

Property Asset Management Plan

2021 / 2026

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1 Overview

1.1 Asset Management

This is our Property Asset Management Plan 2021/2026 which supersedes the 'Property Asset Management Plan 2020/2025, following our annual internal review.

The purpose of this Property Asset Management Plan is to provide clear guidance on the management of property assets, along with setting out guiding principles for our Property Asset Management Planning process.

Our property assets are important to the Authority's overall business as a base for operational staff, support 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 and rescue service and they also provide a base for our community outreach work.

Effective asset management will provide assets that are sustainable, fit for purpose and provide value for money. To achieve this, we will

- Dispose of assets we no longer require
- Maintain, rationalise and develop the assets we keep
- Plan and acquire assets we require to meet operational needs

The plan outlines the asset management process and guiding principles used to ensure the assets meet the current and future needs of Merseyside Fire and Rescue Authority, our staff and the communities we serve. It details the current position regarding key assets and sets out the key capital priorities and budget requirements to achieve them.

Despite being in times of economic uncertainty, the Authority has invested in modernising its estate over the last 10 years. With the ongoing austerity measures, it remains vital for the Authority to implement best practice in the management of its land and buildings. It is anticipated that the proposals contained within this Plan can be implemented over the next five years improving and modernising our Property Assets where appropriate.

The Plan integrates fully with the Authority's business and financial planning processes, with clear alignment between the Asset Plan and other service plans. It reflects the Authority's vision and takes cognisance of, and must be read in conjunction with, the Integrated Risk Management Plan (IRMP).

1.2 Estates

The Estates Department are responsible for managing the property assets with an estate comprising of approximately 46,000m² of managed space located over 39 acres of land in the Merseyside region, which has a population of some 1.4 million residents and spans 249 square miles (645km²). This incorporates 22 operational Fire and Rescue Stations and a further 16 non-operational support sites including a Marine Rescue Unit and 4 LLAR houses.

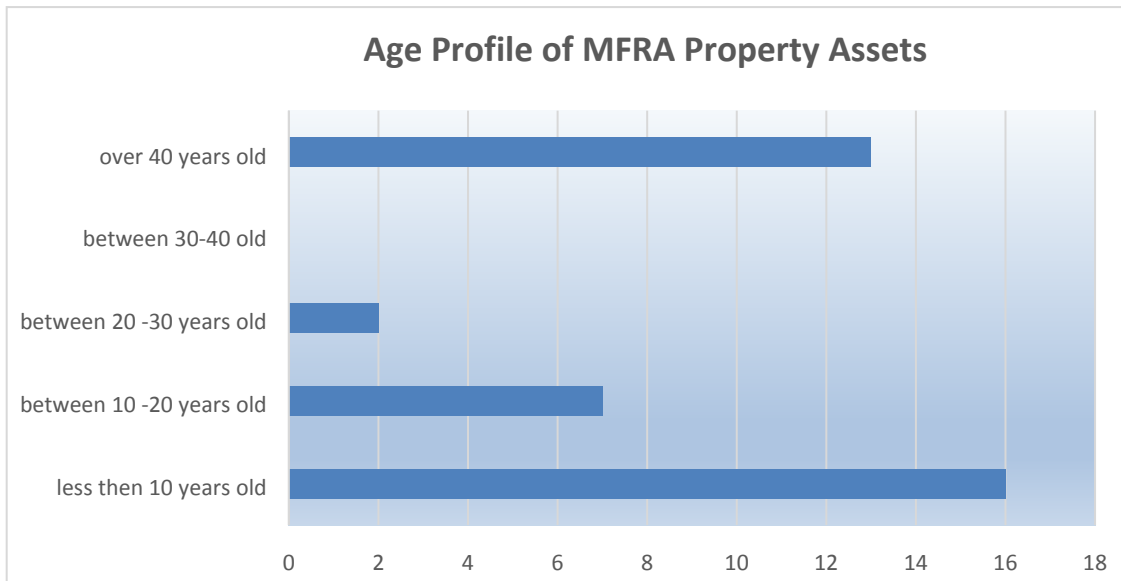
The department can be split into three key delivery areas

- Facilities Management – Bouygues Energies and Services Ltd were awarded the five year contract to provide the facilities service provision in July 2015, covering the following service lines - cleaning, security, reactive and planned maintenance, Helpdesk, condition monitoring, waste, pest control, energy / environmental & statutory compliance. The contract has been extended until July 2021.
- Project Management – project management of all major and minor capital build project are developed and managed within the department.
- Private Funded Initiative (PFI) – management of the 16 North West PFI fire stations built by Balfour Beatty (seven in Merseyside; four in Lancashire and five in Cumbria).

