



Lancashire Fire and Rescue Service



Property
Asset
Management
Suite 2020

CONTENTS

INTRODUCTION

1 Property Policy Framework

- 1.1 Corporate Context
- 1.2 Key organisational policies and strategies
- 1.3 LFRS Vision for its property assets
- 1.4 Key property policies
- 1.5 Asset Management arrangements
- 1.6 Capital planning arrangements
- 1.7 Key roles & responsibilities
- 1.8 Collaboration

2 AMP Progress Report

- 2.1 Progress on key initiatives
- 2.2 Current asset base
- 2.3 Gap analysis
- 2.4 Priorities for the future

3 Property Performance Report

- 3.1 Background
- 3.2 Rationale for performance indicators
- 3.3 Property Performance Management Framework
- 3.4 Analysis of performance

4 5-year Action Plan

- 4.1 What the assets are
- 4.2 What is expected of them
- 4.3 How they are performing
- 4.4 Performance shortfalls
- 4.5 Priorities for intervention
- 4.6 Resources Analysis
- 4.7 Action Plan
- 4.8 Monitoring & Review arrangements

INTRODUCTION

For our Property Asset Management Plan we are adopting a documentation framework that comprises a suite of four documents, as described in paragraphs 1 to 4 below.

- 1 Property Policy Framework:** This is a brief overarching section that looks across the whole portfolio and sets out how that portfolio will, as a whole be used in furtherance of the Service's strategic aims. As this document is by its nature a strategic document, dealing with high level goals, it should not require major changes more frequently than every 5 years or so.
- 2 AMP Progress Report:** This sets out the progress that has been made by the service in improving the assets in use since our previous Asset Management Suite which we adopted in 2014. We have achieved a great deal towards our overall asset vision and have further improved the alignment of the property portfolio with service delivery needs.
- 3 Property Performance Report:** The Property Performance Report sets out how the performance of the property assets has been measured to date and the general direction and areas of performance that needs to be adopted going forward, if the 5-year Action Plan is to be delivered.
- 4 5-year Action Plan:** This fourth document pulls together the three other documents to provide an analysis of where the gaps are and an Action Plan against which progress will be measured.



Lancashire Fire and Rescue Service

1. Property Policy Framework

Property Policy Framework: This is a brief overarching section that looks across the whole portfolio and sets out how that portfolio will, as a whole be used in furtherance of the Service's strategic aims. As this document is by its nature a strategic document, dealing with high level goals, it should not require major changes more frequently than every 5 years or so.

CONTENTS

1 Property Policy Framework

- 1.1 Corporate Context
- 1.2 Key organisational policies and strategies
- 1.3 LFRS Vision for its property assets
- 1.4 Key property policies
- 1.5 Asset Management arrangements
- 1.6 Capital planning arrangements
- 1.7 Key roles & responsibilities
- 1.8 Collaboration

1 Property Policy Framework

1.1 Corporate Context

Why LFRS has assets

- 1.1.1 Property assets are an important resource in delivering efficient and effective services to our community. But ownership, occupation and operation of property assets are not an end in itself and each asset should have a clear rationale and purpose.
- 1.1.2 We are clear that property assets should pay their way and make a positive contribution either to direct service delivery or to other socio-economic objectives of LFRS, over and above the costs of ownership.

What the assets are

- 1.1.3 Our property assets are valued and held in the 2018/2019 Statement of Accounts at over £86.5 million. This is the 'book' value of the assets, in most cases assuming continued use by the Service, and does not represent the value that might be secured from disposal.
- 1.1.4 Nevertheless, this is a considerable book value which demonstrates the importance of property assets to the Service and why it is important to manage the resource effectively, and ensure that assets are both needed and also pay their way. The principal property assets owned by the Service include:
- Service Headquarters
 - Service Training Centre
 - 39 stations
 - 7 Whole Time (including 2 retained) stations
 - 17 Retained stations
 - 4 Day Crew (including 2 Retained)
 - 11 Day Crew Plus (DCP) (including 8 Retained)
 - USAR
 - 1 lease granted to Prince's Trust

1.2 Key organisational policies and strategies

- 1.2.1 This suite of documents fits within a wide range of policies and strategies covering key service areas and overarching activities. It forms part of the services health and safety management system which is certified to ISO 45001:2018 and the environmental management system certified to ISO 14001:2015. All these policies and strategies are complementary
- 1.2.2 Examples of complementary policies and strategies include:
- Integrated Risk Management Plan
 - Emergency Cover Review
 - Medium Term Financial Strategy
 - Local Procurement Strategy
 - Safety, Health and Environment Policy
 - Carbon Management Plan
 - Workforce Development Strategy
 - Annual Plan

1.3 LFRS Vision for its property assets

- 1.3.1 The Service's priorities are shown as a property portfolio vision in the diagram overleaf:
- PREVENTING fires and other emergencies from happening,
 - PROTECTING people and property when they do;
 - RESPONDING to emergencies quickly and competently;

- ENGAGING with our staff.
- DELIVERING VALUE FOR MONEY in how we use our resources.

1.3.2 Taking the corporate priorities as a foundation, we have developed a vision for our property portfolio that can be expressed as shown in the diagram below. This vision in turn drives our adopted performance management framework.



The six elements of our Property Vision are key to helping us deliver our corporate objectives, as follows:

	PREVENTING	PROTECTING	RESPONDING	ENGAGING	DELIVERING VALUE FOR MONEY
Maintained in a good state of repair	✓	✓			✓
Fit for purpose	✓	✓	✓		✓
Future proof	✓	✓	✓		✓
Environmentally sustainable	✓	✓			✓
Efficient in cost and use	✓	✓			✓
Inclusive and accessible			✓	✓	

1.3.3 The different elements of this property vision are important in order to determine how we expect our property assets to perform, and how we can measure progress against achievement of our corporate priorities.

1.3.4 Building on the work undertaken in developing our property vision, in 2014 we developed a Property Performance Management Framework that tells us how we are progressing towards ensuring achievement of that vision.

1.3.5 Details of the Property Performance Management Framework, including performance measures and standards, are set out in Property Performance Report, which is document 3 in this suite of four documents.

1.4 Key Property Policies

1.4.1 Our policy framework underpins our asset management approach. This ensures use of premises and costs are managed and controlled effectively and consistently. The Policy Framework includes:

- Land Disposal
- Use of Community Rooms
- Site Sharing
- Self Help
- Access Improvement
- Asbestos Management
- Legionella Management
- Energy Management
- Environmental Impact
- Waste Management
- Climate Change – Severe Weather Management
- Emergency Preparedness and Response

These policies are reviewed in light of any change to the Service's priorities.

1.4.2 We revised our Carbon Management Plan (CMP) in April 2013. The plan includes a visionary target of reducing CO₂ emissions of 40% by March 2020 against a 2007/2008 baseline. By March 2019, we actually achieved a 23% reduction. An updated Carbon Management Plan is currently being developed with revised targets, and once published this Asset Management Plan will be updated to reflect that. We aim to continue our success and achieve year on year reductions in carbon emissions. This is based on our low carbon vision, which is as follows:

'Lancashire Fire and Rescue Service recognise the need to tackle climate change at a local level. We will reduce our carbon emissions and our impact on the environment from the services we deliver and work with partners to reduce Lancashire's carbon emissions which in turn will contribute to carbon reduction in the widest possible sense.'

1.5 Asset Management arrangements

1.5.1 We have a well-established process for ensuring we make the best use of our property assets. This commences with our five-yearly stock condition surveys which provides us with a baseline for future maintenance requirements. The building condition is then reviewed against availability of capital and revenue allocations as well as other aspects of building performance such as suitability, environmental performance and 'fit' with future operational demands of the service through RMP and Emergency Cover Review. This process is shown in the diagram overleaf.



1.6 Capital planning arrangements

- 1.6.1 Our capital funding requirements are a product of the condition survey programme and other reviews mentioned above. This identifies which assets need investment through rebuilding or refurbishment and individual business cases are developed to ensure:
- economy, efficiency and effectiveness of any intervention solutions
 - overall affordability and deliverability

1.7 Key roles and responsibilities

- 1.7.1 The Head of Property has day to day responsibility for managing the property portfolio, reporting to Board level through the Director of Corporate Services. The lead member for property issues is the Chair of the Resources Committee.
- 1.7.2 Financial arrangements including revenue and capital requirements are considered within the established Devolved Financial Management (DFM) arrangements in conjunction with the Director of Corporate Services.

