

***WORKING FOR A SAFER
SOUTH YORKSHIRE***

STRATEGIC ASSET MANAGEMENT PLAN
**SOUTH YORKSHIRE FIRE AND RESCUE
AUTHORITY**



PREVENTING PROTECTING RESPONDING

SYFRA ADVANCED DRAFT STRATEGIC ASSET MANAGEMENT PLAN

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GENERAL SUMMARY

Part 1 provides the strategic context of Asset Management Planning:

- **Section 1** introduces the term “asset management” and explains why it is important
- **Section 2** places asset management planning within its wider corporate planning context

Part 2 provides South Yorkshire Fire & Rescue Service (SYFRS) with a strategic framework for its future approach to asset management planning:

- **Section 3** explains the structure of the AMP
- **Section 4** outlines the assets held by SYFRA
- **Section 5** describes the inter-relationship between Asset Management Planning and financial (particularly ‘capital’) planning processes
- **Section 6** outlines key objectives of the AMP
- **Section 7** defines key responsibilities of those that are involved in asset management
- **Sections 8 & 9** deal with data management and performance management issues

Part 3 contains specific ‘foundation activities’ that will be implemented during 2006 whilst final development of the Asset Management Plan takes place and whilst it is being placed before the South Yorkshire Fire & Rescue Authority (SYFRA) for approval

PART 1
CONTEXT OF THE STRATEGIC
ASSET MANAGEMENT PLAN

1. WHAT IS ASSET MANAGEMENT & WHY IS IT IMPORTANT?

1.1 SYFRA own and/or use a significant range of assets including:

- Property (land and buildings)
- Fleet /Transport¹
- Equipment (fire & rescue emergency response equipment)
- ICT hardware and software systems.

1.2 Fire & Rescue Service Asset Management may be defined as:

"A systematic process of effectively acquiring, maintaining, upgrading and operating assets, combining Community Safety principles with sound business practice and economic rationale to facilitate a more organised, flexible and dynamic approach to the decision making process in order to achieve the public's expectations of the Fire Service."

1.3 Assets need to be managed:

- Strategically in order to contribute to the long-term aim and objectives of the Authority
- Tactically to support the particular needs of individual asset users
- In a manner that integrates with other management processes (financial management, human resource management, risk management, etc)
- In an efficient and effective manner in order to deliver 'best value'
- In order to meet Audit Commission Use of Resources Assessment requirements
- In order to meet the Authority's statutory obligations under the Fire & Rescue Services Act, 2004

1.4 Asset management must be undertaken on a 'whole life' basis, i.e.:

- **Identification** of need in the light of community and corporate requirements.
- **Procurement**, including ongoing maintenance and development to suit continuing needs.
- **Operation** by the asset user.
- Regular **review** of fitness for purpose and performance
- **Disposal** when the need no longer exists or it is no longer appropriate or financially advantageous for the asset to be retained.

¹ The Authority's own vehicles as well as those of the Office of the Deputy Prime Minister, which are placed within South Yorkshire under the "New Dimension" civil resilience programme

2. ASSET MANAGEMENT PLANNING IN CONTEXT

2.1 The Asset Management Plan (AMP) will progressively inform, and be informed by the Authority's other corporate planning processes, including the:

- Corporate Plan 2006-09, which includes a community focused vision statement, mission statement, value statements and policy priorities
- Integrated Risk Management Plan, which is a constituent part of the Corporate Plan, and which seeks to deploy resources in the most efficient/effective manner to drive down community risk
- Capital Programme 2006-09 that sets out major capital income and expenditure for the Authority
- Medium-term Financial Plan, that sets out forecast expenditure and available resources over a 3 year period, including the revenue effects of capital expenditure

2.2 Asset Management Planning, through its inter-relationship with other corporate processes will:

- Secure high quality and cost effective accommodation, which will be sufficiently flexible to adapt to the Authority's long-term requirements.
- Deliver a cost effective and responsive service, which supports operational needs.
- Help to strategically plan accommodation for the future.
- Contribute to the Authority's community safety initiatives through the design of fire stations.
- Support partnership working with other organisations
- Identify constructive change in response to new Authority initiatives (risk based approach to fire cover) and generate new approaches based on a proven understanding of the Authority's business.
- Provide the Authority with long-term value for money.
- Support the Authority's corporate risk management in relation to legislative and compliance obligations.