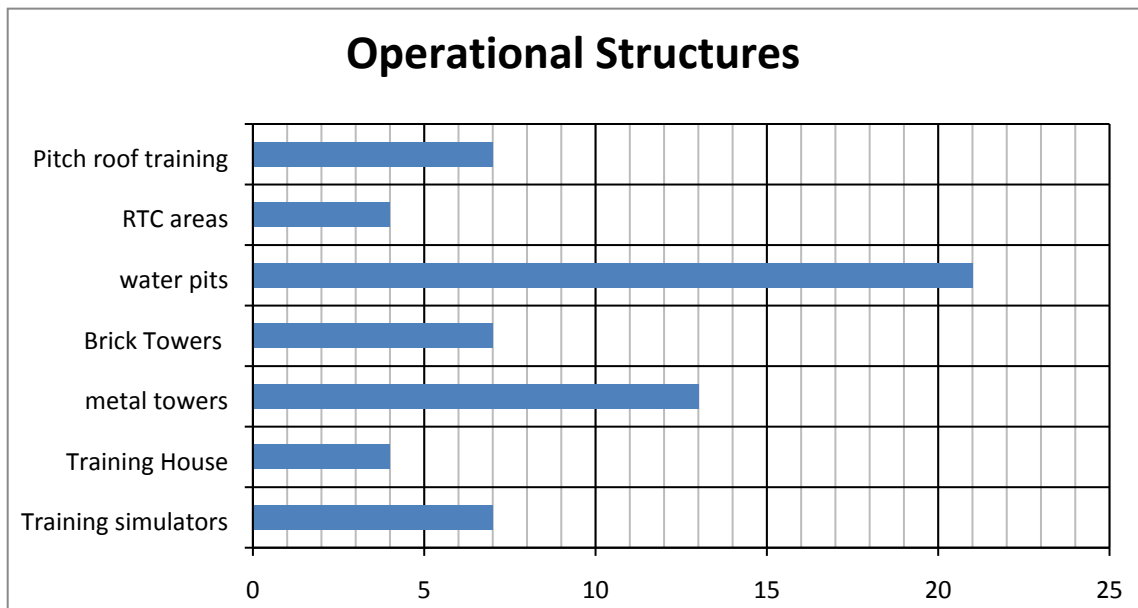
During the last ten years there has been significant investment and changes to the Authority's property portfolio with the completion of:

- Seven PFI stations
- Toxteth Community Fire Station & 'Fire Fit Hub' Youth Facility
- Joint Control Centre
- Refurbishment of Service Headquarters building
- Donation of land adjacent to Birkenhead Fire Station to Wirral Borough Council to allow the construction of a Youth Hub
- Emergency Stores – Vesty Road
- Prescott Community Fire & Police Station
- Saughall Massie Community Fire Station
- New St Helens Community Fire Station
- New Formby LLAR house

The Estate comprises of a mixture of buildings dating back to 1926. The historic nature of the estate means that some of the properties are old fashioned, lack community facilities and are unwelcoming to the local community. There is a high maintenance requirement associated with the older buildings which are oversized and environmentally inefficient and to ensure compliance with the Equality Act 2010; this clearly provides a challenge for the Estates department managing a high level of backlog maintenance which also increases the levels of reactive works.



Within the property portfolio are operational structures used for training of operational staff. Given the extremes of their individual uses many are short life assets and all require regular safety checks and maintenance.



MFRA manages a number of National Resilience assets for national and regional incidents of large scale nature; these assets require suitable storage and means to ensure they can be deployed quickly and effectively to any incident.

2 Property Aims & Objectives

The Property Asset Management Plan aims to deliver an efficient estate which is fit for purpose to achieve the Authority's Mission of Safer, Stronger Communities - Safe, Effective Firefighters.

The Authority produces an Integrated Risk Management Plan (IRMP) that sets out the ways in which it deals with local risks and challenges. The IRMP updates stakeholders on the progress made against objectives and how it intends to deal with future challenges. The focus of the Asset Management Plan will be determined by the IRMP and as such will be reviewed in line with the IRMP.