1.8 Collaboration

- 1.8.1 Since 2007 the Authority has developed arrangements for working closely with Lancashire Police where there is mutual benefit. Tangible outcomes of this relationship include the joint facility at Presall where Lancashire Police rent accommodation on the fire station.
- 1.8.2 In addition to the Police, the Service has worked with the North West Ambulance Service. In recent times they have shared accommodation at various sites on a temporary basis, and have longer term arrangements at Preston and Darwen Fire Stations.

1.8.3 We now have a combined Fire and Ambulance Facility at Lancaster which opened in 2018.

1.8.4 The Service has the following joint procurement partnerships.

- It is part of a Merseyside shared service agreement
- It has procured an Appliance Bay doors Maintenance Contract through a joint arrangement with Manchester Fire Service / North West Ambulance Service / Merseyside Fire Service which benefits all the services through economies of scale.
- Planned Maintenance contracts with Lancashire County Council.

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Lancashire Fire and Rescue Service

2. AMP Progress Report

AMP Progress Report: This sets out the progress that has been made by the service in improving the assets in use since the adoption of our last asset management document suite in 2014, and how we are progressing towards our overall asset vision and how we are improving the alignment of the property portfolio with service delivery needs.

CONTENTS

- 2 AMP Progress Report**
- 2.1 Progress on key initiatives
- 2.2 Current asset base
- 2.3 Gap analysis
- 2.4 Priorities for the future

2 AMP Progress Report

2.1 Progress on key initiatives

2.1.1 In recent years the Service has made considerable progress in aligning the property estate with operational requirements and in improving both the physical condition and fitness for purpose of our property assets. There has also been a shift in the operational basis of some of the stations, as the service continually looks to modernise.

2.2 Current asset base

2.2.1 The current property asset base comprises

- Service Headquarters
- Service Training Centre
- 39 stations
 - 7 Whole Time (including 2 retained) stations
 - 17 Retained stations
 - 4 Day Crew (including 2 Retained)
 - 11 Day Crew Plus (DCP) (including 8 Retained)
- USAR
- 1 lease granted to Prince's Trust

2.2.2 The total number of stations has not changed since the previous asset management plan was adopted in 2014, but the nature of station operation has. The number of whole-time stations has reduced from 12 (including 7 retained) down to 7 (with 2 retained).

2.3 Gap Analysis

State of Repair

2.3.1 A fundamental aspect of any asset management approach is an accurate assessment of condition of the property portfolio. LFRS commissioned a comprehensive and independent stock condition survey in 2001, 2006, 2011 and 2017. The latest stock condition surveys provide:

- A The Condition Category of each element (A, B, C, or D)
- B A Budget Cost to repair each element
- C Remaining life expectancy of each element, and when it will have to be repaired or replaced.
- D A budget cost to upgrade each element to condition 'A'.

2.3.2 The latest stock condition survey was completed in 2017. The level of backlog maintenance has reduced significantly, reflecting the investments the Authority has made in its building stock and, aside from SHQ, there is only currently 1 station which is classed as in bad condition, which is Preston. We have through targeted maintenance been able to move the condition category of Carnforth station from Poor into Good and of STC from Poor into Satisfactory.

2.3.3 The condition of the Headquarters and Preston sites remain a concern, and options are continuing to be considered to redevelop the sites and/or re-provide appropriate accommodation.

Fitness for purpose

2.3.4 We were successful in securing transformation funding grants of £0.6m and £2.4m towards DCP at Skelmersdale station and new build of Lancaster station, respectively.

- 2.3.5 The Service has vastly improved the suitability of the fire stations overall, with targeted investment. A project is underway to ensure that all stations have suitable separate sleeping facilities.
- 2.3.6 A review of BA School arrangements at STC identified that there is insufficient separation of clean and dirty areas, and this is being addressed by providing a new BA school, as part of a new workshop facility at STC.
- 2.3.7 A number of drill towers require replacement, and the Service is currently developing a drill tower replacement strategy to agree on type of drill tower to be used in future and a priority list for replacement.

Future Proofing

- 2.3.8 The Integrated Risk Management Plan 2017-2022 is the overarching document that reflects our ambitions and objectives, together with setting clear direction on how these will be achieved and how success will be measured.
- 2.3.9 A key activity of the Integrated Risk Management Plan is the Emergency Cover Review (ECR). This reviews the activity, operational suitability, location and shift systems on fire stations. It also indicates how response standards are being met and provides options for optimising the locations of stations.
- 2.3.10 As part of the Service's priority of tailoring services to meet local needs the Authority has already moved to a new duty system, Day Crewing Plus, for a number of stations with lower activity levels. This decision reflects the Service's drive to match risk and activity to the required response.
- 2.3.11 We have adopted a 'traffic light' trigger mechanism for the continuous review and initiation of our Business Continuity Plan, as follows:

PROPERTY – Unplanned loss of the following accommodation:

Green (Level 1) Short term loss of non-priority stations

Amber (Level 2) Loss of a priority ¹fire station, Urban Search and Rescue Station or significant component of STC or SHQ

Red (Level 3) Loss of multiple stations comprising a geographical area or operational capacity or total loss of key premises e.g. STC or SHQ.

Additionally, an amber or red state may be declared by Executive Board members as a consequence of any other scenario which may impact on business continuity outside the defined property thresholds above.

- 2.3.12 All stations now have local plans in place to mitigate the effects of disruption to service delivery. All Stations also have Uninterruptable Power Supplies (UPS) for their mobilising equipment, and all the Stations that don't have static generators on site have connections installed to enable our mobile generators to be plugged-in, if the mains electricity supply fails.

Environmental

- 2.3.13 We revised our Carbon Management Plan (CMP) in April 2013. The plan includes a visionary target of reducing CO₂ emissions of 40% by March 2020 against a 2007/2008 baseline. By March 2019, we actually achieved a 23% reduction. An updated Carbon

¹ A priority Fire Station is a 'Key' station that is backfilled when the home appliance/s are engaged at an incident for 30 minutes or longer.

Management Plan is currently being developed with revised targets, and once published this Asset Management Plan will be updated to reflect that. We aim to continue our success and achieve year on year reductions in carbon emissions.

- 2.3.14 The Service continues to deliver its Carbon Management Plan. As part of this, Property Department benchmarks and improves its energy performance. This is supported by such work as boiler replacements, alternative energy sources such as solar panels, air source heat pumps, solar thermal and CHP.

Inclusivity and accessibility

- 2.3.15 The Property Department aligns to the organisational priority to promote equality and diversity. All new builds are designed to a standard that is fully compliant with the Equalities Act.
- 2.3.16 Regarding the Disabled Access Improvement Plan all priority 1 and 2 items have now been addressed which focuses on stations having large occupancies and regular public access. The remaining low priority work, at level 3, will be addressed subject to satisfying value for money criteria.
- 2.3.17 Disabled access to upper floors is limited at SHQ. STC and Preston Fire Station, and this will be addressed as part of any redevelopment works associated with these sites.

2.4 Priorities for the future

- 2.4.1 The Service has a main priority to target properties that are in a low suitability or condition category. As such both SHQ and Preston Fire Station are a key focus over the duration of this plan (further details are set out in the 5 year action plan shown in section 4).



Lancashire Fire and Rescue Service

3. Property Performance Report

Property Performance Report: The Property Performance Report sets out how the performance of the property assets has been measured to date and the general direction and areas of performance that needs to be adopted going forward, if the Prioritised 5-year Action Plan is to be delivered. It is anticipated that this Property Performance Report will be revised and refreshed each year.

CONTENTS

- 3 Property Performance Report**
- 3.1 Background
- 3.2 Rationale for performance indicators
- 3.3 Property Performance Management Framework
- 3.4 Analysis of performance

3 Property Performance Report

3.1 Background

3.1.1 This Property Performance Report is concerned with the range of performance indicators that we are adopting to measure the performance of the property portfolio and thus how well our properties are helping to deliver our property vision.

3.2 Rationale for performance indicators

3.2.1 The principal areas of performance that we have decided to measure include:

- Maintained in a good state of repair
- Fit for purpose
- Flexible and adaptable for the future
- Environmentally sustainable
- Efficient in cost and use
- Inclusive and accessible

3.2.2 Using the Property Vision established in the Property Policy Framework, we have adopted performance measures that form the basis of our Property Performance Management Framework.

3.3 Property Performance Management Framework

3.3.1 Table 1 below sets out an outline of our new Property Performance Management Framework, based upon delivering the Property Vision adopted in the Property Performance Framework.

3.3.2 The framework includes both the performance measures to be used and (where currently known) the performance standards to be used.

