



West Yorkshire
Fire & Rescue Service

Estates Strategy

2021/26



Revision and Signoff Sheet

Change Record

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Author	Richard Young
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1 Overview

Introduction

- 1.1 West Yorkshire Fire and Rescue Service is committed to providing a fit for purpose estate that meets the needs of our fire fighters and support staff and benefits the communities we serve.
- 1.2 This Estates Strategy sets out how we will continue to improve the ways we manage our estate in line with the Authority's service delivery policies and CRMP. This strategy supports our Ambition 'Making West Yorkshire Safer' and aim 'To improve community safety and wellbeing and reduce the risk to life, property and the environment from fire and other emergencies.

Context

- 1.3 Following employee costs, spending associated with the upgrade and maintenance of property assets represents one of the largest revenue costs to the Authority. In addition, most of the Capital investment is focused on delivering and maintaining the Authority's property assets. This places great emphasis on to ensuring that resources are allocated appropriately to priorities through robust Estate and Asset Management Principles.
- 1.4 The Royal Institution of Chartered Surveyors (RICS) recommend that public sector bodies have a robust Property Asset Management Plan (PAM) in place. The PAM ensures that property assets are properly managed and monitored and a structured framework is in place to support effective investment and decision making.
- 1.5 West Yorkshire Fire and Rescue Service estate consists of 40 fire stations incorporating 46 fire appliances. A combined Fire Service Headquarters and Training Centre site is located at Birkenshaw. This site also accommodates the Authority's Transport and Logistics buildings in addition to support services such as ICT, Finance, Property, Procurement, Occupational Health and Operational Equipment. The Service Delivery Centre located in Leeds contains the Control suite.
- 1.6 Many of these buildings are inefficient and expensive to run and maintain. The Estate currently costs £4.93 million p.a. to run and this bill continues to grow. This Strategy will enable, the Authority to rationalise a number of non-operational buildings and significantly reduce estates costs whilst increasing the operational efficiency of the Service.
- 1.7 The current financial conditions faced by the Authority continue to be very challenging. Along with budget restrictions and the projected increase in costs, there will be significant pressure on what the Authority can afford to spend on property assets. To ensure that we achieve our ambition "Making West Yorkshire Safer" the Fire Authority's Community Risk Management Plan (CRMP) has identified nine priorities that will ensure that investment in property assets has positive impact on the delivery of the fire service in our communities.
- 1.8 The Authority's property assets are critical in supporting service delivery in our communities and underpin the services priorities. A Property Asset Management Plan is therefore essential to ensuring we achieve our priorities.

Strategy Development

- 1.9 The priorities within the Fire Authority's Community Risk Management Plan (CRMP) will see changes in the ways of working, especially with regards to its Command and

Leadership Programme (CLM) and the commitment to maintain 40 fire stations and 46 fire appliances across the county all of which will influence the Strategy.

- 1.10 The CRMP is a legal requirement which shows how the Fire Service will operate over the next five years to support the Authority's major priorities and significant change programmes.
- 1.11 The CRMP is operationally driven to ensure that we have the right resources at the right place at the right time. The Strategy will underpin these priorities to continue to deliver a first-class service to our local communities.
- 1.12 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assess the effectiveness and efficiency of police forces and fire and rescue services and we need to ensure we address areas of improvement relating to efficiency, effectiveness of the estate in our pursuit and aim to become an 'outstanding' fire and rescue service.
- 1.13 The Estates Strategy directly aligns with the CRMP and is based on the current operational requirements of the fire service. However, requirements and demands on the fire service has and will continue to change over time as the Authority adapts to changing demographics and risks. The Estate Strategy will ensure the estate remains fit for purpose and that planned improvements are implemented by 2026 whilst also enabling flexibility for the longer term to meet changes in society or operational requirements. A key element of this strategy is about enabling a broader cultural change to move away from a rigid traditional one desk to one person, instead implement the use of more 'agile' spaces that can have multi-purpose and multi-users.
- 1.14 Therefore, the provision of a suitable estate and facilities will be kept under review whilst our modernisation of the service continues in support of our priorities.