2.3 SYFRA's corporate planning processes cover a three-year timescale, and presently contain the following key actions relating to asset management:

By April 2007

- Set a stretch target to further build on SYFRA performance on response time to life threatening incidents.
- Provide an additional resource at Edlington Station to improve our response to high-risk areas.
- Develop and implement an environmental policy

By April 2008

- Implement a risk based inspection and enforcement programme utilising ICT systems to secure efficiencies.
- Complete an evaluation of alternative emergency response vehicles that may provide quicker 'first strike' capabilities.
- Complete the relocation to the new CHQ facility.
- Introduce an environmental management system that will reduce our environmental impact.

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By April 2009

- Provide a new Community Station within Dearne Valley.
- Introduce a new specialist response unit capable of providing a countywide response.
- Provide a facility within each local authority district to support community safety education programmes.
- Provide a new Community Station on the east side of Barnsley.
- Prepare for the introduction of a regional control centre located at Wakefield, West Yorkshire.

DIRECTORATE PLANS

- 2.4 Ongoing work to compose and implement the AMP, and to develop effective asset management arrangements will be delivered via work-streams within individual Directorates and Departments. In particular, the detailed AMPs relating to Property, Transport and ICT will form a key part of the work of the Departments that specialise in those organisational functions.

DISTRICT AND STATION PLANS

- 2.5 The longer-term development of the AMP process will support the development of effective asset management at user level. This requires information available for users in an accessible format covering asset condition, investment need and planned maintenance for each station and the assets within it. District and Station Managers would then have a clear picture of the extent and timing of future works to stations and the assets within them. This can then be dovetailed into operational requirements. This, coupled with devolved budgets, will give asset users greater control over the maintenance and upkeep of stations and other assets.

CAPITAL PROGRAMMING ARRANGEMENTS

- 2.7 SYFRA's capital programming arrangements:
- Relate capital investment to the Corporate Plan and Medium Term Financial Strategy.
 - Cover all aspects of capital expenditure within the Authority.
 - Provide the framework for capital investment and the Corporate Asset Management Plan.
 - Inform the revenue budgets.
 - Ensure assets are fully considered in the Authorities plans.
- 2.8 Capital programme arrangements aim to maximise resources to transform the Authority's 'Vision' into reality by:
- Assessing availability of financial resources
 - Exploring and assessing alternative ways of delivering strategic objectives
 - Assessing affordability and determining priorities
 - Formulating, managing, monitoring and evaluating capital investment in accordance with the Corporate Plan
 - Managing all projects in accordance with the Projects Procedural Guide
 - Actively embracing all forms of partnership and procurement.
 - Actively promoting crosscutting activity and projects.
- 2.9 The SYFRA Capital Management Group in particular supports the asset management planning process in that it is the forum which prioritises bids for potential inclusion in the Authority's capital programme and informs the management

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of the capital programme by the Corporate Management Board (CMB), Joint Secretariat and the Authority.

- 2.10 SYFRA will progressively develop its approach to asset management planning by building upon the foundations that are provided by the existing capital programme management arrangements

REGIONAL PROCUREMENT STRATEGY (RPS)

- 2.11 SYFRA is the Yorkshire & Humberside Regional Management Board (RMB) 'lead authority' for Procurement.
- 2.12 A Regional Procurement Working Group is presently developing a Regional Procurement Strategy, which offers excellent collaborative opportunities for the partner Authorities to achieve efficiencies in the cost of procuring, maintaining and replacing assets.
- 2.13 It is essential that there are close links between the AMP and the Regional Procurement Strategy. Officers involved in the development of SYFRA asset management planning are also members of the Yorkshire & Humberside Regional Procurement Working Group. They will ensure that appropriate links are developed.

PROJECTS AND PROGRAMME MANAGEMENT

- 2.14 Through a process of structured self-analysis SYFRA has recognised that the Service requires a more substantial project and programme management framework to support organisational development. The implementation of that framework is well in hand, and is an essential prerequisite to effective asset management planning. To date:
- 'Project Executives' and 'Project Managers' have been appointed for all Corporate Plan related projects (including those which include an asset management dimension)
 - A Project and Performance Review Group (PPRG) has been inaugurated. Its role is to:
 - Oversee all projects and ensure alignment with corporate objectives;
 - Deliver changes and outcomes that support the vision and mission of the Service;
 - Approve the commencement of projects;
 - Close projects if they no longer support the business case;
 - Ensure appropriate prioritisation of projects;
 - Require changes to projects to ensure maximum organisational benefit;
 - Publicise key project information.
 - Prince 2 project management principles have been adopted
 - A Programme Office monitors all governance issues, inter-project dependencies and assumptions and reports their potential consequences to the PPRG.