Table 1: Property performance indicators and performance standards

	Vision	Performance Measures	Performance Standards	Existing data
1	Maintained in a good state of repair	a. Condition rating	Grade B or above (on A-D scale)	Condition surveys from 2017
		b. Statutory compliance	Yes / No (against required programme)	Data within station log books
2	Fit for purpose	a. Suitability grade	Grade B or above (on A-D scale)	Suitability surveys from 2012
3	Environmentally sustainable	a. Energy consumption	To be determined (measured in Kwh per m ²)	Data complete
		b. Water consumption	To be determined (m ³ per m ²)	Data complete

	Vision	Performance Measures	Performance Standards	Existing data
		c. CO ₂ emissions	20% reduction across property portfolio by 2013 (against 2006/2007 baseline)	Data complete
		d. Environmental performance	Display Energy Certificate rating	Data complete
		e. Recycling facilities	Yes / No (facilities equivalent to kerbside collection facilities)	Data complete
4	Future proof	a. Risk from flooding	Located away from flood plains	Data complete
		b. Business Continuity Plan	Yes / No	Data complete
		c. Remaining asset life	> 25 years	Data complete
5	Efficient in cost and use	a. Building operating costs (utilities and business rates only)	To be determined (measured in £ per m ²)	Data complete
6	Inclusive and accessible	a. Public Disability access	Access Audits undertaken and all agreed works completed to a satisfactory standard	Data complete
		b. Welfare facilities	Female toilets and showers	Data complete
		c. Community access	Facilities shared with other public and voluntary sector agencies	Data complete

3.4 Analysis of performance

3.4.1 Set out below is a picture of the known performance of each asset in each of the performance elements of the Property Vision and Property Performance Framework.

Vision 1: Maintained in a good state of repair

The state of repair of our premises is measured through two indicators:

- Condition rating
- Statutory compliance

3.4.2 a. Condition rating

3.4.3 The condition rating is determined through periodic building condition surveys, and is an overall assessment of condition of that particular asset, using the following crating categories:

A: Good	– Performing as intended and operating efficiently
B: Satisfactory	– Performing as intended but showing minor deterioration
C: Poor	– Showing major defects and/or not operating as intended
D: Bad	– Life expired and/or serious risk of imminent failure

3.4.4 These grades follow the National Property Performance Management Initiative (NaPPMI) definitions.

3.4.5 During 2017 condition surveys were undertaken on all LFRS property assets, and these have been updated on a desktop basis to reflect subsequent works undertaken.

3.4.6 Work has taken place and is continuing to take place at a number of assets and this has delivered visible results. Whilst we still have SHQ and one station that is categorised as 'bad, which is Preston, generally the overall condition of the portfolio has improved over the past 5 years of the previous asset management plan.

3.4.7 The number of stations categorised as 'good' or 'satisfactory' has increased from 88% up to 97%, which is a significant achievement, and demonstrates the value of having condition data and targeted programmes of maintenance and improvement.

b. Statutory Compliance

3.4.8 This measure is around the extent to which the asset is statutorily compliant with relevant legislation, including up to date surveys, servicing, and inspection and testing. Examples of areas this includes are M&E servicing, asbestos management plans, water dosing and testing etc.

3.4.9 The Service undertakes regular servicing, testing and inspection of property assets and their mechanical, electrical, fire and water installations in order to ensure continued statutory compliance. Type II Asbestos surveys, Legionella surveys and Access Audits are also available for all sites.

3.4.10 This work is on a regular cycle, with the frequency of servicing, testing and inspection following statutory or best practice standards. Ensuring statutory compliance and planned maintenance costs around £260k as an element of the Property Department budget.

3.4.11 At present we are satisfied that all assets are fully compliant in terms of being up to date with the required surveys, testing and inspection regimes.

Vision 2: Fit for purpose

3.4.12 This measure provides us with an overall suitability grading for each asset taking into account a range of pre-determined criteria. These are:

- Environmental management
- Quality and functional suitability
- Physical attributes
- Sustainability

Annex A to this Property Performance Report sets out the elements that are taken into account in undertaking our suitability assessment.

3.4.13 The four suitability grades are as follows:

A: Good	– Performing as intended and operating efficiently
B: Satisfactory	– Performing as intended but showing minor problems
C: Poor	– Does not support the delivery of the service
D: Severe	– Life expired and/or detrimental effect on service delivery

3.4.14 In our fire station performance sheets set out in Annex B to this Property Performance Report we have categorised suitability into our RAG performance framework as follows:

Suitability Grade A	= "Green"
Suitability Grade B	= "Amber"
Suitability Grade C	= "Red"
Suitability Grade D	= "Red"

3.4.15 The data shows that in 2020 there were no assets that fell into the 'bad' grade. This leaves only SHQ and Preston fire station still with a poor suitability score as at the end of 2019.

3.4.16 The suitability of our assets has some variation across the regions within the LFRS with a higher predominance of 'satisfactory' stations within the Pennine region, where only 4 of the 9 stations are 'good'.

Vision 3: Future Proof

3.4.17 Ensuring that our property assets have longevity and are durable is an important aspect of asset performance for us, given the nature of the services that we provide and deliver.

a. Flood risk

3.4.18 The Service currently has 13 stations on flood plains, eight in zone 2 and five in zone 3. In addition we have five stations in a flood warning area. In terms of our performance reporting we treat those stations in a flood warning areas as a high ("Red") risk, those in flood warning zone 3 as a medium ("Amber") risk and those in flood zone 2 or below as a low ("Green") risk.

3.4.19 As regards risk to surface water flooding, we have one station at high ("Red") risk, 4 at medium ("Amber") risk and 12 at low ("Green") risk.

3.4.20 Opportunities to move fire stations are limited and even when they do present themselves this must be balanced against the potential adverse effect on response times of moving the station away from the flood risk area.

3.4.21 The priority is for appropriate planning and contingency measures to be in place for such events if and when they do occur (see 'business continuity' below). Details of the flood

risk at each station are shown within the asset performance sheets at Annex B to this Property Performance Report.

b. Business Continuity

- 3.4.22 All stations now have business continuity plans in place to mitigate the effects of disruption to service delivery. Similarly, opportunities are presented when works are undertaken on stations. These allow the Service to remove dependency on single boilers and establish some dual facilities, for example heating/showers, in case of gas or electric failure. All the 4 new PFI stations have their own dedicated generators.
- 3.4.23 All stations already have Uninterrupted Power Supplies for their mobilising equipment. All Stations without static generators have external connections for mobile generators in case of isolated outages of supply.

c. Remaining asset life

- 3.4.24 During the valuation process for each asset we consider the remaining asset life. Where assets are valued using a depreciated replacement cost approach the valuation considers the physical, functional and external obsolescence of the actual asset when compared with a modern equivalent asset. This is used to arrive at an estimated remaining asset life.
- 3.4.25 Our current data shows us that SHQ, Preston station and a number of ancillary buildings at the Washington Hall Training Centre have a remaining operational life estimated at less than 15 years. The majority of other operational assets have a remaining economic life in excess of 25 years.

Vision 4: Environmentally sustainable

- 3.4.26 We measure the environmental sustainability of our assets using five separate measures. These are
- Energy consumption
 - Water consumption
 - CO2 emissions
 - Environmental performance
 - BREEAM rating
 - Display energy certificates
 - Recycling facilities

a. Energy consumption

- 3.4.27 This measure includes electricity and gas fuels and is expressed as kWh per m² of gross internal floor area.
- 3.4.28 Within this total there is wide variance in the performance of individual assets, with the highest energy consumer being Bacup station at 379 kWh per m² and the lowest being Chorley station at 124 kWh per m². The nature of this performance measure is that there will always be high performers and low performers, and the challenge is to constantly seek to improve energy efficiency in all premises, to reduce energy consumption and costs.
- 3.4.29 Clearly the nature of occupation and activities at each stage can vary considerably and this may well contribute towards the wide range of performance.
- 3.4.30 We have analysed the energy performance of our fire stations and developed performance 'bands' that express performance based on where each station sits in relative terms to other stations. This is a temporary approach pending the development of a formal performance standard.