The Property Asset Management objectives are to ensure our property assets provide:

- Excellent facilities to meet operational response requirements
- Excellent facilities to support prevention and protection work in the community.
- Excellent facilities which are resilient and adaptable.
- Buildings which are fit for purpose and provide a healthy environment for all our employees and stakeholders
- Value for Money property solutions, maximising space utilisation by exploring opportunities for collaboration with partners and other similar authorities.
- Sustainable, environmental and energy considerate sites
- Safe sites, maintained in good condition, and compliant with current legislation
- Sites which are accessible to all and compliant with the Equalities Act 2010.
- To achieve the Building Research Establishment Environmental Assessment Method 'BREEAM' standard of 'very good' for all new builds.

3 Review of Current Property Assets

Property assets are an important resource in delivering efficient and effective services to our community. A fundamental aspect of any Asset Management Plan is accurate information of the property portfolio.

Property information for each property is held within the Estates department, this information and data is used to review and monitor our property performance on an annual basis. A snapshot of this data can be found in Appendix A – summary of property assets

Following a successful tender process, the new facilities management contract was awarded to Bouygues Energies and Services in 2015, resulting in an asset condition survey being undertaken along with the implementation of a new computerised maintenance management system to record and manage asset condition and life cycle costs. A validation exercise on the current building assets has taken place as part of the Facilities Management contract with the information uploaded onto the new computerised management system.

The purpose of the asset condition survey is to provide verification and condition of all mechanical, electrical and building fabric assets which are maintained across the MFRA Estate. Each asset is then assigned a condition code and priority based on industry best practice.

All property including premises and operational structures are subject to inspection and examination regimes. These vary, in frequency and content, by asset type to reflect their use, construction method, legal obligations and failure implications of the asset.

A full valuation report was completed in March 2020 which shown the property asset book value (land & buildings) to be £74.3m. This has slightly increased in line with depreciation, acquisitions and disposal. Book Value as of December 2021 is circa £77.4m

A number of Local Performance Indicators are monitored and reported monthly to manage the energy and environmental performance of our buildings.

- Carbon output of all buildings
- Electricity used by MFRA buildings divided by floor space
- Gas used by all MFRA buildings divided by floor space
- Water used by all MFRA buildings divided by floor space
- Waste generated per person per annum

Contract Management of the new facilities management contract and the PFI contract are fundamental to achieve effective asset management. Both contracts have a number of Key Performance Indicators linked to the Service Level Agreements which are reported and reviewed on a monthly basis.

4 Property Asset Management Strategy

The Estates department manage MFRA assets effectively to help deliver against strategic priorities and service in line with the following key principles.

- Prioritise work based on the following weighting:
 - **Health and Safety** – Urgent work that will prevent immediate closure of the premises and/or address an immediate high risk to Health and Safety of the occupants and/or remedy a serious breach of the legislation
 - **Key Stations Methodology** – 10 key stations have been identified that form the basis of MFRA operational cover model for our control room. By ensuring all 10 stations have an appliance in their station ground MFRA can meet its 10 minute response standard on 90% of occasions
 - **Operational Requirements** – The Authority will continue to review its shift patterns and duty systems in order to provide the most efficient and effective emergency response in Merseyside. The premises need to be flexible and fit for purpose for this service to be delivered.
- Explore opportunities for collaboration with partners, particularly other similar blue light authorities.
- Create community fire stations flexible enough to provide excellent facilities to:
 - Meet the support staff and community requirements.
 - Establish premises as Safe Havens
 - Be accessible for all
 - Enable the Authority to build on their previous success of reducing anti –social behaviour and arson in the community
- Develop buildings which are sustainable, environmental and energy considerate and deliver real cost efficiencies to meet the financial challenges placed on the Authority.
- To provide a modern infrastructure and enable new ways of working to change the way we deliver services with our partners.
- To carry out ongoing review to provide properties which are fit for purpose, in a satisfactory condition, safe, accessible for people with disabilities and comply with relevant statutory requirements and financial reporting requirements.

The Estates department has a robust reporting process to provide systematic and timely reporting of compliance and performance to enable prompt asset-related decision making regarding Estates assets.

In conjunction with MFRA procurement both the PFI and FM contract have robust contract management and reporting procedures in place to ensure effective delivery of asset maintenance.

A project database is held within the Estates department which detail projects currently being considered and those approved and under development, see Appendix B - Summary of Key Property Projects.

5 Property Asset Monitoring.

Effective Property Asset management requires a monitoring process to provide systematic and timely reporting of compliance and performance to enable prompt asset related decision making.