PART 2
STRATEGIC ASSET MANAGEMENT
PLANNING FRAMEWORK

3. STRUCTURE OF THE AMP

- 3.1 The AMP will be progressively developed in a modular format, and will consist of:
- A Strategic AMP
 - Detailed AMPs for Property, Transport and ICT assets
 - A Corporate Asset Portfolio
 - An Asset Management Work Programme
- 3.2 This advanced draft of the **Strategic AMP** is presented to the SYFRA for adoption on Monday 26th June 2006 and will be reviewed (and reported to Elected Members) annually thereafter. It includes:
- a definition of the term 'asset management', and an explanation of why it is important to SYFRA
 - the context of the draft strategic level AMP, and its relationship with other key plans and processes
 - a structure for the AMP, which facilitates its evolutionary development
 - asset management planning objectives
 - an investment planning framework
 - asset management arrangements and responsibilities
 - asset performance measures
 - an initial foundation work programme to take forward the asset management planning agenda through to Autumn 2006
- 3.3 A set of **Detailed AMPs** (Property, Transport and ICT) will underpin the strategic AMP. Each detailed AMP will provide information, policies, procedures and performance information, together with an investment plan for the asset group in question. Each detailed AMP will be updated annually and will dovetail into relevant Budget, Planning and Performance Management processes. The Property AMP is also presented to the SYFRA for adoption on Monday 26th June 2006. The Transport and ICT AMPs will be presented for adoption towards the latter part of 2006. The July meeting of the Business Support Committee is to consider an initial ICT Strategy and this document will closely link with the detailed ICT AMP.
- 3.4 A **Corporate Asset Portfolio** will be developed so that each asset can be comprehensively recorded both in financial and operational management terms. The South Yorkshire Joint Secretariat presently holds a Fixed Asset Register that informs the accounts and allows capital charges to be produced. Discussions are in progress to determine the extent to which that Register can contribute to a Corporate Asset Portfolio.
- 3.5 A foundation work programme was contained within the draft Asset Management Plan approved by Business Support Committee on 24th April 2006. It contained a series of tasks to be undertaken through Spring and Summer of 2006 whilst the finalised Strategic AMP is being further developed. However, the foundation work programme only makes a start with the asset management planning agenda. For that reason a more detailed, fully comprehensive **Asset Management Work Programme** will be presented to the July meeting of the SYFRA Business Support Committee, at which point it will replace the foundation work programme. Elected Members should note that much of this work will focus upon Property assets and will be undertaken during a period of radical change within the Estates service. As a consequence there will be a need to address a range of fundamental structural and other issues alongside delivery of the work programme. The programme will require to take account of the need to put appropriate resources and actions in place within the Estates service that also form the base for development of effective asset management.

4. CURRENT SYFRA ASSETS

SYFRA currently hold the following assets:

PROPERTY

Fire Stations

Whole-time Fire Stations
Retained Fire Stations

Other Property

Command Headquarters
Brigade Training Centre
Workshops
Stores

TRANSPORT

Rescue Pumps
Aerial Ladder Platforms
Operational Support Unit
Community Action Team Vehicles
Prime Movers
All Terrain Light Vehicle
Incident Support Units
Incident Response Unit
Cars, vans, trailers etc

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

Servers
Desktop PCs and Terminals
Computer Monitors
Laptop Computers
Personal Digital Assistants
Printers
Radio equipment and systems
Telephone systems
Mobile phones
Aerials and associated assets
Incident Support Units
Computer Software
Multi-media devices
Web cams

5. CAPITAL PROGRAMMING AND ASSETS

- 5.1 Capital and revenue budgets were approved at a meeting of the full Fire Authority during February 2006. The Capital Programme includes all known Property/ICT/transport requirements over the period 2006-09 involving capital expenditure. The Programme is reviewed annually and considered by Elected Members to reflect the changing needs of the Service. Financial monitoring of the Capital Programme finance is carried out via the Capital Management Group and overall monitoring of the projects and activities within the Capital Programme is carried out by the Projects and Performance Review Group (PPRG).
- 5.2 Prior to inclusion in the capital programme, proposals are appraised, options are analysed, and opportunities for partnership working and/or re-use of assets explored. Specific expenditure proposals within the Capital Programme are shown in Table 1 below:

Table 1	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000
Existing Schemes	1,458.3	91.8	1.8	0.0
New Schemes				
- New Fire Stations	0.0	1,328.0	1,908.0	2,015.0
- Existing Premises Investment	2.0	2,202.0	939.0	837.0
- New/Replacement Vehicles	0.0	2,941.5	3,135.0	0.0
- Information & Communication	0.0	73.0	175.0	0.0
- Operational Equipment/Hydrants	0.0	446.0	15.0	15.0
Total	1,460.3	7,082.3	6,173.8	2,867.0