- 3.4.31 In 2014 we designated those in the top quartile of Station average kwh/m² use (<284kWh per m²) as "green" in our RAG performance framework, with those in the bottom quartile average (>401kWh per m²) as "red", with the remainder as "amber".
- 3.4.32 For consistency and comparability, we have retained these thresholds as absolute thresholds for performance reporting in this asset management plan. This means that we do not have any stations in the "red" category. Of all of our premises, only 5 are in the "amber" category, being Longridge, Great Harwood, Hornby, Bacup and Blackpool.

b. Water consumption

- 3.4.33 This measures water consumption expressed per square metre of gross internal floor area. As with energy consumption there is wide variation between different premises, with Bolton le-Sands station being the highest consumer of water at 0.98 litres per m² and 0.1 litres per m² at Silverdale station.
- 3.4.34 At the time of the 2014 asset management plan, the highest consumer of water was Nelson at 1.62 litres per m² which demonstrates a considerable reduction in water consumption levels.
- 3.4.35 We have analysed the water performance of our fire stations and developed performance 'bands' that express performance based on where each station sits in relative terms to other stations.
- 3.4.36 In 2014 we designated those in the top quartile (<0.18 litres per m²) as "green" in our RAG performance framework, with those in the bottom quartile (>0.77 litres per m²) as "red", with the remainder as "amber".
- 3.4.37 For consistency and comparability, we have retained these thresholds as absolute thresholds for performance reporting in this asset management plan. This means that we only have one station in the "red" category, which is Bolton le-sands. Of all of our premises, only 4 are in the "green" category, being Silverdale, Padiham, Barnoldswick, and Chorley.

c. Water CO₂ emissions

- 3.4.38 We adopted a Carbon Management Plan (CMP) in March 2009, which established performance improvement targets for the following 5-year period. We revised our Carbon Management Plan in April 2013. The plan includes a visionary target of reducing CO₂ emissions of 40% by March 2020 against a 2007/2008 baseline. By March 2019, we actually achieved a 23% reduction. An updated Carbon Management Plan is currently being developed with revised targets, and once published this Asset Management Plan will be updated to reflect that.
- 3.4.39 As such, we are treating this performance on a pan-portfolio basis rather than on an asset-by-asset basis. This is a high-level measure and by improving performance in the areas of energy and water consumption we will be contributing to improvement against this high-level measure.

d. Environmental performance

- 3.4.40 A Display Energy Certificate (DEC) and advisory report are required for buildings with a total useful floor area (as defined in the regulations) over 500m² that are occupied in whole or part by public authorities and frequently visited by the public.
- 3.4.41 We have complied with the legislative requirements to procure display energy certificates for relevant property assets. The majority of our fire stations are below the 500m² threshold, but to meet the new future standards we have DEC certificates for all our properties over 250m².

3.4.42 In our performance management framework, we have classified each fire station according to the DEC rating. A rating of A to C is afforded "green", D or E is afforded "amber" and F or G is afforded "red".

3.4.43 Of the 25 fire stations where there is a DEC in place this shows that only one station falls into the "red" category, being Penwortham. Twelve of the stations fall into the "green" category, leaving 12 in the "amber" category.

e. Recycling facilities

3.4.44 Our aim is that all of our assets accommodate recycling facilities that are at least equivalent to local District Council kerbside recycling facilities in the area that each asset is located, and to properly and responsibly manage our waste.

3.4.45 We have a waste hierarchy (prevent, reduce, re-use, recycle, recover and dispose) which sets the framework for how we manage waste. To meet these aims we;

- Separate general waste and hazardous waste at source
- Keep all waste securely stored and labelled until collection
- Promote waste reduction and re-use of waste as preferred options
- Monitor waste volumes to support waste minimisations

3.4.46 We have undertaken an assessment of each asset, and the current data shows that all of our properties are on target performance in terms of accommodating recycling facilities.

Vision 5: Efficient in use and cost

3.4.47 It is important that our property assets are as efficient as possible so that the capital and revenue tied up in them is at the optimum level. We measure that efficiency by calculating the overall building operating costs for each asset and express this per square metre of gross internal area. This provides us with a relative measure of efficiency as between each asset. The building operating costs include such things as business rates, rent, maintenance costs, energy costs and water costs.

Building operating costs

3.4.48 We have collated the principal operating costs for each station during the course of preparing and developing this plan, i.e., business rates and utility costs, and have undertaken an initial analysis to show the performance of each station. This can be seen in the fire station performance sheets in Annex B. The Service spends over £1m each year on business rates and utility costs alone.

3.4.49 Further and more detailed analysis will be undertaken over the coming year to further understand the data, enabling us to:

- Understand the drivers for relative performance,
- Set future performance standards, and,
- Intervene to improve performance where appropriate and cost-effective.

3.4.50 Our analysis will enable us to target energy performance (in association with energy consumption data) and premises where business rates are high such that a rating appeal could be considered.

3.4.51 We have analysed the building operating costs of our fire stations and developed performance 'bands' that express performance based on where each station sits in relative terms to other stations.

3.4.52 In 2014 we designated those in the top quartile of Station average cost (<£46.36 per m²) as "green" in our RAG performance framework, with those in the bottom quartile

average (>£139.06 per m²) as “red”, with the remainder as “amber”. This excludes the PFI stations where data is not available.

3.4.53 For consistency and comparability, we have retained these thresholds as absolute thresholds for performance reporting in this asset management plan.

3.4.54 Of the 33 non-PFI stations, 9 are in the “green” category, with no stations in the “red” category.

Vision 6: Inclusive and accessible (statutory compliance)

3.4.55 We seek to ensure that all of our assets are as accessible and inclusive as possible, within available budgets. We measure this in three separate ways.

- Firstly, we assess accessibility for people with disabilities in accordance with the Equalities Act. This is assessed by undertaking access audits.
- Secondly, we measure the availability of welfare facilities for female fire fighters.
- Thirdly, we measure the extent to which each asset comprises bespoke facilities for community engagement and education or shared use with voluntary sector agencies.

a. Disability access

3.4.56 We measure disability access across eight separate elements as follows:

- Parking
- Signage
- Steps & ramps
- Automated access doors
- Horizontal circulation
- Vertical circulation
- Hearing loops
- Accessible WC

3.4.57 The Service undertook Access Audits on all properties that it occupies or delivers services from in 2006/2007. From these access audits we have been able to target investment into priority areas.

b. welfare facilities

3.4.58 All of our stations now have WC and shower facilities for female fire-fighters. We are also investing in improved sleeping facilities at various stations.

c. Community facilities and shared use with voluntary sector

3.4.59 The Service has been very active in encouraging shared use of our facilities and encouraging community access. Nearly a half of all our stations have some form of shared or community use, including from local public service boards, PACT, NWAS, NHS practitioners, Police as outside organisations and community groups such as Scouts, Beavers, Guides, Cubs, Air Cadets, youth football teams and even young farmers. Many of these uses are on a regular weekly basis.

ENVIRONMENT MANAGEMENT

ENERGY PERFORMANCE

WASTE MANAGEMENT

WATER

<ul style="list-style-type: none"> • Energy conservation reducing consumption • Energy efficient systems • CO² emissions reduced • Insulating to roofs, cladding, plant, window and appliance room doors • Best practice guides • Accreditation • Education and training to all staff in energy performance and conservation 	<ul style="list-style-type: none"> • Recycling programme to segregate waste • Reduction of packaging • Review of waste removal contracts • Green clause in contracts • Reduce/avoid landfill taxes 	<ul style="list-style-type: none"> • Flush control fittings • Education and training of staff in water consumption • Fitting of automatic shower and faucet controls • New meters fitted • Comprehensive review of water storage
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QUALITY AND FUNCTIONAL STABILITY

AMENITY

DESIGN

INTERNAL SPACE

<ul style="list-style-type: none"> • Attractive main entrance/ reception area for all users • Privacy and dignity issues addressed for male and females • Appropriate provision for disabled users at all locations • Appropriate safety and security measures • Signage is legible, visible and consistent for all property • Adequate car parking • Noise levels acceptable 	<ul style="list-style-type: none"> • Where possible natural light to be used to maximum effect • Lighting levels appropriate • Attractive and resilient finishes to floors, ceilings and walls • Functional furniture supports workplace activities • Easily maintained landscaping 	<ul style="list-style-type: none"> • Security maintained for staff, volunteers and visitors • Privacy maintained for workforce whilst retaining community interaction • Provision of good quality accommodation for use by partnerships • Joint funding with partnership agencies for accommodation within Service property • Site sharing protocols divide costs equitably • Adequate storage space
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PHYSICAL ATTRIBUTES

BUILDING

MECHANICAL

ELECTRICAL

<ul style="list-style-type: none"> • Structure • External Fabric • Roof • Internal Fabric • Fixtures and Fittings • Drainage, Sewerage and Water Supply • External Works • Grounds and Garden 	<ul style="list-style-type: none"> • Heating System • Ventilation System • Hot & Cold Water System • Lifts & Hoists • Boilers & Calorifiers • Fixed Plant & Equipment 	<ul style="list-style-type: none"> • Electrical Distribution • Systems & Equipment • Alarms & Detection • Equipment • Fixed Plant • BEMS System • Telecommunications
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SUSTAINABILITY