Monthly FM reports are produced on all MFRA properties to enable asset information, building performance and contractor's performance to be monitored and reviewed.

Information contained with the report includes:

- Health and Safety
- Energy consumption
- Reactive works
- Planned maintenance activities
- Lifecycle costs
- Statutory compliance

For premises and operational structures, environmental and other external factors have a significant impact on asset degradation. The constant heating and cooling cycle within training simulators is also a further major degradation aspect that must be considered. Each of these degradation effects can cause defects that may lead to a loss of stability or integrity. Action has to be taken to proactively monitor these assets and maintain and repair to ensure integrity is maintained. We manage asset degradation risk by a comprehensive inspection, programmed maintenance and renewal regime.

All property including premises and operational structures are subject to inspection and examination regimes. These vary, in frequency and content, by asset type to reflect their use, construction method, legal obligations and failure implications of asset.

- Structural inspection of training structures over a 5 year cycle
- Annual Inspection of Hot Fire Training Units
- 5 yearly fixed electrical inspections

- Annual portable appliance testing
- 5 yearly M & E asset condition surveys
- 5 yearly detailed property/valuation condition surveys
- Annual fitness equipment inspections
- Statutory inspections with frequencies ranging from 1 -5 years

A major asset failure report is produced and reviewed with a view to establishing lessons learned and to feed back into the planning process whenever a major property asset fails.

6 Property Asset Capital Spend Strategy

To manage the Property Asset investment process Estates department classifies spend into four main categories:

- Upgrade works
- Energy conservation works
- Major site refurbishments
- New build

These are explained in the following table:

Property Assets Capital spend Matrix

| | Spend | Why | Benefit |
|--------------------------------|---|--|--|
| Upgrade works | Spend on the existing asset / Infrastructure e.g. upgrade of external lighting, replacing of floor coverings | This spend stops the assets / Infrastructure failing or becoming out of date | More than just 'keeping' the lights on. Ensure Assets and systems are robust, secure and resilient. |
| Energy Conservation Works | Projects that produce a reduction in energy costs. Help reduce and meet the authority's carbon commitment Use of LED lighting, installing Building management systems | This spend delivers value for money, innovation and savings where appropriate. | accommodating change with a focus on a sound business case and clear deliverables |
| Major Site Refurbishment works | Spend on Specific Projects where the Asset / premises is an enabler to change or becoming towards the end of it useful life. e.g. refurbishment of 30 year old station, | This spend delivers the Authority's IRMP | Safer, stronger communities; safe effective Fire fighters. Asset value increases |
| New Build | Spend on Specific New build projects | This spend delivers the Authority's IRMP | Protecting public safety and increasing resilience. New Asset value |

The 5 year Property capital budget for 2021 /2026 can be found in appendix C – 5 year capital programme.

The station mergers project, Prescott, Saughall Massie and St Helens station's have all been successfully delivered with the last station St Helens becoming operational in October 2020.

A review of the Training and Development Academy facility is ongoing with the potential for a new development at a new site within Merseyside. Any new development would include the consideration of building a new fire station to replace the existing ageing fire stations at Croxteth and Aintree.

A review of the ageing Fire stations at Bromborough and Heswall is also being undertaken to explore the potential for a new station to be developed at a site to be determined. However Estates will be carrying out extensive refurbishment works at these stations, with Heswall commencing in January 2021.

In line with the recent government announcement, a review of alternative fuel vehicles will commence, with a view to have the critical infrastructure in place before 2030.