Ownership of the Strategy

- 1.15 **The Fire Authority** owns the estate with the Chief Fire Officer as the Head of the fire service having ultimate responsibility for agreeing the Strategy and ensuring timely implementation. To support the Chief Fire Officer in managing the estate, this reference falls to the Director of Service Support with a direct reporting line from the Head of Estates. The Fire Service has several forums for decision making, prioritising workloads and monitoring progress against the agreed plan.
- 1.16 **Management Board** chaired by the Chief Fire Officer and attended by the Deputy Fire Chief Fire Officer, Director of Service Support, Chief Employment Services Officer and the Chief Finance and Procurement Officer is the corporate board with ultimate responsibility for the fire service.
- 1.17 **The Director of Service Support is the "property asset champion"**
- 1.18 **Management Team** chaired by the Chief Fire Officer and comprising the heads of service is the team responsible for approving business cases which support the overall strategy and monitoring progress
- 1.19 **The Head of Estates** fulfils the role "intelligent client" for all estates and property matters, ensuring the operational requirements of departments are being delivered effectively by the Property Services team and appointed contractors and consultants.
- 1.20 **Accommodation / Estate Board chaired by the Head of Estate and attended by heads of functions**; has responsibility for determining operational requirements, identifying priority works and for monitoring risks associated with the Estates Strategy and its Delivery Plan.

2 Authority's Priorities

2.1 West Yorkshire Fire and Rescue Authority has nine priorities to keep you safe from fire and other emergencies, which link into the CRMP. These priorities represent all the vital activities that the Authority will undertake to ensure efficient and effective outcomes for West Yorkshire communities. The estate strategy will support these priorities.

Priorities 2021 to 2026	Estate Strategy
We will reduce the risks to the communities of West Yorkshire.	Maintain our current 40 fire stations and 46 fire appliances. Ensure continuous upkeep of our estate and ensure full compliance with mandatory legislation.
We will continue to develop ways of working which improve the safety & effectiveness of our firefighters.	Identify and deliver building alterations in line with the fire station design guide.
We will work efficiently to provide value for money and make the best use of reserves to provide an effective service.	Reduce what we spend and be more efficient to make savings. Ensure optimum use of buildings and accommodation through shared services where possible to reduce the estates running cost.
We will be innovative and work smarter throughout the service	Make better use of technology and innovate where possible.
We will invest in information and communication technology, digital and data, to deliver our service in smarter ways.	Ensure our building infrastructure enables new ways of working in support of our ICT strategy.
We will use the HMICFRS assessment of 'Good' in all areas as a foundation to implement our improvement action plan with the aim of delivering an outstanding service.	Ensure the estate is managed and upgraded to maintain the foundation of Good in all areas.
We will support, develop and enable our people to be at their best	Provide specialist training facilities that accommodate training and recruitment activities.
We will promote environmentally friendly ways of working, reduce waste and raise awareness among staff to both fight climate change and respond more effectively to incidents driven by extreme weather events	Provide fit for purpose buildings, optimise the size of the estate, reduce carbon emissions, and improve energy efficiency.
How we respond to high rise emergencies and other foreseeable risks.	

We will continue working towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire.	Upgrade our estate to be more inclusive for people with protected characteristics.
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3 Strategy Outcomes