FIRE PRECAUTIONS

HEALTH AND SAFETY

<ul style="list-style-type: none"> • Compartmentation • Fire Doors • Means of Escape • Alarm & Detection Systems • Textile & Furniture Compliance with Fire Codes • Storage Segregation (where appropriate) • Complete Fire Risk Assessments at all Locations • Maintenance of Fire Extinguishers etc. 	<ul style="list-style-type: none"> • Electrical Services – supply & distribution • Asbestos (removed/controlled) • Legionella Control • Food Hygiene • Compliance with legislation (MH&SWR/COSHH/DDA) • Pressurised Systems • Surface Temperatures (existing equipment control)
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**Property Performance Report
Annex B**

Premises Performance Sheets

DRAFT

Premises Name			Address	Garstang Road
Headquarters				Fulwood
Station Number	SHQ			Preston
Date Built			Post Code	PR2 3LH
Number of bays			UPRN	10007604884
Occupied bays			Easting & Northing	SD 352879 433797
Station floor area	3917	sq m	IFRS Classification	PP&E
Site area	14841	sq m	Rateable Value	151000
Tenure	Freehold			
Asset Performance			4. FUTURE PROOFING	
1. CONDITION			Flood Plain Risk	G
Condition Category	C		Surface Water Flood Risk	G
Statutory Compliance	G		Business Continuity Risk	G
			Asset Life	<15 yrs+
2. SUITABILITY			5. EFFICIENCY	
Overall Suitability	C		Building Operating Costs	£37.62
3. ENVIRONMENTAL			6. INCLUSIVITY	
Display energy Certificate	C 61		DDA compliance	No vertical circulation
Energy Consumption	188	kWh/m2/A	Female Welfare Facilities	G
Water Consumption	0.19	m3/m2/A	Community Facilities	G
Recycling Facilities	G			

Premises Name			Address	Westway	
Training Centre				Euxton	
Station Number	STC			Chorley	
Date Built			Post Code	PR7 6DH	
Number of bays			UPRN	10024429665	
Occupied bays			Easting & Northing	SD	356684 418598
Station floor area	4987	sq m	IFRS Classification	PP&E	
Site area	98464	sq m	Rateable Value	420000	
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£55.91	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 68		DDA compliance	No vertical circulation	
Energy Consumption	245	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.24	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Preston Fire Station		Address	Blackpool Road Preston	
Station Number	C50		Post Code	PR1 6US	
Date Built	1962		UPRN	10013865670	
Number of bays	7		Easting & Northing	SD	355332 430857
Occupied bays	5		IFRS Classification	PP&E	
Station floor area	2358	sq m	Rateable Value	96500	
Site area	11012			sq m	
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	D		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	<15 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	C		Building Operating Costs	£45.77	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 63		DDA compliance	No Hearing loop. No vertical circulation.	
Energy Consumption	261	kWh/m2/A			
Water Consumption	0.53	m3/m2/A	Female Welfare Facilities	G	
Recycling Facilities	G		Community Facilities	G	



Station Name			Address	Garstang Road	
Fulwood Fire Station				Fulwood	
Station Number	C52			Preston	
Date Built	1960		Post Code	PR2 3LH	
Number of bays	2		UPRN	10007604884	
Occupied bays	2		Easting & Northing	SD 352859	433798
Station floor area	421	sq m	IFRS Classification	PP&E	
Site area	486	sq m	Rateable Value	Part of SHQ	
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£37.62	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 61		DDA compliance	G	
Energy Consumption	188	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.19	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name			Address	Whittingham Road Longridge	
Longridge Fire Station			Post Code	PR3 2AB	
Station Number	E59		UPRN	100012752304	
Date Built	1967		Easting & Northing	SD	359958 437143
Number of bays	1		IFRS Classification	PP&E	
Occupied bays	1		Rateable Value	13250	
Station floor area	157	sq m			
Site area	1849	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£67.79	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	323	kWh/m2/A	Female Welfare Facilities	G	
	0.68	m3/m2/A	Community Facilities	G	
Water Consumption					
Recycling Facilities	G				



Station Name	Hyndburn Fire Station		Address	Hyndburn Road Church	
Station Number	E70		Post Code	BB5 4EQ	
Date Built	2003		UPRN	10070886951	
Number of bays	4		Easting & Northing	SD	374866 428918
Occupied bays	3		IFRS Classification	PP&E	
Station floor area	1190	sq m	Rateable Value	132000	
Site area	5524	sq m			
Tenure	PFI - Leasehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	R	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	PFI	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 68		DDA compliance	G	
Energy Consumption	273	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.26	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Blackburn Fire Station		Address	Byrom Street Blackburn	
Station Number	E71		Post Code	BB2 2LE	
Date Built	2012		UPRN	100012540447	
Number of bays	3		Easting & Northing	SD	367976 427523
Occupied bays	3		IFRS Classification	PP&E	
Station floor area	1214	sq m	Rateable Value	139000	
Site area	4014	sq m			
Tenure	PFI - Leasehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	PFI	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	D 98		DDA compliance	G	
Energy Consumption	258	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.65	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Great Harwood Fire Station		Address	Queens Street Great Harwood	
Station Number	E72		Post Code	BB6 7AL	
Date Built	1972		UPRN	100012546999	
Number of bays	3		Easting & Northing	SD	373511 432363
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	268	sq m	Rateable Value	18250	
Site area	913	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£51.93	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 68		DDA compliance	G	
Energy Consumption	293	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.32	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name		Address		Union Street Darwen	
Darwen Fire Station					
Station Number		Post Code		BB3 0DA	
E76		UPRN		100012541891	
Date Built		Easting & Northing		SD 369197 422439	
1985		IFRS Classification		PP&E	
Number of bays		Rateable Value		55500	
2					
Occupied bays					
2					
Station floor area		sq m			
962					
Site area		sq m			
3490					
Tenure					
Freehold					
Asset Performance		4. FUTURE PROOFING			
1. CONDITION		Flood Plain Risk		G	
Condition Category		Surface Water Flood Risk		A	
B		Business Continuity Risk		G	
Statutory Compliance		Asset Life		15-25 yrs	
G					
2. SUITABILITY		5. EFFICIENCY			
Overall Suitability		Building Operating Costs		£45.11	
A					
3. ENVIRONMENTAL		6. INCLUSIVITY			
Display energy Certificate		DDA compliance		G	
D 83		Female Welfare Facilities		G	
Energy Consumption		Community Facilities		R	
185					
Water Consumption					
0.49					
kWh/m2/A					
m3/m2/A					
Recycling Facilities					
G					



Station Name		Address		Princess Street Clitheroe	
Clitheroe Fire Station					
Station Number		Post Code		BB7 2AL	
E91		UPRN		100012547665	
Date Built		Easting & Northing		SD 374565 442367	
1987		IFRS Classification		PP&E	
Number of bays		Rateable Value		26500	
2					
Occupied bays					
2					
Station floor area					
205 sq m					
Site area					
2090 sq m					
Tenure					
Freehold					
Asset Performance		4. FUTURE PROOFING			
1. CONDITION		Flood Plain Risk		G	
Condition Category		Surface Water Flood Risk		G	
B		Business Continuity Risk		G	
Statutory Compliance		Asset Life		25 yrs+	
G					
2. SUITABILITY		5. EFFICIENCY			
Overall Suitability		Building Operating Costs		£83.56	
A					
3. ENVIRONMENTAL		6. INCLUSIVITY			
Display energy Certificate		DDA compliance		G	
N / A		Female Welfare Facilities		G	
Energy Consumption		Community Facilities		G	
241 kWh/m2/A					
Water Consumption					
0.33 m3/m2/A					
Recycling Facilities					
G					



