



Estates and Facilities Department

Estate Asset Plan 2018 - 2023

June 2018



**Tyne and Wear Fire
and Rescue Service**

Creating the Safest Community



Estates and Facilities Department - Asset Plan 2018-2023

Introduction and background

The Estates and Facilities (E&F) Department supports Community Safety in Tyne and Wear by effectively managing, developing and improving our facilities to ensure the service can prepare for and respond to emergencies, prevent incidents, and to protect and support people, businesses and the environment.

The Estates Department amalgamated with Catering Services and Cleaning Services to form The Estates and Facilities Department in 2016.

Tyne and Wear Fire and Rescue Authority own or lease a wide portfolio of assets under a variety of contractual agreements.

The composition and locations of our estate assets is as follows:-



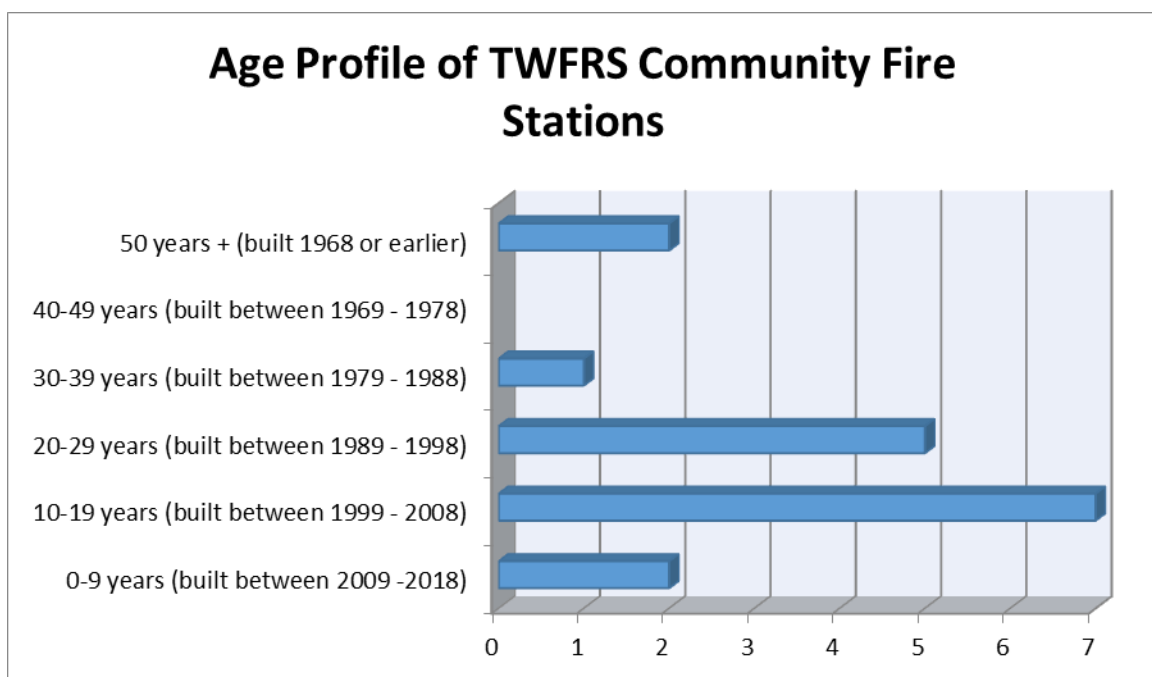
In managing our estate, E&F also works in partnership alongside a number of external service providers, most notably –

- Sunderland City Council (via a service level agreement)
- Robertson Facilities Management (NEFRA PFI Contract)
- Engie Facilities Management (Tyne and Wear PFI Contract)

The value of our estates as advised by our land agent is circa £63m (2017-2018)

Appendix A provides a full breakdown of our building assets (location, description and build date)

The average age of our Community Fire Stations is 21 years.



Governance

The Fire Authority is responsible for the acquisition, management and disposal of all buildings and related assets. The Chief Fire Officer remains responsible for determining the operational need and use of these assets.

All capital works require formal approval by our Asset Management Group (AMG) and all submissions are subject to scrutiny via a business case submission (Capital Appraisal Form) see Appendix B. The AMG reviews and scrutinises capital costs, revenue cost implications, funding options and opportunities, statutory compliance and operational need.

The AMG consists of Executive Leadership Team members, Heads of Departments and Finance representatives.