- 5.3 There are six major schemes in the Capital Programme as shown in Table 2:

Table 2	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	Post 2008/09 £000	Total Cost £000
Dearne Community Fire Station		965.0	1,030.0	1,108.0	25.0	3,128.0
Technical Rescue Training Facility		600.0	250.0	250.0		1,100.0
Hot Fire Training House	2.0	302.0	385.0	18.0		707.0
Barnsley East Community Fire Station		363.0	878.0	907.0	13.0	2,161.0
13 Replacement Appliances		1,320.0	1,540.0			2,860.0
4 Combined Aerial Rescue Pumps		1,159.5	1,001.0			2,160.5

6. ASSET MANAGEMENT OBJECTIVES

SYFRA's Asset Management efforts will support 6 corporate asset management objectives, which are:

- 1 To ensure that Corporate Plan objectives, together with higher-level objectives such as e-transformation (replacing e-government), are fully supported by Property, Transport and ICT.**

Key areas of focus:

- Effective and efficient management of Property, Transport and ICT assets and activities
- Effective management of the procurement of asset solutions
- Ensuring that assets are suitable, accessible and maintained to required standards
- Ensuring that new assets are sustainable and affordable for the whole life of the asset

- 2 To raise awareness of Property, Transport and ICT assets and provide a clear decision making framework for their management and use.**

Key areas of focus:

- Setting standards for design, care and use of assets
- Assessing the potential of an assets ability to contribute to community safety initiatives
- Monitoring compliance with statutory, legal and other obligations
- Regular reporting to Business Support Committee.

- 3 To deliver continuous performance improvement.**

Key areas of focus:

- Reviewing processes and policies to ensure effective asset and contract management.
- Identifying performance information and setting performance targets.
- Improving energy efficiency and reducing emissions through the adoption and implementation of energy use policy.

- 4 To procure, manage and dispose of assets in an efficient manner.**

Key areas of focus:

- Challenging the need for ownership/retention of under achieving assets.
- Ensuring that asset-related efficiency savings are maximised .
- Minimising costs via efficient processes, partnership approaches and economies of scale.
- Reducing annual running costs
- Better co-ordination of asset and asset management budgets

- 5 To realise maximum value from assets in contributing to community safety.**

Key areas of focus:

- Reviewing assets through the IRMP process to identify potential for improved community safety.
- Seeking opportunities to engage with partners in shared facilities to enable a proactive approach in our drive for community ownership of safety matters.

6. To ensure that the Authority is able to satisfy the Audit Commission Use of Resources Assessment and Key Lines of Enquiry (KLOE).

Key areas of focus (to meet FRS “Use of Resources” Level 2 criteria):

KLOE 2.1 (sound base for capital and revenue budgets)

- Comprehensive, balanced revenue budgets and realistic projections
- Affordable capital programme with funding built into revenue budget planning
- Prudential indicators used to assess affordability of capital projects

KLOE 2.3 (management of the asset base)

- Up to date capital strategy linked to IRMP and Medium Term Financial Strategy
- Up to date AMP with existing asset management arrangements and outcomes; assessment of backlog maintenance; plans to improve corporate asset use
- Up to date asset register
- Designated corporate property section or officer
- Reporting arrangements allow Members to fulfil strategic and service-level responsibilities
- Annual planned maintenance programme based upon a rolling survey programme
- Priority given to capital projects based on formal, objective approval process

KLOE 4.1 (management of significant business risks)

- Identification of corporate and operational risks with assessment of likelihood/ impact and appropriate mitigating controls and responsibilities

KLOE 4.2 (sound systems for internal control)

- Asset use and asset management arrangements, policies and procedures meet Statement of Internal Control (SIC) requirements and are fully auditable

KLOE 5.1 (current achievement of value for money – VFM)

- Costs compared with other organisations and action taken to address areas with significantly higher costs
- Well-managed capital programme with projects completed on time and on budget

KLOE 5.2 (management and improvement of VFM)

- Robust efficiency plan and pursuit of opportunities to reduce costs, with VFM targets based on appropriate cost and quality of service information
- Effective and cost efficient procurement.