Station Name	Lancaster Fire Station		Address	Cable Street Lancaster	
Station Number	N11		Post Code	LA1 1HH	
Date Built	2018		UPRN	100012621412	
Number of bays	2		Easting & Northing	SD	347805 461966
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	1207	sq m	Rateable Value	150000	
Site area	2805 sq m				
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	R	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£56.31	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	B 40		DDA compliance	G	
Energy Consumption	131	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.32	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Morecambe Fire Station		Address	Westgate Morecambe	
Station Number	N12		Post Code	LA4 4TA	
Date Built	2003		UPRN	10009277623	
Number of bays	4		Easting & Northing	SD	343872 463072
Occupied bays	3		IFRS Classification	PP&E	
Station floor area	1445	sq m	Rateable Value	144000	
Site area	6210	sq m			
Tenure	PFI - Leasehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	A	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	PFI	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 63		DDA compliance	G	
Energy Consumption	245	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.26	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Bolton-le-Sands Fire Station		Address	Bypass Road Bolton-le-Sands		
Station Number	N13		Post Code	LA5 8JD		
Date Built	1970		UPRN	10009272515		
Number of bays	2		Easting & Northing	SD	348170	467853
Occupied bays	1		IFRS Classification	PP&E		
Station floor area	184	sq m	Rateable Value	17250		
Site area	1886	sq m				
Tenure	Freehold					
Asset Performance			4. FUTURE PROOFING			
1. CONDITION			Flood Plain Risk	G		
Condition Category	A		Surface Water Flood Risk	G		
Statutory Compliance	G		Business Continuity Risk	G		
			Asset Life	25 yrs+		
2. SUITABILITY			5. EFFICIENCY			
Overall Suitability	A		Building Operating Costs	£57.93		
3. ENVIRONMENTAL			6. INCLUSIVITY			
Display energy Certificate	N / A		DDA compliance	G		
Energy Consumption	237	kWh/m2/A	Female Welfare Facilities	G		
Water Consumption	0.98	m3/m2/A	Community Facilities	G		
Recycling Facilities	G					



Station Name	Carnforth Fire Station		Address	Market Street Carnforth	
Station Number	N14		Post Code	LA5 9JU	
Date Built	1927		UPRN	100012627779	
Number of bays	1		Easting & Northing	SD	349813 470677
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	235	sq m	Rateable Value	14500	
Site area	1010	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£54.85	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	220	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.35	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Silverdale Fire Station		Address	Emsgate Silverdale	
Station Number	N15		Post Code	LA5 0RS	
Date Built	1970		UPRN	100012627283	
Number of bays	1		Easting & Northing	SD 346252	475222
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	174	sq m	Rateable Value	14750	
Site area	1396	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£62.38	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	193	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.1	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Hornby Fire Station		Address	Main Street Hornby	
Station Number	N16		Post Code	LA2 8JY	
Date Built	1967		UPRN	10009280413	
Number of bays	1		Easting & Northing	SD	358426 468688
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	136	sq m	Rateable Value	11500	
Site area	627			sq m	
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£57.56	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	336	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.22	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Garstang Fire Station		Address	Green Lane West Garstang	
Station Number	N18		Post Code	PR3 1NJ	
Date Built	1991		UPRN	10003532868	
Number of bays	1		Easting & Northing	SD	348826 446124
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	208	sq m	Rateable Value	25750	
Site area	2995	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£73.28	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	191	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.25	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Fleetwood Fire Station		Station Number	N32	Address	Radcliffe Road Fleetwood		
Date Built	2012		Post Code	FY7 6UJ		UPRN	100012617712	
Number of bays	2		Easting & Northing	SD	332980	447115		
Occupied bays	2		IFRS Classification	PP&E		Rateable Value	122000	
Station floor area	1160	sq m						
Site area	2299	sq m						
Tenure	PFI - Leasehold							
Asset Performance	1. CONDITION		4. FUTURE PROOFING		Flood Plain Risk			
Condition Category	A		Flood Plain Risk		R			
Statutory Compliance	G		Surface Water Flood Risk		G			
			Business Continuity Risk		G			
			Asset Life		25 yrs+			
	2. SUITABILITY		5. EFFICIENCY		Building Operating Costs			
Overall Suitability	A		Building Operating Costs		PFI			
	3. ENVIRONMENTAL		6. INCLUSIVITY		DDA compliance			
Display energy Certificate	D 77		DDA compliance		G			
Energy Consumption	222	kWh/m2/A	Female Welfare Facilities		G			
Water Consumption	0.19	m3/m2/A	Community Facilities		G			
Recycling Facilities	G							



Station Name	Preesall Fire Station		Address	Sandy Lane Preesall	
Station Number	N33		Post Code	FY6 0EJ	
Date Built	2010		UPRN	100012616353	
Number of bays	1		Easting & Northing	SD	336283 448093
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	256	sq m	Rateable Value	29250	
Site area	860	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	R	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£85.95	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	D 80		DDA compliance	G	
Energy Consumption	169	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.4	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Bacup Fire Station		Address	Pennine Road Bacup	
Station Number	P73		Post Code	OL13 9PZ	
Date Built	1970		UPRN	100012733356	
Number of bays	2		Easting & Northing	SD	387201 422202
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	343	sq m	Rateable Value	25000	
Site area	4953	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Risk		
			Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£72.24	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	D 99		DDA compliance	G	
Energy Consumption	379	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.72	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Rawtenstall Fire Station		Address	Queens Square Rawtenstall	
Station Number	P74		Post Code	BB4 6AB	
Date Built	1989		UPRN	10014224792	
Number of bays	2		Easting & Northing	SD	381011 422652
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	876	sq m	Rateable Value	84500	
Site area	6798	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£67.51	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	E 102		DDA compliance	G	
Energy Consumption	261	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.41	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Haslingden Fire Station		Address	Manchester Road Haslingden	
Station Number	P75		Post Code	BB4 6NL	
Date Built	1972		UPRN	100012543304	
Number of bays	1		Easting & Northing	SD	378775 422951
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	147	sq m	Rateable Value	12250	
Site area	1301				
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£59.82	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	250	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.32	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Burnley Fire Station		Address	Belvedere Road Burnley		
Station Number	P90		Post Code	BB10 3AA		
Date Built	2012		UPRN	100012536400		
Number of bays	5 + 2		Easting & Northing	SD	384845	433076
Occupied bays	5 + 2		IFRS Classification	PP&E		
Station floor area	1543	sq m	Rateable Value	153000		
Site area	6426	sq m				
Tenure	PFI - Leasehold					
Asset Performance			4. FUTURE PROOFING			
1. CONDITION			Flood Plain Risk	G		
Condition Category	A		Surface Water Flood Risk	G		
Statutory Compliance	G		Business Continuity Risk	G		
			Asset Life	25 yrs+		
2. SUITABILITY			5. EFFICIENCY			
Overall Suitability	A		Building Operating Costs	PFI		
3. ENVIRONMENTAL			6. INCLUSIVITY			
Display energy Certificate	D 88		DDA compliance	G		
Energy Consumption	209	kWh/m2/A	Female Welfare Facilities	G		
Water Consumption	0.38	m3/m2/A	Community Facilities	G		
Recycling Facilities	G					



Station Name	Padiham Fire Station		Address	Station Road Padiham	
Station Number	P92		Post Code	BB12 8EA	
Date Built	1960		UPRN	100012538984	
Number of bays	2		Easting & Northing	SD	379391 433858
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	198	sq m	Rateable Value	15000	
Site area	922			sq m	
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	R	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£45.54	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	161	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.14	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Barnoldswick Fire Station		Address	Wellhouse Road Barnoldswick	
Station Number	P93		Post Code	BB8 6DB	
Date Built	1965		UPRN	100012539696	
Number of bays	2		Easting & Northing	SD	387897 446838
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	248	sq m	Rateable Value	15000	
Site area	907	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£32.83	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	B 26		DDA compliance	G	
Energy Consumption	151	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.15	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Nelson Fire Station		Address	Bradley Road Nelson		
Station Number	P94		Post Code	BB9 7QH		
Date Built	1970		UPRN	100012550245		
Number of bays	4		Easting & Northing	SD	386157	438138
Occupied bays	2		IFRS Classification	PP&E		
Station floor area	868	sq m	Rateable Value	39250		
Site area	907	sq m				
Tenure	Freehold					
Asset Performance			4. FUTURE PROOFING			
1. CONDITION			Flood Plain Risk	A		
Condition Category	B		Surface Water Flood Risk	A		
Statutory Compliance	G		Business Continuity Risk	G		
			Asset Life	15-25 yrs		
2. SUITABILITY			5. EFFICIENCY			
Overall Suitability	B		Building Operating Costs	£30.56		
3. ENVIRONMENTAL			6. INCLUSIVITY			
Display energy Certificate	D 85		DDA compliance	G		
Energy Consumption	227	kWh/m2/A	Female Welfare Facilities	G		
Water Consumption	0.59	m3/m2/A	Community Facilities	R		
Recycling Facilities	G					



