



Meeting	SLT Paper Review Meeting	Agenda no.	
	Performance & Resources Board		10
Meeting Date	28 September 2021		
	30 September 2021		
Report Authors:	Director of Corporate Services / Property Services Manager		
Presented By	Director of Corporate Services		
Subject	Property Performance Report 2021		
Type of Report:	Information		
Action Point No.	N/A	For Publication	Yes

RECOMMENDATIONS

To note the content of this paper and the Property Performance Report and the full report in Appendix 1.

EXECUTIVE SUMMARY

The purpose of this report is to provide some context and assurance regarding how ECFRS manages the estates with regards to asset maintenance.

Our Property Services team undertake an annual review and inspection of all of our properties which then helps formulate a performance report against key items within the property portfolio including operational stations and headquarters. The performance report for 2021 covering the financial year 2019 to 2020 is attached. The report covers condition and suitability assessments and the trend for the portfolio remains positive.

BACKGROUND

The ECFRS property portfolio has an inherent value of over £100m and is the second highest spend of the Authority. Property Services report against a set of performance indicators. These indicators cover a number of measures that build to a complete picture of the operational portfolio. The indicators include areas such as, condition, usage and environmental factors, which are used in a number of ways.

The report allows for interrogation of data for key building elements such as roofing, heating systems, drill towers, asbestos, fire safety and provides background cost information such as cost per call out, historic capital investment benefits and a 10 year plan.

Each operational building (except fleet workshops and housing) has a performance report on a page with a RAG (red, amber, green) assessed floor plan, against the buildings condition.

The condition standard is set in the Property Design Handbook containing an output specification for each property area. The scores are used to create a league table shown on page 1 with the previous year and an efficiency effectiveness matrix at page 107.

The 10 year programme (page 2) underpins the asset protection works plan for Property Services. The headline areas can be adapted each year to assess the condition in notable areas and this informs the development plans. As an example this method has been used on a number of occasions, such as the unisex ablutions and DDA access which are both areas that were surveyed, evaluated, constructed and removed from the listings on completion.

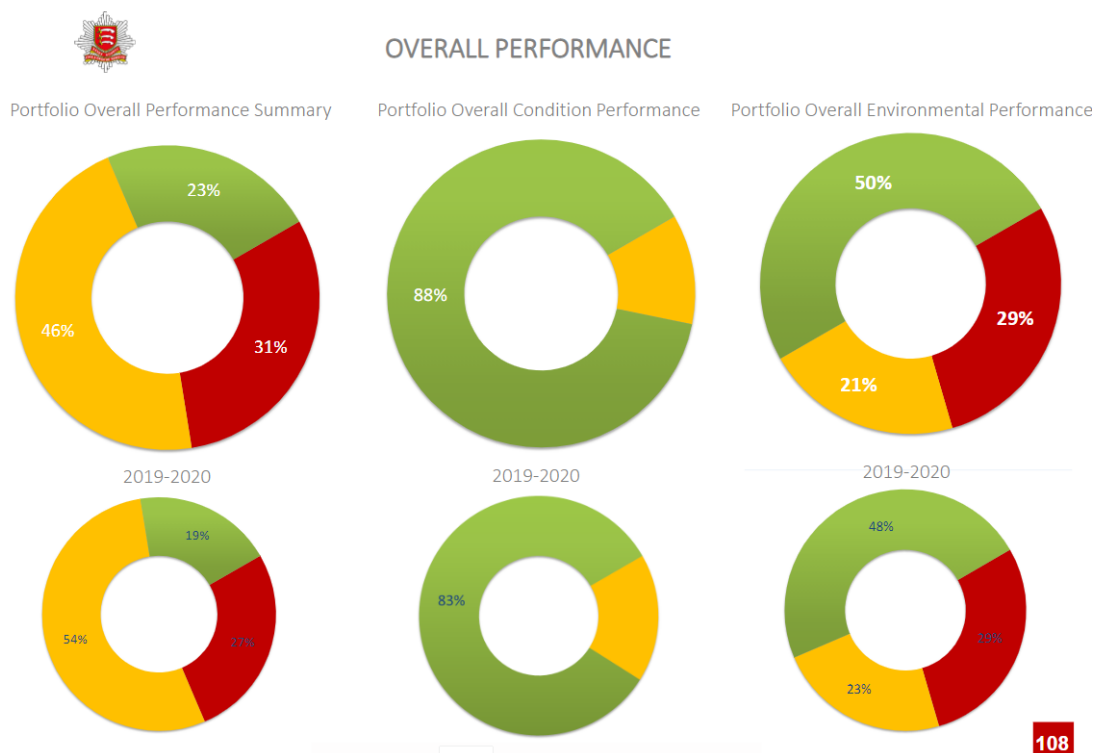
There have been a number of negotiations with statutory water providers across the County for safe hose installations on stations. Designs and adaptations to fit with a providers category 5 risk have now been completed with the portfolio assessed against the design. The outcome is the inclusion of the last column with indicative rating allowing a scheduled approach to improvements and associated costs.