7. KEY RESPONSIBILITIES

7.1 Discussions are continuing between various officers to develop existing and emergent asset management arrangements so that they give due regard to, make use of, and support existing structures (such as the Capital Management Group, PPRG etc). Those discussions are at an advanced stage and this advanced Draft Strategic AMP outlines the overall shape of corporate arrangements. The forums and individuals who undertake key roles in the SYFRA asset management process are outlined in Figure 1 and their respective responsibilities are then outlined in the paragraphs that follow:

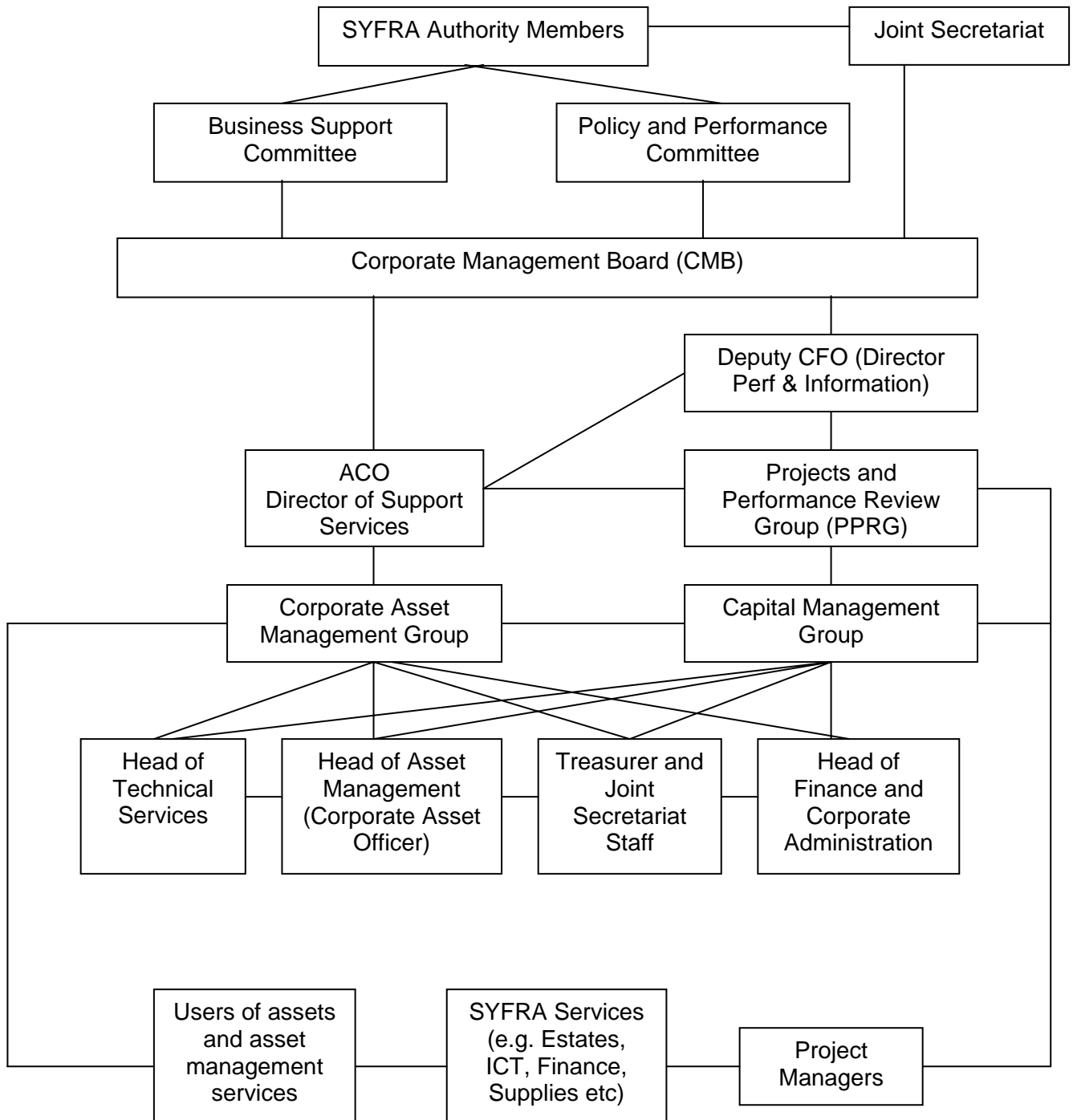


Figure 1 Asset Management Planning Framework

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7.2 The Fire & Rescue Authority (in its entirety)

- Approve the AMP

7.3 Policy and Performance Committee of the Authority

- Regularly scrutinise performance, project and programme planning and delivery

7.4 Business Support Committee of the Authority

- Regularly scrutinise asset management planning progress and performance
- Guide future development and versions of the AMP

