construction of a new Community Fire & Rescue Station		PFI Project Team
Bootle & Netherton	Construction of a new Community Fire & Rescue Station		PFI Project Team
Formby	Construction of a new Community Fire & Rescue Station		PFI Project Team
Kirkdale	Construction of a new Community Fire & Rescue Station and Operational Resource Centre		PFI Project Team
Newton-Le-Willows	Construction of a new Community Fire & Rescue Station		PFI Project Team
Southport	Construction of a new Community Fire & Rescue Station		PFI Project Team
Bootle & Netherton	Partial Disposal after PFI Construction	tbc	PFI/ Estates/ Procurement

Birkenhead	Partial Disposal after PFI Construction	tbc	PFI/ Estates/ Procurement
Workshops	Disposal	tbc	
MACC	Disposal	tbc	
All other sites	Refurbishment based on Property Portfolio and Capital Programme/Receipts	tbc	
Acquisitions	None Further Proposed	tbc	
Planned Maintenance	Property Portfolio and Capital Programme/Receipts	tbc	

## Our Property Commitments

The Property Asset management plan commits to work towards:

- An improved fault reporting system (that fits in with future PFI management needs)
- Improved quality management, records and information held
- Increasing community and partner involvement
- Removing smoking facilities and no smoking sites
- Installing Fire Suppression Systems in all new build properties
- BREEAM 'Very Good' or better in new build properties

## Procurement

Procurement is supported out by our central Procurement Department. All procurement is carried out in accordance with Merseyside Fire & Rescue Authority Financial Regulations and Contract Standing Orders. This is underpinned by the Procurement Strategy and Policy.

## Project Management

Merseyside Fire & Rescue Service applies a bespoke Prince 2 methodology to all (reported) Projects, IRMP, Service Plan, partnerships, funding streams, IDEA scheme, and contestable research projects within MFRS.

Project management training, whether that is Prince 2 or in house training using our bespoke Prince 2 methodology has been rolled out to over 300 personnel within Merseyside Fire & Rescue Authority.

Further Information on Project Management for large, reportable projects can be found in the Strategic Asset Management Plan.

Small Projects are carried out by the Estates Department; these projects are managed using the same principals that are described above however are purely recorded within the estates team. The extent of the use of the standard forms detailed above varied based on the complexity of the project and forms are tailored to meet the needs of each individual project.

The Estates Department also manage 'Call Off' contracts and legislative contracts. Again the principals adopted are not dissimilar to those fully explained within the 'reported' projects through the project management department.

## Partner use

The Service actively seeks opportunities to innovate and work with new partners to achieve its vision. As part of all the current major capital works to renew or extend the available facilities include the review of the possibility of shared use with other organisations such as the Police and Ambulance Service. As well as our buildings being used by a myriad of partners this has lead to specific shared site arrangements which improve efficiency.

All Fire Stations will have a community involvement survey as outlined in the detail about how we review our current property assets. All of the PFI Stations will be Community Fire & Rescue Stations along with the majority of our existing sites and refurbishment and extension works at a number of these sites.

Our current partner use scenarios all work towards the vision to 'Make Merseyside a safer, stronger, healthier community'. One of the best examples of our partnering arrangements are the many existing 'Wirral Heartbeat Community Gyms' at our fire stations in the Wirral District.

## 9 Property Performance Management

The Property Asset Management Plan will also consider the Local Performance Indicators (LPI's). Those which are directly influenced by Property and Property Asset Management are as follows:

LPI 94 Electricity used by all MFRS buildings (KWh/m<sup>2</sup>/annum)

LPI 95 Gas used by all MFRS buildings (KWh/m<sup>2</sup>/annum)

LPI 96 Water used by all MFRS buildings (m<sup>3</sup>/person/annum)