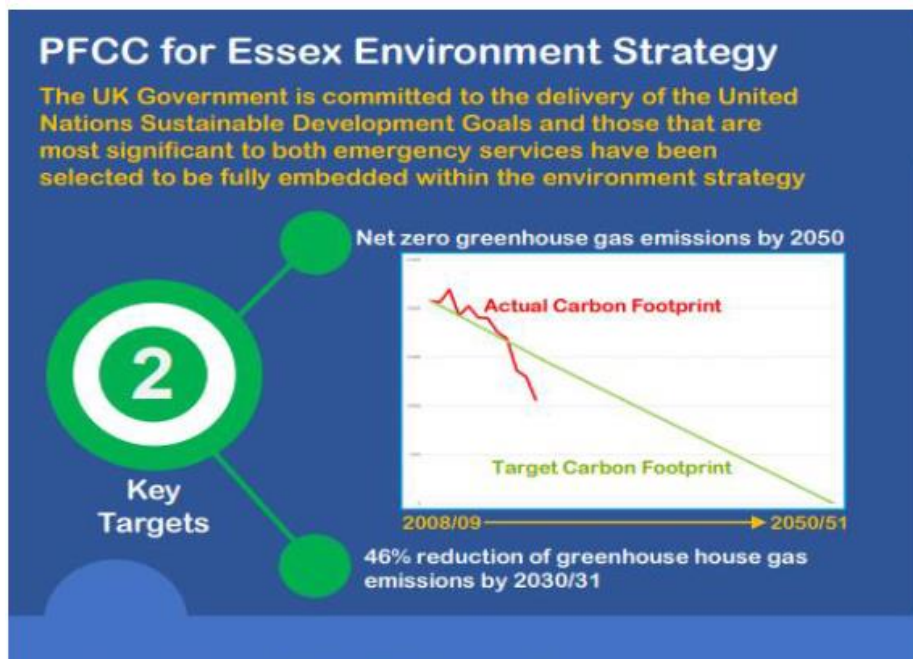
OPTIONS AND ANALYSIS

The Property Performance report allows users to gather almost any portfolio information currently available and to influence investigation areas against future requirements. The Estates Strategy and the Strategic Property Board ensures that key stakeholders are able to influence their strategic requirements by agreeing design criteria, which are then surveyed and costed for approval.

The scorecard reporting for each and every station has an inbuilt mechanism to score against other properties of the same type, making for a well-informed evaluation. For instance, wholtime stations are scored against other whole time stations giving a more informed position. The condition assessment is undertaken via a consultant in every 5^t years to ensure probity in the evaluations.

The key report themes are shown below:-





The carbon footprint for the Authority is used as the key performance indicator for our environmental impact. The direction and ambition is clearly to continue with our carbon footprint reduction plans and we have recently explored collaborative opportunities with Essex Police to focus a joint delivery of our joint Environmental Strategy.

The report confirms the benefit of continued investment into the existing property portfolio. With a current fixed stations requirement, continued investment into the built environment to keep these sites, suitable and fit for purpose is a challenge. The majority of the portfolio is of dated construction and requires modernisation to ensure that we maintain pace and deliver an estate that is fit for the 21st Century Fire Service.

RISKS AND MITIGATIONS

Any property portfolio carries significant risks. These can include redevelopment works in terms of cost and effectiveness or the buildings in use and how they fit with requisite health and safety legislation.

Ensuring the portfolio operates correctly is a mix of maintenance, repair and project works each tailored to the requirements of the environment and issue.