Appendix A – Summary of Property Assets

| FIRE STATIONS | | | | | |
|---------------|--|----------------------|------|--------------------------|-------|
| ID | Property | Details | | | |
| 10 | Kirkdale Studholme St Liverpool | Date Of Construction | 2012 | Total Floor Area (m2) | 1872 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.95 |
| 11 | City Centre St Annes St Liverpool | Date Of Construction | 2006 | Total Floor Area (m2) | 1516 |
| | | No of Appliance Bays | 4 | Total Site Area (acres) | 0.59 |
| 12 | Kensington Beech St Liverpool | Date Of Construction | 2010 | Total Floor Area (m2) | 962 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.025 |
| 14 | Speke and Garston Cartwrights Farm Road | Date Of Construction | 1999 | Total Floor Area (m2) | 1331 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 1.1 |
| 15 | Toxteth Windsor St Liverpool | Date Of Construction | 2013 | Total Floor Area (m2) | 885 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 1 |
| 16 | Old Swan Queens Drive Liverpool | Date Of Construction | 1999 | Total Floor Area (m2) | 1331 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 1.55 |
| 17 | Belle Vale Childwall Valley Road | Date Of Construction | 2013 | Total Floor Area (m2) | 1596 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.95 |
| 18 | Aintree Longmoor Lane Liverpool | Date Of Construction | 1926 | Total Floor Area (m2) | 691 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.43 |
| 19 | Croxteth Storrington Ave Liverpool | Date Of Construction | 1950 | Total Floor Area (m2) | 1372 |
| | | No of Appliance Bays | 4 | Total Site Area (acres) | 0.46 |
| 20 | Birkenhead Exmouth St Liverpool | Date Of Construction | 2013 | Total Floor Area (m2) | 1204 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.85 |
| 21 | Brombough Dock Road, Wirral | Date Of Construction | 1959 | Total Floor Area (m2) | 926 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.8 |
| 22 | Heswall Telegraph Road, Wirral | Date Of Construction | 1940 | Total Floor Area (m2) | 660 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.48 |
| 25 | Wallasey Mill Lane Wirral | Date Of Construction | 1973 | Total Floor Area (m2) | 1963 |
| | | No of Appliance Bays | 6 | Total Site Area (acres) | 1.2 |
| 26 | Saughall Massie saughall massie Road, Wirral | Date Of Construction | 2019 | Total Floor Area (m2) | 647 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.48 |
| 30 | Bootle & Netherton Buckley Hill Bootle | Date Of Construction | 2012 | Total Floor Area (m2) | 1421 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 1.2 |
| 31 | Crosby Crosby Road North | Date Of Construction | 1961 | Total Floor Area (m2) | 1015 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 0.9 |
| 32 | Formby Church Road Formby | Date Of Construction | 2012 | Total Floor Area (m2) | 813 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.57 |
| 33 | Southport Manchester Road | Date Of Construction | 2013 | Total Floor Area (m2) | 1649 |
| | | No of Appliance Bays | 5 | Total Site Area (acres) | 0.7 |
| 42 | Kirkby Webster Drive Liverpool | Date Of Construction | 1960 | Total Floor Area (m2) | 915 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 1 |
| 43 | Prescot Manchester Road, Prescot | Date Of Construction | 2018 | Total Floor Area (m2) | 1200 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 2 |
| 50 | St Helens Violet way | Date Of Construction | 2020 | Total Floor Area (m2) | 1000 |
| | | No of Appliance Bays | 3 | Total Site Area (acres) | 2 |
| 51 | Newton Le Willows Borron Road | Date Of Construction | 2012 | Total Floor Area (m2) | 813 |
| | | No of Appliance Bays | 2 | Total Site Area (acres) | 0.55 |

| Non Operational Sites | | | | | |
|-----------------------|---|--|-----------|---|--------------|
| 15 | Toxteth Fire Fit Hub Windsor street | Date Of Construction No of Appliance Bays | 2013 | Total Floor Area (m2) Total Site Area (acres) | 3427 2.6 |
| 71 | Service Headquarters Bridle Road | Date Of Construction No of Appliance Bays | 1965 | Total Floor Area (m2) Total Site Area (acres) | 3310 5.6 |
| 71 | Joint Control Centre Bridle Road | Date Of Construction No of Appliance Bays | 2014 | Total Floor Area (m2) Total Site Area (acres) | 3710 |
| 19b | Training School TDA Storrington Avenue, Liverpool | Date Of Construction No of Appliance Bays | 1960 | Total Floor Area (m2) Total Site Area (acres) | 2920 3.95 |
| 19c | SRT Garage Croxteth storrington Avenue | Date Of Construction No of Appliance Bays | 2011 7 | Total Floor Area (m2) Total Site Area (acres) | 857 |
| V1 | Vesty Unit 1 Vesty Business Park, Vest Road | Date Of Construction No of Appliance Bays | 2008 | Total Floor Area (m2) Total Site Area (acres) | 3505 2 |
| V5A | Vesty Unit 5A Vesty Business Park, Vest Road | Date Of Construction No of Appliance Bays | 2008 | Total Floor Area (m2) Total Site Area (acres) | 378 0.4 |
| V5B | Vesty Unit 5B Vesty Business Park, Vest Road | Date Of Construction No of Appliance Bays | 2008 | Total Floor Area (m2) Total Site Area (acres) | 378 4 |
| 81 | Marine Fire 1 Pier Head, Liverpool | Date Of Construction No of Appliance Bays | 2012 | Total Floor Area (m2) Total Site Area (acres) | 251 n/a |
| 32a | Formby LLAR 32 The Hamptons, Formby | Date Of Construction No of Appliance Bays | 2010 | Total Floor Area (m2) Total Site Area (acres) | 166 |
| 51a | Newton Le Williows LLAR 26 silverdale Road, Newton le willows | Date Of Construction No of Appliance Bays | 1974 | Total Floor Area (m2) Total Site Area (acres) | 165 |
| 51b | Newton Le Williows LLAR 23 Borron Road, Newton Le willows | Date Of Construction No of Appliance Bays | 1974 | Total Floor Area (m2) Total Site Area (acres) | 135 |
| 17a | Belle Vale LLAR Chidwall Valley Road | Date Of Construction No of Appliance Bays | 2010 | Total Floor Area (m2) Total Site Area (acres) | 209 |
| 18a | Old Stores Richie Avenue | Date Of Construction No of Appliance Bays | 1926 | Total Floor Area (m2) Total Site Area (acres) | 240 0.2 |
| 51c | Newton Ambulance Silverdale Road, Newton Le Willows | Date Of Construction No of Appliance Bays | 1960 | Total Floor Area (m2) Total Site Area (acres) | 250 0.22 |
| 32b | Formby New LLAR 3a Cable street, Formby | Date Of Construction No of Appliance Bays | 2020 | Total Floor Area (m2) Total Site Area (acres) | 200 0.2 |