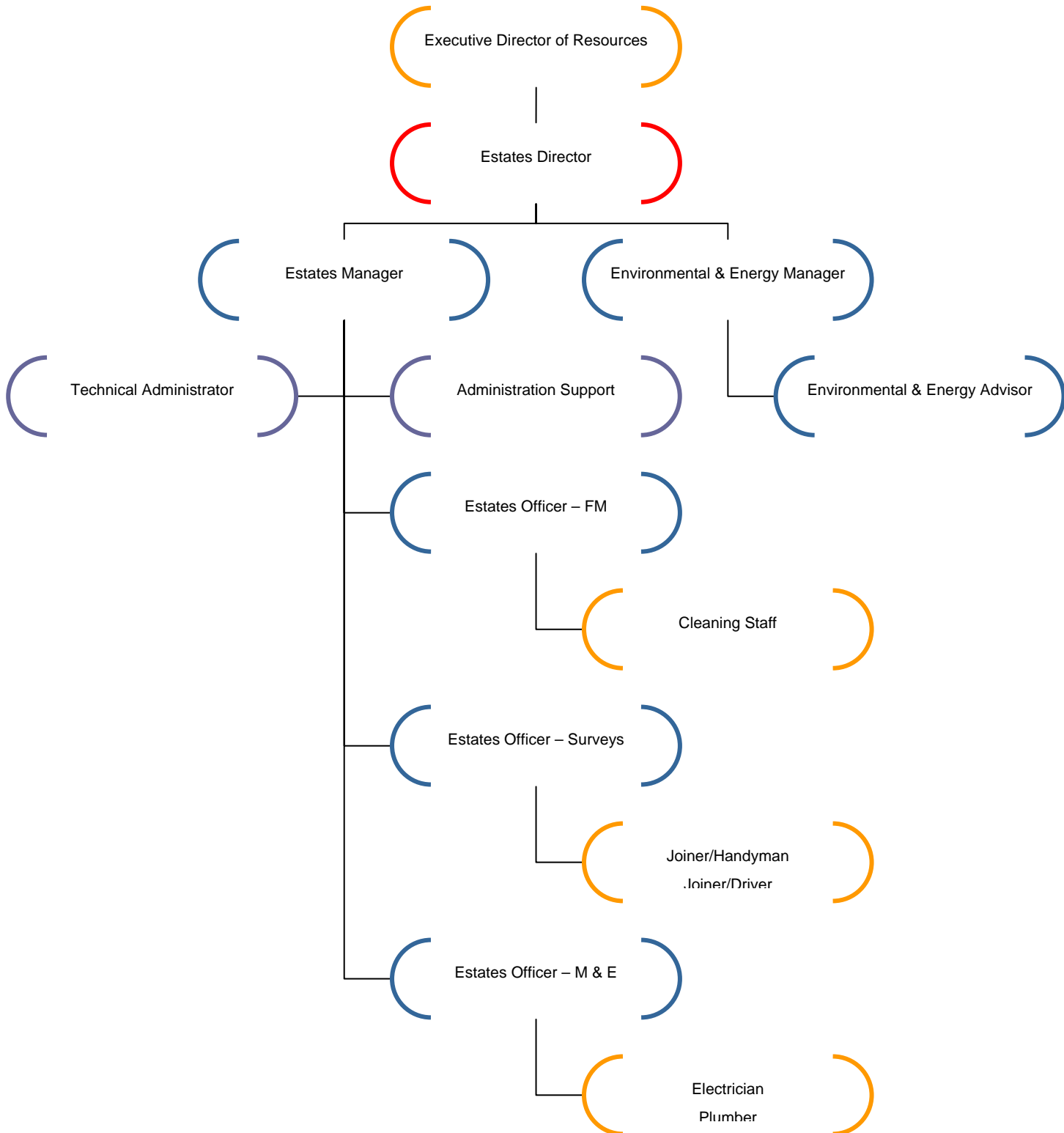
Information on progress of the above targets and other associated information is available in the Property Portfolio. The aim of the three LPI's above is to benchmark MFRS buildings against its continual progress along with national standards and to make the service environmentally more efficient. A definition of the LPI's named above and all other Merseyside Fire & Rescue Authority adopted LPI's and are available on request.

There are further LPI's which are linked to operational performance which are affected by the performance of the estate however the impact of property performance and the implications on these LPI's can not be directly measured.

Property Performance is also measured through internal estates reporting at the monthly team meetings; this includes capital and revenue projects/programmes and reactive maintenance.

## 10 Roles & Responsibilities

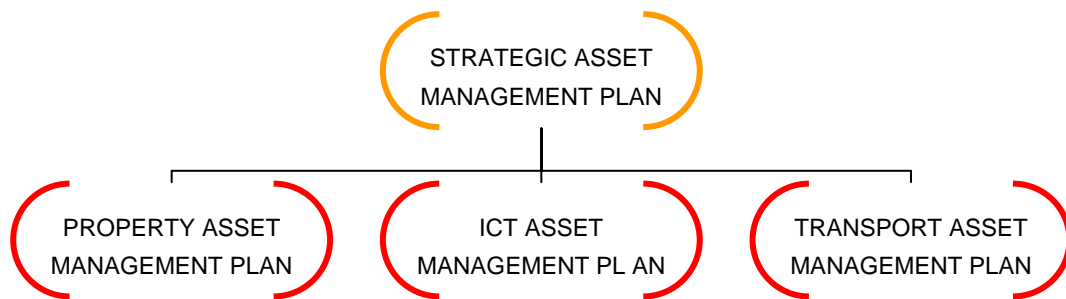
This section is to be read in conjunction with the Strategic Asset Management Plan and it sets out the managerial Roles and Responsibilities for the Estates AMP. In addition the Authorities Asset Management and Shared Service Committee and other staff will clearly be involved strategically



It is likely that the proposed asset management software package will have outputs and actions that will be shared among the estates team. The proposed system is intended to improve the efficiency and quality of property asset management information and processes.

The combination of increased and improved communication through the asset management software package and also through the publication of this plan will improve the efficiencies of the department and the properties themselves through effective communication.

The diagram below shows the position of the Property Asset Management Plan as a documents underpinning the Strategic Asset Management Plan.





## 11 Review & Challenge

The Estates AMP is a learning document that will be updated to reflect best practice and learning from review.

The Estates team will review previous projects and schemes to learn lessons and improve performance.

Individual property performance will inform investment decisions and be reported internally and to the Authority.

Project Reviews are carried out on projects and evidence of this should be in the relevant project file.

## 12 Benchmarking & Standards

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.

We will benchmark within the Fire Service, with other local authorities and with the private sector as appropriate to improve services.

Property as a major asset group are is one off the sections assessed. Merseyside Fire & Rescue Authority set our standards in order to maintain a quality approach in all areas of our work including Asset Management.

We benchmark our properties against each other we have numerous properties of a similar size and occupancy allowing reasonable comparisons in performance and standards to be made. These comparisons are based on information gathered through the Property Portfolio including energy use, levels of reactive maintenance and general condition.

Through benchmarking between properties anomalies can become clear and many issued have been rectified through these methods.

It is proposed that the Asset Management System will support benchmarking and improve the standards through improved programming, prioritisation and communication. Reporting using the software is also likely to allow easier, quicker and greater varieties of benchmarking within MFRS. It is likely that with an improved storage of data and information that benchmarking and standards tracking will become more comprehensive.

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