Station Name	Earby Fire Station		Address	Jago Road Earby	
Station Number	P95		Post Code	BB18 6YD	
Date Built	1981		UPRN	10090961605	
Number of bays	1		Easting & Northing	SD	390475 446147
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	196	sq m	Rateable Value	22500	
Site area	2764	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£70.71	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	228	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.48	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Colne Fire Station		Address	Craddock Road Colne	
Station Number	P96		Post Code	BB88 0JZ	
Date Built	1981		UPRN	100012548678	
Number of bays	2		Easting & Northing	SD	389174 440028
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	323	sq m	Rateable Value	17500	
Site area	1029	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£52.04	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate			DDA compliance	G	
Energy Consumption	237	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.44	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Ormskirk Fire Station		Address	County Road Ormskirk	
Station Number	S51		Post Code	L39 3LU	
Date Built	1990		UPRN	100012653956	
Number of bays	2		Easting & Northing	SD	340933 407903
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	457	sq m	Rateable Value	52000	
Site area	5975	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£79.64	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	E 103		DDA compliance	G	
Energy Consumption	256	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.51	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				

Station Name			Address	Cuerden Way Bamber Bridge	
Bamber Bridge Fire Station			Post Code	PR5 6BJ	
Station Number	S53		UPRN	100012757529	
Date Built	1998		Easting & Northing	SD	355932 425388
Number of bays	2		IFRS Classification	PP&E	
Occupied bays	2		Rateable Value	91500	
Station floor area	943	sq m			
Site area	1133	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£60.84	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 59		DDA compliance	G	
Energy Consumption	168	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.52	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Chorley Fire Station		Address	Westway Euxton Chorley	
Station Number	S54		Post Code	PR7 6DH	
Date Built	2013		UPRN	10024429665	
Number of bays	3		Easting & Northing	SD	356689 418600
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	1385	sq m	Rateable Value	Part of STC	
Site area	3303	sq m			
Tenure	PFI - Leasehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	PFI	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 59		DDA compliance	G	
Energy Consumption	124	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.11	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				

Station Name	Leyland Fire Station		Address	Broadfield Drive Leyland	
Station Number	S55		Post Code	PR25 1LB	
Date Built	1960		UPRN	10033056256	
Number of bays	2		Easting & Northing	SD	353671 421973
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	367	sq m	Rateable Value	26750	
Site area	4802	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk		
Condition Category	B		Surface Water Flood Risk		
Statutory Compliance	G		Business Continuity Risk		
			Asset Life		
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs		
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 69		DDA compliance		
Energy Consumption	254	kWh/m2/A	Female Welfare Facilities		
Water Consumption	0.68	m3/m2/A	Community Facilities		
Recycling Facilities	G				



Station Name	Skelmersdale Fire Station		Address	Tanhouse Road Skelmersdale	
Station Number	S56		Post Code	WN8 9NN	
Date Built	1970		UPRN	100012822123	
Number of bays	3		Easting & Northing	SD	349259 405483
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	870	sq m	Rateable Value	45500	
Site area	3169	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£39.89	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	D 97		DDA compliance	G	
Energy Consumption	248	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.25	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				

Station Name	Penwortham Fire Station		Address	Leyland Road Penwortham	
Station Number	S57		Post Code	PR1 9QD	
Date Built	1930		UPRN	10033050914	
Number of bays	2		Easting & Northing	SD	353216 427797
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	632	sq m	Rateable Value	38000	
Site area	707	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	A	
Condition Category	B		Surface Water Flood Risk	A	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£30.92	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	F 138		DDA compliance	G	
Energy Consumption	224	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.5	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	Tarleton Fire Station		Address	Hesketh Lane Tarleton		
Station Number	S58		Post Code	PR4 6UB		
Date Built	1969		UPRN	10012348201		
Number of bays	1		Easting & Northing	SD	345240	420792
Occupied bays	1		IFRS Classification	PP&E		
Station floor area	170	sq m	Rateable Value	15750		
Site area	1041	sq m				
Tenure	Freehold					
Asset Performance			4. FUTURE PROOFING			
1. CONDITION			Flood Plain Risk	G		
Condition Category	A		Surface Water Flood Risk	G		
Statutory Compliance	G		Business Continuity Risk	G		
			Asset Life	15-25 yrs		
2. SUITABILITY			5. EFFICIENCY			
Overall Suitability	A		Building Operating Costs	£70.26		
3. ENVIRONMENTAL			6. INCLUSIVITY			
Display energy Certificate	N / A		DDA compliance	G		
Energy Consumption	231	kWh/m2/A	Female Welfare Facilities	G		
Water Consumption	0.54	m3/m2/A	Community Facilities	R		
Recycling Facilities	G					



Station Name	Blackpool Fire Station		Address	Forest Gate Blackpool	
Station Number	W30		Post Code	FY3 9RA	
Date Built	1987		UPRN	10000870472	
Number of bays	3		Easting & Northing	SD 332273	436273
Occupied bays	3		IFRS Classification	PP&E	
Station floor area	1356		Rateable Value	107000	
Site area	6920				
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
2. SUITABILITY			Asset Life	25 yrs+	
Overall Suitability	A		5. EFFICIENCY		
3. ENVIRONMENTAL			Building Operating Costs	£58.28	
Display energy Certificate	C 70		6. INCLUSIVITY		
Energy Consumption	298		DDA compliance	No Hearing loop	
Water Consumption	0.56		Female Welfare Facilities	G	
Recycling Facilities	G		Community Facilities	R	



Station Name	Bispham Fire Station		Address	Redbank Road Bispham		
Station Number	W31		Post Code	FY2 9EA		
Date Built	1966		UPRN	10000869779		
Number of bays	2		Easting & Northing	SD	331317	439993
Occupied bays	1		IFRS Classification	PP&E		
Station floor area	757	sq m	Rateable Value	33500		
Site area	2079					
Tenure	Freehold					
Asset Performance			4. FUTURE PROOFING			
1. CONDITION			Flood Plain Risk			
Condition Category	B		Surface Water Flood Risk			
Statutory Compliance	G		Risk			
			Business Continuity Risk			
			Asset Life			
			15-25 yrs			
2. SUITABILITY			5. EFFICIENCY			
Overall Suitability	B		Building Operating Costs			
			£25.45			
3. ENVIRONMENTAL			6. INCLUSIVITY			
Display energy Certificate	D 91		DDA compliance			
Energy Consumption	147	kWh/m2/A	Female Welfare Facilities			
Water Consumption	0.28	m3/m2/A	Community Facilities			
Recycling Facilities	G		R			



Station Name	Wesham Fire Station		Address	Fleetwood Road Wesham	
Station Number	W34		Post Code	PR4 3AD	
Date Built	1992		UPRN	100012835159	
Number of bays	1		Easting & Northing	SD	341566 433415
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	208	sq m	Rateable Value	26000	
Site area	1692	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£76.82	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	240	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.29	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	Lytham Fire Station		Address	Station Road Lytham	
Station Number	W35		Post Code	FY8 5DJ	
Date Built	1966		UPRN	10023483335	
Number of bays	2		Easting & Northing	SD	336987 427312
Occupied bays	1		IFRS Classification	PP&E	
Station floor area	185	sq m	Rateable Value	15000	
Site area	1181				
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	R	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£53.64	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	N / A		DDA compliance	G	
Energy Consumption	238	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.24	m3/m2/A	Community Facilities	R	
Recycling Facilities	G				



Station Name	St Annes Fire Station		Address	St Andrew's Road North St Annes	
Station Number	W36		Post Code	FY8 2JQ	
Date Built	1985		UPRN	100010410347	
Number of bays	2		Easting & Northing	SD	331970 429307
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	884	sq m	Rateable Value	78000	
Site area	2736				
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	A		Surface Water Flood Risk	G	
Statutory Compliance	G		Business Continuity Risk	G	
			Asset Life	25 yrs+	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	A		Building Operating Costs	£63.00	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	C 66		DDA compliance	G	
Energy Consumption	221	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.55	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Station Name	South Shore Fire Station		Address	St Anne's Road Blackpool	
Station Number	W37		Post Code	FY4 3AP	
Date Built	1973		UPRN	10000868233	
Number of bays	2		Easting & Northing	SD	331369 433932
Occupied bays	2		IFRS Classification	PP&E	
Station floor area	748	sq m	Rateable Value	46500	
Site area	2498	sq m			
Tenure	Freehold				
Asset Performance			4. FUTURE PROOFING		
1. CONDITION			Flood Plain Risk	G	
Condition Category	B		Surface Water Flood Risk	G	
Statutory Compliance	G		Risk		
			Business Continuity Risk	G	
			Asset Life	15-25 yrs	
2. SUITABILITY			5. EFFICIENCY		
Overall Suitability	B		Building Operating Costs	£56.34	
3. ENVIRONMENTAL			6. INCLUSIVITY		
Display energy Certificate	D 86		DDA compliance	G	
Energy Consumption	218	kWh/m2/A	Female Welfare Facilities	G	
Water Consumption	0.74	m3/m2/A	Community Facilities	G	
Recycling Facilities	G				



Lancashire Fire and Rescue Service

4. 5-year Action Plan

5-year Action Plan: This fourth document pulls together the three other documents to provide an analysis of where the gaps are and an Action Plan against which progress will be measured. At this stage we would expect this document to have a life of up to 5 years, with annual review of milestones.