External professional advice and support is commissioned on a case-by-case basis by the Head of Estates and Facilities, primarily to meet any specific shortfall in either capacity or capability, the latter being relevant due to the varied, unique and diverse nature of our assets and training facilities

E&F Key Objectives

The primary objective of the E&F function is to:

- Plan for future estate development in line with Fire Authority strategic business objectives and IRMP actions
- Manage and lead change to ensure business continuity
- Undertake client feasibility and development appraisals
- Deliver a cost effective service, whilst ensuring our buildings and facilities are clean and safe for our employees, guests and visitors
- Manage and reduce risks associated with our estate
- Ensure statutory compliance
- Explore collaborative and co-location opportunities with partner agencies.

Link to Strategic Planning

The development and maintenance of our estate serves to align and support the service's Community Safety Strategy (CSS), Organisational Development Strategy (ODS) and Medium Term Financial Strategy (MTFS)

Community Safety Strategy (CSS)

The Service's vision and mission statement of 'Creating the Safest Community' and 'To save life, reduce risk, provide humanitarian service and protect the environment' are in clear alignment as there is a focused commitment to protect the environment (see below - Environmental Considerations).

Priorities Two and Four relate to collaboration, this is endorsed by partner agencies operating from our locations (see below – Collaboration).

Goal Four 'to deliver a modern effective service, ensuring value for money' is supported as a key objective of E&F (see above - E&F Key Objectives)

Organisational Development Strategy (ODS)

The 'Structure' element within the ODS 'Outcome 2' Empowers managers and employees with responsibility and accountability to ensure we maximise the use of our assets and facilities in a professional, sustainable and legislative compliant manner.

The 'Staff' element within the ODS 'Outcome 4' promotes healthy, proud and engaged staff and recognises how our environment can inspire employees. E&F endorses this promotion by ensuring our facilities are well managed and maintained (see below - Investment Plan Profile (Essential works) 2018-2023). Our catering team provide optional healthy, low fat nutritious meals on a daily basis.

Medium Term Financial Strategy (MTFS)

E&F are a key contributor to the MTFS as we provide projected cost models for inclusion in future financial forecasting (see below - Investment Plan Profile (Essential works) 2018-2023).

E&F also support the MTFS by ensuring we maximise income from our collaborative working and co-location agreements with partner agencies. KPI – EFD01 ensures agreements are reviewed on an annual basis.

We continue to implement the findings and recommendations of a service-wide Access Audit, which is being phased in because of financial constraints and which will ensure all our buildings and facilities comply with the Equalities Act 2010 and are accessible to all. Essential priority works have been completed.

We have also recently completed a detailed service-wide building and asset review, that when implemented will result in the disposal/remodelling of surplus assets, this in turn will yield both capital and revenue savings. This review has primarily focused on identification of surplus assets, lease and licence reviews and re-evaluation of all third party business arrangements within our premises portfolio.

The Authority has a Capital Development Reserve to assist in implementing the Estates Asset Plan over the medium to long term.

TWFRS ‘Owned Estate’

We have recently commissioned a further comprehensive Stock Condition Survey (SCS); the findings of this survey will drive future capital investment and forms a key element in our Medium Term Financial Planning (MTFP) particularly where investment is required of a major nature, which then features within our Capital Programme as appropriate.

This survey has indicated that spend of circa £715K will be required over the next five years to address essential maintenance and ensure statutory compliance, with a further investment of £590K to address advisory works thereafter.

Investment Plan Profile (Essential works) 2018-2023					
Delivery Schedule	2018/19	2019/20	2020-23	2023 +	Total
Priority 1 Essential Works	£85,000				£85,000
Priority 2 Essential Works		£260,000			£260,000
Priority 3 Essential Works			£370,000		£370,000
Priority 4 Advisory Works				£590,000	£590,000
					£1,330,000

Key –

- Priority 1 - Essential works, within 1 year
- Priority 2 - Essential works, within 1-2 years
- Priority 3 - Essential works, within 3-5 years
- Priority 4 - Advisory works, within 5-10 years

TWFRS 'PFI Estate'

We manage two Private Finance Initiative (PFI) contracts. Monthly monitoring meetings are held between the 3 consortium parties (Project Company, Facilities Management Provider and TWFRS) to ensure Performance is of an acceptable level.

Every five years, Benchmarking or Market Testing is undertaken to ensure the contract is providing Value for Money and the expected level of service is being delivered in line with the Authorities Requirements.

Collaboration

We continue to explore collaborative and co-location opportunities with partner agencies whilst embracing the requirements of the Policing and Crime Act 2017.