- 3.1 West Yorkshire Fire and Rescue Authority’s vision is to manage its estate efficiently and effectively to support the fire services’ priorities, delivery, and outcomes. In the current economic climate, it is crucial that all resources are prioritised to ensure all investment has the biggest and most positive impact on service delivery and benefits for the communities of West Yorkshire.
- 3.2 To demonstrate that property assets within the estate are being managed effectively and efficiently, a number of measures are monitored and continually reviewed. Specific performance indicators have been, and continue to be, developed, and are reported to ensure strategic outcomes are embedded in relation to the management of the property assets that make up the estate. The strategic performance outcomes demonstrate the effective implementation of the Estates Strategy and are summarised as follows:
- Compliance – Ensure the estate complies with all statutory and regulatory requirements.
 - Condition – Ensure the estate remains in a satisfactory condition to support operational service delivery.
 - Suitability – Ensure the estate remains fit for purpose.
 - Sufficiency – Ensure the estate meets current and future service demands.
 - Utilisation – Ensure the estate is used to its maximum benefit.
 - Accessibility and Inclusivity – Ensure the estate is as accessible as possible for all users.
 - Sustainability – Maintain the estate to ensure and maximise operational life and minimise the potential negative impacts on the environment.
- 3.3 Performance indicators will monitor the progress for the lifetime of the strategy, these will be monitored and reported within the Estates Department and periodically be reported to the management team.

Outcome 1: Compliance

Purpose

To ensure the estate is safe for use and supports operational service delivery. The Estate must comply with statutory and regulatory requirements as well as meeting best practice standards.

Activity

The activity to be undertaken between 2021 -2026 is:-

Property assets to be regularly inspected and maintained, and compliance logs maintained.

Performance Indicators:

- Percentage of buildings with a responsible person identified.
- Percentage of buildings with up-to-date compliance logbooks.
- Number of health and safety incidents relating to property asset performance failure.
- Percentage of properties with up-to-date Fire Safety Risk Register.
- Percentage of properties with a Legionella Risk assessment.
- Percentage of properties with an Asbestos Register and management plan in place.
- Percentage of properties with Gas Safety undertaken annually.

Outcome 2: Condition

Purpose

The estate will be maintained to ensure assets remain in a satisfactory or better condition to support operational service delivery.

Activity

All properties will be maintained, monitored, and works prioritised to ensure they remain fit for purpose.

Condition Surveys of the building fabric, mechanical and electrical assets are undertaken every five years from which a prioritised repairs and maintenance programme is produced. The next survey is due in 2026/7.

Performance Indicators:

- Percentage of properties in a satisfactory or better condition.
- Percentage of gross internal floor area that is in satisfactory, or better condition.

Outcome 3: Suitability

Purpose

The estate must be fit for purpose for current and future service delivery and continue to be effective in delivering operational services. Suitability is wider than the condition as it considers how well the property asset is matched to current and planned service delivery models.

Activity

All properties will be evaluated and monitored, to ensure they are suitable for their intended use.

Performance Indicator:

Percentage of properties in a satisfactory or better in terms of suitability.

Outcome 4: Sufficiency

Purpose

Property assets must be sufficient for existing and future use and service delivery, with the capacity reflecting demand and user requirements. This element will allow the Authority to create plans to support service delivery and development as well as identifying any properties or accommodation that are under-utilised.

Activity

All operational properties will be evaluated and monitored, to ensure they are suitable for their intended use.

Performance Indicator:

Percentage of properties in a satisfactory or better in terms of sufficiency.

Outcome 5: Utilisation

Purpose

Property assets must be utilised to their maximum potential in support of the delivery of the service.

Activity

The Estate will be rationalised in line with a more agile work force adopting a seven support staff to 10 desk ratio. The service will occupy less space and be better utilised to support service modernisation.

Performance Indicator:

Ratio of property utilisation.

Outcome 6: Accessibility and Inclusivity

Purpose

To deliver the service effectively and promote community engagement with the Authority, assets need to be appropriately accessible to all including those with physical and learning disabilities. Property assets will be inclusive of all users taking into account people with protected characteristics as per The Equality Act 2010.

Activity

Property assets will be made as accessible as possible within existing building constraints, to ensure all staff, service personnel and members of the community can access properties and facilities as required and there are provision of necessary facilities.

Performance Indicator:

- Percentage of properties that are considered accessible.
- The availability of suitable facilities to cater for people with protected characteristics.