CONTENTS

- 4 5-year Action Plan**
- 4.1 What the assets are
- 4.2 What is expected of them
- 4.3 How they are performing
- 4.4 Performance shortfalls
- 4.5 Priorities for intervention
- 4.6 Resources Analysis
- 4.7 Action Plan
- 4.8 Monitoring & Review arrangements

4 Property Asset Management Plan

4.1 What the assets are

4.1.1 Some of the principal property assets owned by LFRS include:

The current property asset base comprises

- Service Headquarters
- Service Training Centre
- 39 stations
 - 7 Whole Time (including 2 retained) stations
 - 17 Retained stations
 - 4 Day Crew (including 1 Retained)
 - 11 Day Crew Plus (DCP) (including 8 Retained)
- USAR
- 1 lease granted to Prince's Trust

4.2 What is expected of them (see Property Policy Framework)

4.2.1 Asset Vision

4.2.2 Our vision for our property portfolio is that it should be:

- Maintained in a good state of repair
- Fit for purpose
- Future proof
- Environmentally sustainable
- Efficient in use and cost
- Inclusive and accessible

4.3 How they are performing (see Property Performance Report)

4.3.1 In terms of elements of asset performance that have been previously measured, we can demonstrate some strong improvement in both state of repair and overall suitability grading. With planned targeted investment we have strong confidence that we will be largely meeting our performance targets in these two areas over the life of this asset management plan.

4.4 Performance shortfalls

4.4.1 Despite considerable progress over recent years, there remain specific challenges that we need to address, in particular options surrounding SHQ and Preston Fire Station.

Service HQ

4.4.2 The current problems with SHQ include:

- Traditional main building supplemented over a number of years by additional buildings, including some of a temporary nature
- Poor layout
- Poor disabled access beyond ground floor
- Accommodation allocated on best fit rather than functional requirements
- Alternative use value (market value) is considerably in excess of the existing use value for balance sheet purposes and the site has been changed from employment to housing in the local plan.

4.4.3 In June 2019 we identified a range of options for a replacement HQ facility, which has variable impacts on the existing HQ site, Fulwood station and the Training Centre. These options are currently being considered and costed, so that business cases can be developed. Since the 2014 asset management plan the Control Room has been moved

to the new Control facility at Warrington, which provides improved deliverability options on the HQ site.

4.4.4 Any business case will consider the following:-

- To improve operational acceptability of SHQ, accommodation including suitable meeting and conferencing facilities.
- Enhance the effective use of space by the rationalisation of the SHQ estate.
- Creation of a building that improves accessibility to building users.
- Provide a safe and healthy working environment that supports Lancashire Fire and Rescue Service's diverse workforce and its visitors.
- To create a building layout which will enable a greater level of synergy between departments.
- Improved business continuity arrangements at SHQ through a more resilient building infrastructure.
- To create a well-designed building which aims to have minimal impact on the environment.

4.4.5 The options being considered are set out over the page:

OPTION	DESCRIPTION
1	No major project, and continue the ongoing maintenance of the existing site as is.
2	Refurbishment of the existing facilities on the site, with demolition of any facilities not currently used
3	Demolish the facilities on the current site and rebuild new on the current site, disposing of any surplus land
4	Relocate to the fire training centre site at Washington Hall, Chorley
5	Relocate to the fire training centre site at Washington Hall, demolishing the existing office and classroom facility known as Lancaster House (Washington Hall) and construct a new combined scheme
6	Relocate to the Police HQ

4.4.6 A budget of £8.0m has been included in the draft capital programme for this, although this is subject to a Business Case and long term affordability.

Preston

4.4.7 The current problems with Preston Fire Station include:

- Reroofing required
- It is expensive to heat and the heating plant and pipework is not in zones
- Re-wiring required
- Size and layout does not lend itself to refurbishment for modern fire service needs
- Many small and inefficient outbuildings
- There is a great deal of empty space due to changes in operational practices and this is likely to increase in the future
- There is no community room
- There is no lift access to the first floor and poor disability access generally

4.4.8 Options to address this include refurbishment, replacement either on site or on a suitable alternative location. These options are currently being considered and costed, so that business cases can be developed A budget of £8.0m has been included in the draft capital programme for this, although this is subject to a Business Case and long term affordability.

4.5 Priorities for intervention

- Target investment into remaining assets in order to deliver planned improvements to overall condition and suitability of assets.
- Re-provision of the SHQ, potentially on an alternative site with the proceeds from the disposal of the existing site being used as a contribution towards build costs.
- Re-provision of the Preston Fire Station.
- STC enhancements to include a new workshop and BA School.
- Develop a drill tower replacement strategy and commence replacement programme.
- Enhance welfare/sleeping accommodation to ensure it is fit for purpose at all stations.
- Undertake detailed analysis of energy and water consumption data in order to understand the patterns of performance and set challenging performance targets.
- Undertake detailed analysis of energy and water consumption data in order to understand the patterns of performance and set challenging performance targets.
- Undertake an investigation into whether sites are viable for sharing with other agencies.

State of repair

4.5.1 Our planned spend for next 5 years is as follows:

	2020/21	2021/22	2022/23	2023/24	2024/25
Planned Maintenance & service contracts	£0.8m	£0.9m	£0.9m	£0.9m	£0.9m
Capital projects	£5.4m	£4.7m	£6.6m	£4.2m	£2.7m
TOTAL	£6.2m	£5.6m	£7.5m	£5.1m	£3.6m

4.5.2 The large capital items in this programme are:-

- £4m in 2020/2021 relating to the fleet workshop/trainer facilities at STC
- £8m in 2021-2023 relating to the rebuilding of Preston station
- £8m in 2022-2025 relating to the relocation/replacement of SHQ

4.6 Resources Analysis

4.6.1 The Service's current Property function operates within tight financial and resource constraints, and this demands that projects are prioritised in order to make best use of resources available.

4.7 Action Plan

4.7.1 As we move forward with the further development of our performance management framework we are likely to identify areas of under-performance that will need to be addressed over the coming years.

4.7.2 Until we know where those areas of under-performance are we are not able to include specific detailed programmes within our 5-year Action Plan. However, during the refresh of the Action Plan additional programmes and projects will be included, based upon addressing any under-performance identified. Our 5-year Action Plan is set out below.

ASSET MANAGEMENT ACTION PLAN							
No	ACTION	OBJECTIVE	2020/21	2021/22	2022/23	2023/24	2024/25
1	Continue property investment programme	Improve state of repair of property assets	Planned maintenance and service contract spend as per Property spend profile	Planned maintenance and service contract spend as per Property spend profile	Planned maintenance and service contract spend as per Property spend profile	Planned maintenance and service contract spend as per Property spend profile	Planned maintenance and service contract spend as per Property spend profile
2	Continue property investment programme	Improve suitability of property assets	Construction of extension to fleet garage training facility Develop drill tower strategy and implement outcomes, including provision of a training hub at Morecambe Enhanced welfare/sleeping facilities	Implement drill tower replacement strategy	Implement drill tower replacement strategy	Implement drill tower replacement strategy	Implement drill tower replacement strategy
3	Develop further partnership working	Build on existing relationships with key partners and improve service outcomes	Amend Morecambe station to enable site sharing with NWAS				
4	Re-provision of SHQ	Reduce property running costs and maintenance liability and improve staff accommodation	Finalise option appraisal and business case development	Commence phased implementation of selected option, dependent upon market conditions	Construction	Construction	Construction
5	Re-provision of Preston Fire Station	Reduce property running costs and maintenance liability and improve staff accommodation and disabled access	Develop option appraisal and business case	Commence phased implementation of selected option, dependent upon market conditions	Construction	Construction	

4.8 Monitoring & Review arrangements

- 4.8.1 This 5-year Action Plan will be monitored against our milestones and reported to the Director of Corporate Services on an annual basis.
- 4.8.2 The Plan will be reviewed in 5 years, at which point we will take stock of progress and achievements so far and re-cast our action plan taking into account any policy changes or additional financial constraints arising as a consequence of future spending reviews.
- 4.8.3 Should significant changes to the organisational or performance arrangements of LFRS, or other significant changes occur that either restrict funding or result in changes to corporate objectives this Action Plan will be reviewed before that date.

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