To date we have the following organisations operating from our locations:

- North East Ambulance Service (NEAS)
- Northumbria Police
- Great North Air Ambulance Service
- Northumbria Community Rehabilitation Company
- RNLI
- North of Tyne Mountain Rescue
- The Princes Trust
- Northumbria Blood Bikes
- ByBox

Environmental Consideration

TWFRS have a long and proven track record of implementing environmental and energy saving measures. Works completed to date -

- Our Owned Estate is fully illuminated (internal and external) by LED lighting
- All our flat roofed buildings are insulated to current Building Regulation standards
- Every PFI and Owned facility benefits from insulation, (loft and/or cavity - where applicable)
- Solar PV panels are installed at two locations; these provide both on-site generated electricity and also provide a financial return via FiT's.
- Electric Vehicle charging points (rapid charge, twin terminals) have recently been installed at SHQ & TSC to support the roll out of our EV Fleet
- Nine owned CFS's have had energy efficient boilers installed in the past five years
- Two PFI sites have had new boilers installed in the past year
- We operate a service wide BEMS systems that allows us to manage, measure and control energy usage across our estate
- Two locations have grey water harvesting systems

We are developing plans to ensure our PFI Estate is fully LED illuminated, trials have recently commenced at selected locations to enable the building owners time to evaluate the performance benefits prior to a wholesale roll out.

We are trialling the removal of gas appliance from our CFS kitchen facilities, this action will lower our reliance on gas supplies, this action will also yield financial savings as the need for costly gas serving is removed.

The E&F Department continue to explore grant funding options, we work closely with other emergency services providers via the One Public Estate 'Blue light Group' feedback from this group helps TWFRS make informed decisions regarding environmental investment.

We intend to investigate further investment in the following areas –

- Expanding the use of PV's
- Review future provision for EV charging points
- Explore options for Ground and Air source heat pumps, this aspirational target would result in the removal of traditional gas boilers and eliminate our reliance on fossil fuels that are also susceptible to market fluctuations.

Appendix A Schedule of Assets (June 2018) –

FREEHOLD ESTATE – High level overview			
Zone	Location	Description	Built
North	Gosforth CFS, NE3 3EU.	Two storey brick built with pitched roof. Two bay with additional ALP enclosure.	1990
North	West Denton CFS, NE5 2RB.	Two storey brick built with flat insulated roof. Three bay.	1981
North	Wallsend CFS, NE28 6HS.	Two storey brick built with pitched roof. Two bay.	1989
North	Land to rear of Tynemouth CFS, NE29 9PY	Sale agreed - Asset disposal ongoing	
West	Chopwell CFS, NE17 7HY. (Retained)	Single storey brick built with flat insulated roof. Two bay	1960
West	Birtley CFS, DH3 1LU (DCCC)	Two storey brick built with pitched roof. Dedicated staff accommodation. Two bay.	1991
East	Hebburn CFS, NE31 1UD	Two storey brick built, flat to pitch conversion, corrugated steel overlay. Five bay.	1965
East	South Shields, CFS, NE34 8FS	Two storey brick built with pitched roof. Three bay.	2001
East	Marley Park CFS, SR5 5BL	Steel framed, multi clad with insulated flat roof. Three bay	2015
East	Sunderland Central CFS, SR1 3HE	Two storey brick built with pitched roof. Five bay.	1993
East	Rainton Bridge CFS, DH4 5PH (DCCC)	Steel framed, multi clad with insulated flat roof. Dedicated staff accommodation. Two bay.	1997
East	Fulwell (former CFS)	Sale agreed - Asset disposal ongoing	1939
East	Occupational Health Unit, SR5 3QY	Single storey brick built with pitched tile clad roof	2007
East	Barmston Training Centre, SR5 3QY	Adapted appliance unit with multi scenario modules and associated training rigs and structures	1996
LEASEHOLD ESTATE – High level overview			
Zone	Location	Description	Built
North	Safetyworks, NE15 6UN	Single storey, brick built. Uninsulated flat roof. Converted factory unit with multiple occupiers.	1965
West	Technical Storage Facility, NE8 3AH	Sale agreed - Lease disposal ongoing	1965
PFI MANAGED ESTATE – High level overview			
Zone	Location	Description	Built