Outcome 7: Sustainability

Purpose

Property assets will be managed to ensure that their useful operational life meets the forecasted life expectancy. In addition, the potential adverse impact the property assets have on the environment will be minimised where possible.

Activity

All property assets will be managed, maintained, upgraded and/or replaced to ensure they achieve or exceed their original designed life expectancy.

Performance Indicators:

- Number of properties with renewable energy generation installation.
- Kilowatts per hour generated from renewable energy installations.
- Average life expectancy of all property assets.
- CO2 emissions generated by the properties across the estate.

4 Activity Themes

4.1 To support the delivery of effective and efficient management of the property assets and estate the following themes have been identified:

Asset Management Efficiency and Effectiveness

4.2 Improving the effectiveness and efficiency management for the assets owned and occupied by the Fire Authority whilst continually supporting the delivery of the fire service and enabling modernisation is critical to support the Authority's people, revenue and capital budget frameworks going forward.

4.3 Property assets that positively contribute to the effective delivery of the fire service and support modernisation along with new ways of working will be retained and considered for capital investment. This will support the efficient use of our property assets. In pursuit of this the activity: -

- Resources deployed in the management of the estate will be the optimum required to sustain and where required improve performance. Investment evaluations involving option appraisals will be a prerequisite for any significant investment and expenditure.
- Property assets that become obsolete or inefficient to maintain will be subjected to options analysis, including disposal.

Project Management

4.4 Improving the effectiveness and efficiency of the resources deployed in the development and management of property projects is crucial. In pursuit of this a number of workstreams are being progressed which will positively impact project management, these include:

- Robust and clear project governance and management processes will be further developed and adopted on all projects.
- All projects will have identifiable performance measure impacts.
- Resources deployed in the delivery of projects will be set at optimum levels required to sustain and improve performance and delivery.

Delivery Models

4.5 The Fire Authority are facing a long-term challenging financial environment over the coming years. It is essential that service delivery models are considered and where appropriate changes are made that will have a positive impact or sustain at lower cost the property asset owned and used by the Authority. In pursuit of this a number of workstreams continue to be progressed which will further improve project management, these include:

- Methods of procuring and managing projects, to be evaluated and considered for new and emerging projects with a critical evaluation on the key criteria of time, cost, and quality.
- The balance of the mixed economy service delivery model is being explored in terms of rationalising the use of consultants where appropriate and the increased bundling of service contracts.
- Alternative models of investment and delivery of assets to be considered.
- Consideration and striking a balance between local suppliers and labour and the wider national supply chain.

Partnership Working

4.6 Working collaboratively and jointly with other blue light providers, local authorities, and communities to deliver services and manage property assets is essential to ensuring successful outcomes. Our partners will be engaged and empowered to support the management of property assets to modernise service delivery reflecting reduced public sector resources. In pursuit of this a number of workstreams are being progressed which will positively impact project management, these include:

- Develop a partnership property asset management plan to align all partners property investment and service delivery accommodation requirements.
- Support in the sharing of facilities and accommodation with blue light partners, local authorities, and community groups.
- Support in the transfer of assets to be managed and owned by communities.

Budget Setting and Monitoring

4.7 Improving on the setting and monitoring of budgets for property capital projects and revenue spend on all contracts is crucial. In pursuit of this, a number of workstreams are being progressed which will positively impact on this, these include:

- Rationalise the capital projects programme into manageable deliverables.
- Set capital budgets using historical data and up to date pricing guides such as SPON's architect and builders price book. Consider and record potential risks and issues for each project and set budgets accordingly.
- Improve the reporting mechanisms, forecast spend in line with project programmes, introduce change management protocols.
- Improve the reporting on Revenue budgets, a greater granularity is to be introduced to better understand how and why we spend our money. Identify trends in spend, adjust by increasing and reducing budgets where required and practical and forecast spend over the financial year accordingly.
- Effectively prioritise works and repairs, batching repairs by station and districts to reduce call out charges and excessive costs.