The current Property Performance Report for 2019/2020 demonstrates that the Authority continues to make the necessary levels of financial investment into the correct areas to ensure that it’s legislative responsibilities are still met and that we are providing the right buildings and workspaces for our people. We recognise that there are a number of key strategic areas across our estate where we need to continue to make investment and improvements.

LINKS TO FIRE AND RESCUE PLAN

The production of the Property Performance report is mentioned in both the Estates Strategy and the annual plan. The assessment and understanding of the property portfolio is key to the its success.

The production of the report also meets the requirements of the Fire and Rescue Plan priorities: -

Prevention, protection and response – ensuring fire stations remain operational which assists with ensuring our response capability is met, but also for aspects such as training and community engagement.

Promote a positive culture in the workplace – the property portfolio sits at the heart of the workplace and provides a significant catalyst to improve organisational culture. Continued investment in our buildings ensures that they are open and accessible to all employees, that community events can be put in place and that we have the right assets in the right place to deliver against all of our requirements.

Be transparent, open and accessible - the publication of intelligent data for the portfolio ensures that information is available to everyone and enables better decision making processes.

Make the best use of our resources – the report demonstrates the impact and benefits of investment into the property portfolio but also provides opportunity and ambition to how we can make our estate collaborative with partner agencies, through shared facilities.

FINANCIAL IMPLICATIONS

From a financial perspective it is recognised that asset protection costs are relatively foreseeable in terms of forward planning. There are a number of considerations taken into account which cover aspects such as those outlined below and over the course of a financial year equates to an approx. £5M (£1.2 YTD). It is therefore important that we continually monitor and measure this to ensure we are getting value for money and being efficient in how we achieve the delivery of this plan against the whole life of the property asset.

- ❖ Internal decorations/alterations and improvements
- ❖ Buildings maintenance, boilers, windows etc
- ❖ Grounds maintenance
- ❖ Cleaning
- ❖ Furniture/fittings
- ❖ Fuel Pumps
- ❖ Utilities – Gas, Electricity, Water
- ❖ Sewerage/Waste Management
- ❖ Rent & Rates

LEGAL IMPLICATIONS

The Building Regulations apply in and around buildings. These requirements are intended to protect people's safety, health and welfare. They also set standards for accessibility, water use, energy use and security

The Building Act 1984, is the most wide-reaching law controlling building in England. It sets the enforcement powers. The Building Regulations 2010 goes into more detail about building work. Building work carried out in England must comply with the Building Regulations. The legal term 'building work' generally includes building new buildings, making buildings bigger, altering buildings and changing what they are used for. It also covers installing a 'controlled service' or a 'controlled fitting'.

A replacement window is an example of a controlled fitting. A boiler is an example of a controlled service. 'Renovation of thermal elements' is also building work. This includes roofs or external walls. Those responsible for carrying out building work have a duty to meet the requirements of the Building Regulations

STAFFING IMPLICATIONS

When reviewing the asset maintenance schedule of works there is engagement across a wide range of key stakeholders to ensure that any people impacts are taken into consideration and control measures put in place where appropriate. There are on occasions logistical impacts that affect operational delivery and in these circumstances, a risk assessment is undertaken to ascertain the best way forward to minimise any impact of prevention, protection, response activities.

EQUALITY AND DIVERSITY IMPLICATIONS

Is this decision anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

HEALTH AND SAFETY IMPLICATIONS

Key health and safety events are shown within the Property Performance Report and assessed on a regular basis. We are also obligated to ensure that the health and safety in the workplace is adhered to, particularly when sub-contracting. Where Health & Safety Standards have not been met by sub-contractors, appropriate action has been taken to discontinue use of services provided.

CONSULTATION AND ENGAGEMENT

The Director of Corporate Services has initiated and chairs a monthly Strategic Estates Group (SEG) which has key stakeholders from across the service. This is a decision making group that will oversee the delivery of the Estates Strategy and ensure that our capital planning expenditure is appropriately managed.

FUTURE PLANS

The Estates Strategy forms the requirements for the property portfolio and the Property Performance Report confirms the impact of the subsequent decisions. As such the performance reporting for Property continues to be developed and it is envisaged that the key performance indicators will be aligned with the wider service performance reporting. There are also plans in place to further enhance the current Property Management Software Platform (Concerto) to provide better visibility of in-flight projects and general asset protection works.

LIST OF BACKGROUND PAPERS AND APPENDICES

Appendix 1 – The Property Performance Report 2019/2020