North	Colby Court CFS, NE4 6HL	Steel framed with multi clad finish, flat insulated and steel clad roof. Three bay	2006
North	Byker CFS, NE6 1EH	Steel framed with multi clad finish, flat insulated and steel clad roof. Three bay	2006
North	Tynemouth CFS, NE29 9PY	Steel framed with multi clad finish, flat insulated roof. Four bay	2010
West	Swalwell CFS, NE16 3EQ	Steel framed with multi clad finish, flat insulated and steel clad roof. Three bay	2005
West	Gateshead CFS, NE9 5BU	Steel framed with multi clad finish, flat insulated and steel clad roof. Three bay	2006
West	Technical Service Centre, Gateshead, NE10 0SB	Steel framed with multi clad finish, flat insulated steel clad roof.	2005
West	Washington CFS, NE37 3AG	Steel framed with multi clad finish, flat insulated and steel clad roof. Three bay	2005
East	Farringdon CFS, SR3 1TJ	Steel framed with multi clad finish, flat insulated and steel clad roof. Three bay	2006
East	Service HQ, SR5 3QY	Steel framed, multi clad finish, multi finish roof coverings. Brick built training school to rear, pitched roof, truss and tile finish	2006 1996

Appendix B CAF Submission Template

<u>TYNE & WEAR FIRE AND RESCUE AUTHORITY</u>							
<u>Capital Appraisal Form</u>							
Section 1 - Base Information					Date Received	Ref	
1.1	Project Title						
1.2	Form Date						
1.3	Project Originator						
1.4	Project Sponsor						
1.5	Project Owner						
1.6	Specialist Department(s) Required						
1.7	Project Budget Manager						
1.8	Ideal Completion Date						
Section 2 - Business Case							
2.1	Description of Proposed Project						
2.2	Reason for Project Proposal						

2.3	Longer Term Implications						
2.4	Links to Strategic Objectives						
	Section 3 - Further Considerations						
3.1	General Views From Specialist Department						
3.2	Options Available for Project Delivery						

3.3	Resource Implications						
3.4	Timescales						
3.5	Organisational Considerations						
3.6	Recommendations from Specialist Department(s)						

Section 4 - Financial Implications							
4.1	Status of Figures (select from dropdown list)						
4.2	Estimated Financial Requirements - Capital						
		Insert Year	Insert Year	Insert Year	Insert Year	Insert Year	Total
	Estimated Capital Costs	£	£	£	£	£	£
	Land Purchase Price						0
	Main Contractor Works						0
	Technical Fees						0
	Equipment Purchase						0
	ICT Hardware / Infrastructure						0
	ICT Software						0
	Consultation/Satisfaction Surveys						0
	Other Costs (please specify)						0
	Total Capital Resources Required	0	0	0	0	0	0
4.3	Capital Funding Sources						
		Insert Year	Insert Year	Insert Year	Insert Year	Insert Year	Total
	Capital Funding Source	£	£	£	£	£	£
	FRS Capital Resources						0
	External Contributions (please specify)						0
	Other (please specify)						0
	Total Funding	0	0	0	0	0	0
4.4	Conditions attached to External						

	Contributions						
4.5	Estimated Financial Requirements - Revenue						
		Insert Year	Insert Year	Insert Year	Insert Year	Insert Year	Total
	Estimated Revenue	£	£	£	£	£	£
	Costs						
	Staffing						0
	Premises - Rates, etc.						0
	Other Running Expenses (Maintenance)						0
	Energy and Power						0
	Capital Financing Charges						0
	Other Costs (please specify)						0
	Total Resources Required	0	0	0	0	0	0
4.6	Estimated Revenue Savings						
		Insert Year	Insert Year	Insert Year	Insert Year	Insert Year	Total
	Current budget provision	£	£	£	£	£	£
	Enter items, Cost centres & GL codes						0
							0
							0
							0
							0
							0
	Total Current Budgets	0	0	0	0	0	0
4.7	Net Effect on Revenue Budget						
		Insert Year	Insert Year	Insert Year	Insert Year	Insert Year	Total
		£	£	£	£	£	£
	Net Effect on Revenue Budget	0	0	0	0	0	0
4.8	Source of Additional Funding						

4.9	Future Financial Implications						
Section 5 - Capital Project Group Decision							
5.1	Capital Project Group Recommendation (select from dropdown list)						
5.2	Basis of Recommendation						
5.3	Capital Project Group Approval	Date					
		Signature					
Section 6- Asset Management Group Decision							
6.1	Asset Management Group Decision (select from dropdown list)						
6.2	Basis of Decision						
6.3	Asset Management Group Approval	Date					
		Signature					
Section 7 - Capital Cost Centre							
7.1	Capital Cost Centre allocated						