| Asset by Station | Quantity |
|---|----------|
| Kirkdale | PFI |
| City Centre | 139 |
| Kensington | 97 |
| Speke & Garston | 107 |
| Toxteth | 196 |
| Old Swan | 104 |
| Belle Vale | PFI |
| Aintree | 78 |
| Croxteth | 156 |
| Birkenhead | PFI |
| Bromborough | 102 |
| Heswall | 102 |
| Wallasey | 120 |
| Bootle & Netherton | PFI |
| Crosby | 100 |
| Formby | PFI |
| Southport | PFI |
| Prescot | 150 |
| Saughall Massie | 130 |
| Kirkby | 99 |
| New St Helens | 140 |
| Newton le Willows | PFI |
| SHQ /JCC | 560 |
| TDA | 83 |
| Vesty 1 | 100 |
| Vesty 5a | 50 |
| Vesty 5b | 50 |
| Marine Fire 1 | 62 |
| Formby LLAR | 42 |
| Newton Le Willows LLAR - 26 Silverdale Road | 19 |
| Newton Le Willows LLAR - 23 Borron Road | 19 |
| Belle Vale LLAR | 34 |
| Richie Avenue | n/a |

| Assets by Category (excluding PFI) | Quantity |
|--|----------|
| Automatic Doors & Gates | 100 |
| Boilers | 119 |
| Building fabric | 160 |
| Catering Equipment | 272 |
| Doors | 72 |
| Electrical equipment & infrastructure | 706 |
| Fans | 249 |
| Fuel Tanks | 28 |
| Generators and ancillary equipment | 16 |
| Gym Equipment | 178 |
| HVAC | 494 |
| Portable appliance tests | 9300 |
| Local Exhaust Ventilation system and ancillary equipment | 20 |
| Lifts | 15 |
| Lighting protection | 9 |
| Man safe equipment | 9 |
| Metering equipment | 11 |
| Pumps | 159 |
| Sanitary equipment | 326 |
| Sprinkler / de mist equipment | 34 |
| Tanks | 21 |