5 Achievements to Date

- 5.1 In support of service improvement and the CRMP a number of significant achievements have already been made by the Authority. New fit for purpose Fire Stations have been created to better serve the communities of West Yorkshire; our estate has been rationalised with surplus land and property being disposed of resulting in Capital receipts of £6.6m that have been reinvested to create a more fit for purpose service.

This has seen the opening of new fire stations at:

Wakefield (2021) – A £2.5m one pump two bay station.

Shipley (2017)- A £2.9m one pump two bay station.

Ossett (2016) – A £2.5m two pump three bay station.

Rastrick (2015) – A £1.83m one pump three bay station. This station houses the flood resilience boats that serve the upper River Calder Catchment area.

Killingbeck (2015) – A £2.9m two pump three bay station

South Kirkby (2014) - A £1.7m one pump two bay station with close call firefighter accommodation.

6 Future Capital Plan

- 6.1 The Authority's proposed five-year Capital plan which is firmly established and supports the CRMP will see the redevelopment of Fire Service Headquarters at Birkenshaw and the replacement of fire stations at Keighley, Halifax, Huddersfield and Cleckheaton. These proposals will see the disposal of surplus buildings and land with the capital receipts gained being reinvested into the Fire Authority service delivery.
- 6.2 The redevelopment of Fire Service Headquarters will see the merger of the Service Delivery Centre (SDC) currently located in Leeds and Cleckheaton Fire Station; both will be relocated at the Birkenshaw site. SDC will be located in the new proposed administration and training block whilst Cleckheaton Fire Station will be located in a purpose-built fire station.
- 6.3 The existing grade II listed Oakroyd Hall at the Birkenshaw site is planned for disposal.
- 6.4 In addition to the new build investments, capital investment will be made for improvements to the existing stations across the county. Improvements to the stations will be made to address the general fabric of the buildings, energy saving improvements, improvements in how we handle contaminated kit as well as accommodation for fire fighters that will address equality and diversity needs and requirements.
- 6.5** All stations will have condition surveys undertaken to identify and prioritise remedial works required, in addition to this equality and inclusivity assessments will take place. The results of this surveys will be the key drivers for prioritising and developing capital projects. All projects will be delivered in accordance with the principals set out in the Station Design Guide document.

7 List of Key Assets

Location Building Type	Year of Construction
Oakroyd Hall FSHQ	1867 Grade 2 listed Building
Cleckheaton fire station	1952
Meltham fire station	1954
Illingworth fire station	1956
Moortown fire station	1956
Otley fire station	1956
Skelmanthorpe fire station	1956
Wetherby fire station	1956
Huddersfield fire station	1960
Morley fire station	1961
Slaithwaite fire station	1962
Fairweather Green fire station	1963
Fire Service FSHQ & Training Centre	1964
Hunslet fire station	1964
Keighley fire station	1964
Holmfirth fire station	1965
Mirfield fire station	1965
Odsal fire station	1965
Featherstone fire station	1966
Todmorden fire station	1966
Halifax fire station	1970
Bingley fire station	1972
Castleford fire station	1972
Mytholmroyd fire station	1973
Silsden fire station	1973
Rawdon fire station	1974

Ilkley fire station	1975
Garforth fire station	1985
Cookridge fire station	1990
Leeds fire station	1997
Stanningley fire station	2003
Bradford fire station	2007
Service Delivery Centre & Control	2009
Normanton fire station	2012
Pontefract fire station	2012
Dewsbury fire station	2015
Killingbeck fire station	2015
Ossett fire station	2015
Rastrick fire station	2015
South Kirkby fire station	2015
Rothwell fire station	2016
Shipley fire station	2017

Appendix A - Estates Action Plan

The action plan will set out the Estate activities over the lifespan of the Estates Strategy, this will be reviewed on an annual basis to reflect any changes in circumstance to the organisation, its financial standing or Estate Requirements. The action plan is and will remain a live document for the duration of the Estates Strategy, it will continually be reviewed and amended as project works are identified, agreed and budgets set.