7.5 Corporate Management Board

- Exercise collegiate executive responsibility for all issues relating to assets
- Ensure that asset management planning is integrated with other corporate planning and resourcing processes

7.6 Projects & Performance Review Group (PPRG)

- Operate as a formal programme board for the 'service development programme'
- Monitor and review progress with the Internal Management Action Plan (IMAP) and the post CPA 'Service Improvement Plan'
- Monitor and review performance against 'Key Delivery Objectives'
- At the appropriate time of the year, consider, discuss and agree priorities for developments to be taken forward into the corporate and budgetary planning cycle
- Act as a sounding board for new initiatives and potential policy developments

7.7 DCO/ Director of Performance & Information Management

- Exercise directorial responsibility/accountability for financial, project and programme planning and management, with appropriate links to AMP
- Delegate day-to-day responsibility for Capital programme, Medium Term Financial Strategy development and delivery to the Head of Finance and Corporate Administration
- Submit regular reports to the Corporate Management Board and the Policy and Performance Committee

7.8 ACO/ Director of Support Services

- Exercise directorial responsibility/accountability for asset management planning
- Act as Corporate Mentor for the Asset Management Group and AMP process
- Delegate day-to-day responsibility for AMP development and delivery to the Head of Asset Management
- Submit regular reports to the Corporate Management Board and the Business Support Committee
- Promote asset management planning partnership arrangements (particularly through his role as Yorkshire & Humberside 'lead officer' for procurement).
- Yorkshire & Humberside lead officer for 'Procurement'

7.9 Capital Management Group

- Undertake planning, development and monitoring of the Capital Programme and all capital finance issues
- Receive appropriate and regular input from the Asset Management Group (AMG) on asset management issues relating to capital finance and the Capital Programme and provide guidance to the AMG on capital finance issues
- Provide input to the Projects and Performance Review Group (PPRG) and Corporate Management Board (CMB) on Capital Programme and capital finance issues

7.10 Head of Finance and Corporate Administration

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- Undertake the role of Corporate Finance Officer for Audit purposes
- Lead on day to day responsibility for Capital Programme, Medium Term Financial Strategy and all budgetary and finance issues
- Establish and lead the Capital Management Group with links from the Corporate Asset Management Group (AMG) and links to the Projects and Performance Review Group (PPRG)
- Liaise closely with the Treasurer of the Authority on all finance related functions and with the Head of Asset Management on all asset related issues and functions

7.11 Corporate Asset Management Group

- Provide a forum for development of the AMP and asset management processes, policies and procedures
- Provide input to the Capital Management Group on all aspects of asset management relating to capital finance and the Capital Programme
- Provide appropriate input to Projects and Performance Review Group (PPRG) on all project matters with an asset and asset management aspect
- Table 3 contains a preliminary draft terms of reference text that will be used to facilitate the initial work of the Group.

7.12 Head of Asset Management

- Undertake the role of 'Corporate Asset Officer' in accordance with Audit Commission best practice guidance
- Liaise closely with the Head of Finance and Corporate Administration, the Treasurer of the Authority and other officer colleagues on asset-related issues and functions.
- Exercise day-to-day responsibility for Strategic Asset management, Tactical Asset Management, Property, Procurement and ICT functions.
- Liaise with the Head of Technical Services with regard to Transport assets, special projects, etc.
- Manage the ongoing development and implementation of the AMP.
- Establish and lead the Corporate Asset Management Group that builds upon existing organisational good practice.
- Co-ordinate the work of other service managers with regard to asset management planning issues
- Develop/facilitate appropriate work-streams across the organisation to support asset management planning
- Develop, and where appropriate manage, appropriate projects and/or project components which have an asset management dimension

7.13 Head of Technical Services

- Lead and manage projects as appropriate within corporate and Directorate arrangements
- Liaise closely with the Head of Asset Management on all project issues relating to asset management and the Head of Finance and Corporate Administration on all project issues involving capital and revenue finance
- Exercise day-to-day responsibility for the Transport, Workshops and Research and Development functions
- Establish and lead the process of development of the detailed Transport AMP within overall AMP arrangements