Appendix B – Summary of Key Property Projects

| Location | Project | Project Status | Estimated Start Date | Estimated Completion Date |
|-------------------|---|---|----------------------|---------------------------|
| Prescot | Construction of a three bay fire station / training facility and partner accommodation for Merseyside Police | Completed Jan 2018 | Nov'16 | completed |
| Saughall Massie | Construction of a two bay fire station / training facility | Planning permission granted | May 2018 | Completed |
| St Helens | Construction of a three bay fire station / training facility and Possibly partner accommodation for Merseyside Police | Feasibility stage / site investigation being undertaken | Jan 2019 | completed |
| Formby | Construction of a five bed LLAR house with blue light partner accommodation | Planning permission granted, tender process under way | Jan`19 | completed |
| Aintree | upgrade of station for day crewing arrangements, including new roof | Tender stage | | completed |
| Vesty 1 | Construction of an internal 24 hr emergency store room | tender stage | Oct`15 | completed |
| City Centre | Demolish Claire's building and construct training tower | Buidling demolish, tower due for completion Mar'18 | | completed |
| Newton Le Willows | Construction of a five bed LLAR house with blue light partner accommodation | Planning permission granted, tender process under way | On hold | |
| TDA | Construction of a new TDA and operational Fire station | Planning stage | | 2023 |
| SHQ | Upgrade to electrical supply capacity, Air conditions within Comms room | Feasibility stage | tbc | tbc |
| Speke | Construction of individual study rooms across 24/hr duty system station | Ongoing | | Jun`21 |
| Old Swan | Construction of individual study rooms across 24/hr duty system station | Ongoing | | Jun`21 |

| | | | | |
|-------------------|---|-----------------------------------|----------------|----------|
| Various stations | Full review and adaptation to fire stations to meet current Equality Act. Provide access to all | Ongoing | | Dec`21 |
| Museum | Extension to the Heritage Museum | Awaiting Lottery funding decision | | On hold |
| Heswall | Major Refurbishment | on going | Jan 21 | May`21 |
| Kirkby | Major Refurbishment | Specification design stage | 2021 | 2022 |
| Bromborough | Major Refurbishment | Specification design stage | Apr`2021 19 | Dec`2022 |
| All locations | Review of security – access control and CCTV provision | On going | Mar 19 | mar 22 |
| All Locations | Review of alternative fuelled vehicle- installation of EV charging points | Feasibility | Mar 21 | Mar 30 |
| Newton Le Willows | Demolition of existing ambulance station. | Tender period | Feb 21 | March 21 |
| Roofing Projects | Re-roofing to Bromborough and Crosby Stations | Tender period | Feb 21 | April 21 |
| Wallasey | Major refurbishment | | Mar2026 | |

Appendix C - 2021/2026 Build / Land Five Year Capital Programme

Buildings Capital Programme 2020/21 to 2025/26

| Type of Capital Expenditure | | Total Cost | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---|----------------------------------|----------------|---------|---------|---------|---------|---------|---------|
| | | £ | £ | £ | £ | £ | £ | £ |
| <u>Major Site Refurbishments</u> | | | | | | | | |
| BLD016 | Community Station Investment | 85,400 | 60,400 | 25,000 | | | | |
| BLD039 | FS Refurbishment Heswall | 500,500 | 500,500 | | | | | |
| BLD041 | FS Refurbishment Aintree | 159,900 | | 159,900 | | | | |
| BLD042 | FS Refurbishment St Helens | 62,700 | 62,700 | | | | | |
| BLD055 | FS Refurbishment Bromborough | 292,800 | 42,800 | 250,000 | | | | |
| BLD056 | FS Refurbishment Eccleston | 50,000 | 50,000 | | | | | |
| BLD057 | FS Refurbishment Crosby | 150,000 | 25,000 | 125,000 | | | | |
| BLD063 | FS Refurbishment Kirkby | 375,000 | 125,000 | 250,000 | | | | |
| BLD070 | Workshop Enhancement | 77,400 | 77,400 | | | | | |
| BLD071 | Station Refresh | 102,700 | 77,700 | 25,000 | | | | |
| BLD084 | FS Refurbishment Croxteth | 43,500 | 43,500 | | | | | |
| BLD085 | FS Refurbishment Speke/Garston | 300,000 | | 150,000 | 150,000 | | | |