Action	Objective	Responsible Person
2021-22		
Produce the West Yorkshire Fire and Rescue Authority's Estates Strategy 2021-2026	To link the management and delivery of the Property services to the objectives of the fire service enabling an effective service delivery across West Yorkshire.	Head of Estates
Implementation of the Property Improvement Plan recommendations.	Key tasks identified in the independent property review are to be implemented, strategies, processes and procedures are to be developed in line with the review and embedded into the Property department.	Head of Estates Property Team
Prioritise and rationalise the Programme of Capital Works.	Review the existing proposed identified capital schemes against budget, progress, and requirements. Rationalise the identified works into a manageable and achievable delivery model for this financial year. Schemes not being delivered in this financial year are to be reviewed and revisited in line with the Estates Strategy, operational needs, and condition.	Head of Estates Property Manager
Deliver the revised Programme of Capital Work.	Deliver the revised plan in line with new and revised programmes and budgets	Property Manager
Progress the CRMP new build fire station at Keighley	Finalise the designs and obtain all statutory planning and building regulations approvals and permissions.	Property Manager

	Successfully procure the works and appoint a principal contractor.	
Progress the Fire Service Headquarters redevelopment to stage 4 RIBA and GMP.	Design and implement an agreed project governance structure and teams, assign tasks and responsibilities to identified key stakeholders to effectively deliver the project. Compile a compelling and justifiable business case for the proposed redevelopment and obtain official sign off. Progress the project through RIBA stages 1 to 4.	Head of Estates Property Future Development Programme Manager
Undertake the Condition Surveys for the entire estate.	Understand the condition of our building stock, formulate a five-year Programme of Capital Works taking into account the condition of the estate as well as the organisations operational needs and requirements.	Property Manager
Recruitment for vacant positions within Property.	Effectively recruit experienced and qualified personnel to complete the Property Team thus enabling the successful implementation of the requirements of the Property Review and the Estates Strategy.	Head of Estates
Update maintenance schedules and condition data.	Following the successful delivery of capital projects and minor works, update the assets registers and condition data, embed on going requirements into property compliance, maintenance, and servicing scheduling.	Property Manager Facilities Manager
2022-23		
Progress the Fire Service Headquarters redevelopment	Ensure stage 4 designs are peer reviewed by all key stakeholders, all amendments and changes are implemented prior to obtaining quotations. Progress	Head of Estates

	the scheme to stage 4 and Guaranteed Maximum Price (GMP) and acquire official sign off from Management Board and Elected Members. Effectively progress to stage 5 and deliver the project in line with the agreed governance structure, programme and the terms and conditions of the NEC contract.	Property Future Development Programme Manager
Programme of Capital Work	Effectively agree and deliver the programme of capital work. Liaise with District Commanders and agree the delivery models. Explore and use different routes to market to meet requirements in terms of cost, quality, and time.	Head of Estates Property Manager
Progress the CRMP new build Fire Station at Keighley	Progress to stage 5 of RIBA and deliver year 1 of the 2-year construction programme.	Property Manager
Progress the CRMP new build Fire Stations for Halifax and Huddersfield.	Explore routes to market for the new build fire stations in liaison with the Procurement department and Management Board. Progress with the appointment of the design teams and contractors.	Head of Estates
Review the property improvement plan recommendations.	Revisit the improvement plan, identify strengths and weaknesses of the plan 12 months after implementation and implement any required changes for continuous improvement.	Head of Estates Property Team
Plan	Plan the Capital Programme of works for 2023 - 2024.	Head of Estates The Property Manager