TABLE 3

**Corporate Group Responsible for Asset Management
Preliminary Draft Terms of Reference – for Discussion**

1. Develop, implement and revise the AMP for approval by CMB and BSC.
2. Provide a strategic overview of the asset requirements necessary for the delivery of services to the community that have been identified within the Corporate Plan.
3. Provide strategic guidance on the most effective use of assets and make recommendations on issues such as appliance relocation and deployment, shared use of accommodation with other providers, use of ICT for training purposes.
4. Provide strategic links between the AMP and the Regional Procurement Strategy (RPS) and between asset management and procurement.
5. Inform and where appropriate populate the following strategic documents:
 - Corporate and other asset registers
 - Capital Strategy
 - Annual Capital Programme and Medium-Term Financial Strategy
 - Asset Repair and Maintenance programmes
 - Contract Standing Orders
 - Directorate Service Plans
 - Corporate Plan and Integrated Risk Management Plan (IRMP)
 - CPA improvement plans and inspections; District Auditor reports
 - Corporate and Regional Procurement Strategies
6. Assess the need for SYFRA assets and asset management to respond to changes in legislation, Authority procedures and Standing Orders and develop appropriate actions.
7. Submit reports to the CMB, BSC or Fire Authority on asset matters unless they can be dealt with under delegated powers.
8. Provide a comprehensive reporting mechanism that will include: -
 - Assets held by SYFRA
 - Asset and asset management service performance
 - Repairs and maintenance schedules (to cover Transport, ICT and property).
 - Annual, medium and long-term investment need profiles; Budget reports
 - Backlog reports and the effects on the service.
 - Fit for purpose and benchmarking reports.
 - User satisfaction measures
 - Progress on key asset-related projects and initiatives
9. Develop mechanisms for monitoring and reviewing key projects from an asset management perspective and ensure that:
 - Appropriate data is available to support such projects
 - Asset related issues are addressed via the group if appropriate
 - Asset data is recorded where assets are acquired, disposed of and/or significantly altered
 - The project is reviewed from an asset management perspective
 - Appropriate changes are made to procedures and practices relating to assets and asset management as a result of reviews.

8. DATA MANAGEMENT

8.1 In order to manage the asset portfolio effectively the availability of accurate and appropriate data is essential. Joint Secretariat already maintains a Fixed Asset Register for accounting purposes. Additional comprehensive databases are however required to hold core and intermediate data relating to each main asset group (Property, Transport and ICT). The details of those systems that presently exist are set out below. A planned task contained within the detailed AMP workplan will be to review all existing data systems and institute a development programme to remedy any deficiencies that are identified

8.2 Information and Communications Technology (ICT)

The ICT Section currently uses an application that has been developed in-house utilising Microsoft "Access", to record and monitor IT equipment within the Brigade. There are several modules to the application including a stock control/tracking module. The application also allows the recording of detailed information relating to network configurations and computing protocols.

8.3 Property

The Property Section uses a product called TF Facilities which is a fully integrated software solution that incorporates a:

- property register
- document register
- contracts register
- energy module
- asset register

Officers are currently examining the potential for the modules to be updated and extended.

8.4 Procurement

Procurement Section maintains a manual inventory system for equipment and furniture with log books being used to record information on the equipment that should be carried on rescue pumps. The Authority intranet contains checklists of such equipment as well as example equipment locker layouts.

8.5 Transport Management

The Transport Section uses RAC Tranman software to record and monitor vehicle information, maintenance requirements and costs for every vehicle. The system also supports stores management and purchasing of stock and parts.

9. PERFORMANCE MANAGEMENT

9.1 Performance measurement and target setting drives service improvement. For that reason the following measurement and target setting activities will be included in the intended detailed Asset Management Work Programme:

- Adoption of those Central Government recommended National Property Indicators which are relevant to SYFRA (table 4)
- Development of bespoke local performance indicators which measure the performance of particular assets
- Development of bespoke local performance indicators which measure the performance that Asset Management related 'Service Support' Departments deliver to asset users
- Development of robust mechanisms for the reporting of the emergent performance indicators

TABLE 4	
National Local Government Property Performance Indicators	
Note: Councils are no longer required to submit these indicators to Government but are advised to continue to collect, use and publish NPI data together with appropriate Local PIs	
NPI 1(a)	Gross internal area in condition categories A – D, where: A = Good and performing as intended B = Satisfactory & performing as intended but minor deterioration C = Poor, shows major defects and-or not operating as intended D = Bad where life expired or risk of imminent failure
NPI 1(b)	Backlog of maintenance for each condition category by cost: i) total value (£) ii) % in each of three priority levels <ul style="list-style-type: none"> • urgent • essential within 2 years • desirable within 3-5 years
NPI 2	Relates to internal rate of return (IRR) for industrial/retail and agricultural properties
NPI 3	Total annual management costs for property portfolio (£/sq m)
NPI 4(a)	Repair and maintenance costs (£/sq m)
NPI 4(b)	Energy costs (£/sq m)
NPI 4(c)	Water costs (£/sq m)
NPI 4(d)	CO2 Emissions (tonnes / sq m)
NPI 5	Performance in delivery of capital projects
NPI 5(a)	% of projects where out-turn falls +/- 5% of estimated out-turn as a % of total number of projects completed during the relevant year
NPI 5(b)	% of projects falling within +/- 5% of estimated timescale, expressed as a % of total number of projects completed during the relevant year