| | | | | | | | | |
|--------|---|------------|-----------|-----------|------------|--------|--------|---------|
| BLD086 | FS Refurbishment Old Swan | 300,000 | | 150,000 | 150,000 | | | |
| BLD088 | FS Refurbishment Kensington | 140,000 | | 40,000 | 100,000 | | | |
| BLD089 | FS Refurbishment Toxteth | 200,000 | | 200,000 | | | | |
| BLD090 | FS Refurbishment Wallasey | 625,000 | 50,000 | 75,000 | | | | 500,000 |
| BLD091 | TDA Refurbishment | 25,050,000 | 50,000 | 5,000,000 | 20,000,000 | | | |
| BLD093 | Marine Fire 1 Refurbishment | 150,000 | | 150,000 | | | | |
| NEW | Infrastructure Works for Alternative Fuelled Vehicles | 125,000 | | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| | | 28,789,900 | 1,165,000 | 6,624,900 | 20,425,000 | 25,000 | 25,000 | 525,000 |
| | <u>Station Mergers</u> | | | | | | | |
| BLD083 | St Helens FS New Build (CFO/059/15) | 3,089,200 | 3,089,200 | | | | | |
| | | 3,089,200 | 3,089,200 | | | | | |
| | <u>Other</u> | | | | | | | |
| BLD073 | SHQ Museum | 191,000 | | 191,000 | | | | |
| | | 191,000 | | 191,000 | | | | |
| | <u>LLAR Accommodation Works</u> | | | | | | | |
| BLD050 | LLAR Accommodation Belle Vale | 50,000 | | 50,000 | | | | |
| BLD075 | LLAR Accommodation Newton-le-Willows | 277,600 | 77,600 | 200,000 | | | | |
| | | 327,600 | 77,600 | 250,000 | | | | |
| | <u>General Station Upgrade Works</u> | | | | | | | |
| BLD001 | Roofs & Canopy Replacements | 320,500 | 120,500 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |

| | | | | | | | | |
|--------|---|------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| BLD004 | Concrete Yard Repairs | 149,400 | 49,400 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| BLD005 | Tower Improvements | 61,700 | 11,700 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| BLD013 | Non Slip Coating to Appliance Room Floors | 232,700 | 57,700 | 55,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| BLD014 | Boiler Replacements | 131,900 | 31,900 | 40,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD020 | Electrical Testing | 253,200 | 53,200 | 120,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| BLD031 | Diesel Tanks | 33,800 | 33,800 | | | | | |
| BLD033 | Sanitary Accommodation Refurbishment | 177,000 | 37,000 | 60,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| BLD044 | Asbestos Surveys | 113,000 | 38,000 | 35,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| BLD060 | DDA Compliance | 249,800 | 49,800 | 160,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| | | 1,723,000 | 483,000 | 540,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| | <u>Other Works</u> | | | | | | | |
| BLD007 | L.E.V. System in Appliance Rooms | 49,000 | 24,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD018 | Conference Facilities SHQ | 55,000 | 10,000 | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD026 | Corporate Signage | 48,000 | 3,000 | 25,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD032 | Power Strategy | 73,100 | 48,100 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD034 | Office Accommodation | 128,000 | 33,000 | 35,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| BLD053 | Headquarters Lighting | 25,000 | | 25,000 | | | | |
| BLD058 | HVAC - Heating, Ventilation & Air Con | 114,300 | 54,300 | 40,000 | | | | 20,000 |
| BLD061 | Lightening Conductors & Surge Protection | 63,000 | 8,000 | 35,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| BLD062 | Emergency Lighting | 60,000 | 5,000 | 35,000 | 5,000 | 5,000 | 5,000 | 5,000 |

| | | | | | | | | |
|--------|---|-------------------|------------------|------------------|-------------------|----------------|----------------|----------------|
| BLD067 | Gym Equipment Replacement | 176,600 | 26,600 | 70,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| BLD092 | Service Headquarters Offices | 115,600 | 40,600 | 75,000 | | | | |
| BLD094 | Security Enhancement Works | 156,600 | 31,600 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| CON001 | Energy Conservation Non-Salix | 234,300 | 34,300 | 120,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| CON002 | Energy Conservation Salix | 1,000 | 1,000 | | | | | |
| EQU002 | Replacement programme for Fridge Freezers | 76,000 | 26,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| EQU003 | Furniture Replacement Programme | 110,900 | 40,900 | 10,000 | 10,000 | 10,000 | 20,000 | 20,000 |
| | | 1,486,400 | 386,400 | 540,000 | 130,000 | 130,000 | 140,000 | 160,000 |
| | | | | | | | | |
| | | 35,607,100 | 5,201,200 | 8,145,900 | 20,730,000 | 330,000 | 340,000 | 860,000 |

| | | | | | | | |
|--------------------------|-------------------|--------------------|------------------|-------------------|----------------|----------------|----------------|
| Original Budget | 12,853,800 | 10,588,900 | 939,900 | 705,000 | 305,000 | 315,000 | |
| Current Programme | 35,607,100 | 5,201,200 | 8,145,900 | 20,730,000 | 330,000 | 340,000 | 860,000 |
| Changes | 22,753,300 | (5,387,700) | 7,206,000 | 20,025,000 | 25,000 | 25,000 | 860,000 |