Update maintenance schedules and condition data.	Following the successful delivery of capital projects and minor works, update the assets registers and condition data, embed on going requirements into property compliance, maintenance, and servicing scheduling.	Property Manager Facilities Manager
Consultation for CRMP which is replacing CRMP.		
2023-24		
Completion of Fire Service Headquarters	Officially complete fire service Headquarters development and populate the buildings. Undertake a robust lessons learnt workshop exercise, analysis of findings and implement on future projects.	Head of Estates Property Future Development Programme Manager
Rationalisation of the Estate	Disposal of SDC building at Leeds and identified surplus land and buildings at Fire Service Headquarters following the redevelopment works. Capital receipts gained are to be reinvested into the Fire Service.	Head of Estates
Completion of Keighley Fire Station	Officially complete the Keighley fire station development and populate the building. Undertake a robust lesson learnt workshop exercise, analysis findings and implement on future projects.	Property Manager
Programme of Capital Work	Effectively agree and deliver the programme of capital work. Liaise with District Commanders and agree the delivery models. Explore and use different	Head of Estates Property Manager

	routes to market to meet requirements in terms of cost, quality, and time.	
Progress the CRMP new build Fire Stations for Halifax and Huddersfield.	Successfully procure the works and appoint a principal contractor. Finalise the designs and obtain all statutory planning and building regulations approvals and permissions.	Property Manager
Review the property improvement plan recommendations.	Revisit the improvement plan, identify strengths and weaknesses implement any required changes for continuous improvement.	Head of Estates Property Team
Plan	Plan the Capital Programme of works for 2024 - 2025.	Head of Estates The Property Manager
Update maintenance schedules and condition data.	Following the successful delivery of capital projects and minor works, update the assets registers and condition data, embed on going requirements into property compliance, maintenance, and servicing scheduling.	Property Manager Facilities Manager
2024-25		
Progress the CRMP new build Fire Stations for Halifax and Huddersfield.	Progress to stage 5 of RIBA and deliver year one of the two-year construction programme.	Property Manager
Programme of Capital Work	Effectively agree and deliver the programme of capital work. Liaise with District Commanders and agree the delivery models. Explore and use different	Head of Estates Property Manager

	routes to market to meet requirements in terms or cost, quality, and time.	
Review the property improvement plan recommendations.	Revisit the improvement plan, identify strengths and weaknesses implement any required changes for continuous improvement.	Head of Estates Property Team
Plan	Plan the Capital Programme of works for 2025 - 2026.	Head of Estates Property Manager
Update maintenance schedules and condition data.	Following the successful delivery of capital projects and minor works, update the assets registers and condition data, embed on going requirements into property compliance, maintenance, and servicing scheduling.	Property Manager Facilities Manager
Development of the Estate Strategy 2026-2031	Gather information and liaise with stakeholders, Board members and elected members regarding the Estates Strategy 2026 -2031.	Head of Estates
2025-26		
Completion of Halifax and Huddersfield Fire Stations	Officially complete the fire station developments and populate the buildings. Undertake a robust lesson learnt workshop exercise, analysis of findings and implement on future projects.	Property Manager
Programme of Capital Work	Effectively agree and deliver the programme of Capital work. Liaise with District commanders and agree the delivery models. Explore and use different routes to market to meet requirements in terms or cost, quality, and time.	Head of Estates Property Manager

Review the property improvement plan recommendations.	Revisit the improvement plan, identify strengths and weaknesses implement any required changes for continuous improvement.	Head of Estates Property Team
Plan	Plan the Capital Programme of works for 2026 - 2027.	Head of Estates Property Manager
Update maintenance schedules and condition data.	Following the successful delivery of capital projects and minor works, update the assets registers and condition data, embed on going requirements into property compliance, maintenance, and servicing scheduling.	Property Manager Facilities Manager
Produce the West Yorkshire Fire and Rescue Authorities Estate Strategy 2026-2031	To link the management and delivery of the Property services to the objectives of the fire service enabling an effective service delivery across West Yorkshire.	Head of Estates



West Yorkshire
Fire & Rescue Service

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