9.2 Benchmarking is an extension of measurement / target setting principles. It facilitates performance improvement by learning from others through the sharing of information, the comparison of performance and the adoption of best practice. Arrangements are underway to establish appropriate measures and standards with others within the region, including fire services, other public sector organisations and professional bodies. These discussions are at a very early stage, however, it is anticipated that regional benchmarking will encompass: -

- regularly comparing aspects of performance with best practitioners;
- identifying gaps in performance;
- seeking fresh approaches to bring about improvements in performance;
- following through with implementing improvements; and
- following up by monitoring progress and reviewing the benefits.

9.10 Some benchmarking activity has been undertaken within the Regional Procurement Officer Working Group. Table 5 below shows expenditure on asset items in 2004-05 by the four services involved in the Regional Procurement Strategy.

Table 5	Costs per annum (£000s) 2004/05 (indicative only)			
	South Yorks	West Yorks	North Yorks	Humber
Energy/Fuel	543	656	310	541
Estates	819	336	430	622
ICT	918	1,560	691	919
Vehicles	2,427	1,250	997	1,439
Total	4,707	3,802	2,428	3,521

PART 3
FOUNDATION ACTIVITIES
2006

10. FOUNDATION ACTIVITIES

10.1 A detailed AMP workplan will be presented to Business Support Committee in July 2006 that further develops the initial work programme in the initial Draft AMP. Table 6 below contains an update on that initial programme:

TABLE 6			
ACTION	DATE	OFFICER	UPDATE (31/05/06)
Review and finalise Draft AMP document	April 2006	Head of AM	Prepared for BSC April 2006
Initial officer consultation on draft AMP	April 2006	Head of AM	Carried out for BSC April 2006
Consideration of initial Draft AMP by Business Support Committee	April 2006	Director SS	Presented to BSC 24/04/06
Review Property and Procurement functions	April/ May 2006	Head of AM	Initial Property review completed 31/05/06. Procurement review to start 01/06/06.
Review data management systems	May 2006	Head of AM	Initial review as part of Property review May 2006.
Reflect upon existing managerial forums (such as the Capital Management Group) and develop proposals for corporate asset group.	April 2006	Head of AM / Director SS/ Head F&CA	Discussions held during April/ May 2006 and AMG formed June 2006.
Develop and agree Terms of Reference and Key Aims and Objectives for Corporate Asset Management Group	April/ May 2006	Head of AM	Head of Asset Management to refine following initial AMG meeting and AMG June 2006.
Develop detailed property related asset information.	April/ May 2006	Estates Manager	In progress may/ June 2006.
Develop Advanced Draft Strategic Level AMP	April/ May 2006	Head of AM/ Director SS	Developed by 31/05/06 for Full FRA meeting 26/06/06.
Develop detailed Property AMP	April/ May 2006	Estates Manager	Developed by 31/05/06 for Full FRA meeting 26/06/06.
Source and commission rolling programme of property condition surveys	May 2006	Estates Manager	Funding made available May 2006 and surveys to be commissioned June 2006.
Consultation with asset users and other stakeholders on advanced draft Strategic Level AMP and detailed 'Property AMP	May 2006	Head of AM/ Service Managers	To be carried out following initial AMG June 2006.
Finalisation of Advanced Draft Strategic Level AMP and detailed 'Property AMP	June 2006	Head of AM Director SS	Finalised for Full FRA meeting 26/06/06.
Consideration of Advanced Draft Strategic AMP and detailed 'Property AMP by FRA	June 2006	Director SS	To be presented to Full FRA meeting 26/06/06.
Develop detailed, comprehensive Asset Management Work Programme	June 2006	Head of AM Director SS	Programme in development for BSC July 2006.
Present detailed, comprehensive Asset Management Work Programme to BSC	July 2006	Head of AM Director SS	For presentation to BSC in July 2006.
Develop detailed ICT AMP	July/ Aug 2006	ICT Manager	ICT Strategy to BSC in July 2006 and ICT AMP will follow.
Present detailed ICT AMP to FRA	Sept 2006	Director SS	Future action
Develop Transport AMP	Sept/ Oct 2006	Transport Manager/ Head of TS	Future action
Present detailed Transport AMP to FRA	Dec 2006	Director SS	Future action