

TYNE AND WEAR FIRE AND RESCUE AUTHORITY



CAPITAL STRATEGY

DRAFT v3

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TYNE AND WEAR FIRE AND RESCUE AUTHORITY CAPITAL STRATEGY

1. INTRODUCTION

- 1.1. This Capital Strategy is a key corporate document that outlines how the Authority intends to optimise the use of available capital resources in order to achieve its objectives. Capital expenditure is a major cost to the Authority and as a result it is necessary to ensure that key programmes of work requiring capital expenditure have been properly identified, evaluated and prioritised.
- 1.2. This document sets out the framework for planning and financing capital in order to ensure the broad requirements set out above can be consistently met by the Authority. The Strategy is supported by the Authority's Asset Management Plan and the Capital Programme which, in combination, lay out how the Authority will use its assets and its capital investments in pursuit of the key goals set out in the Strategic Community Safety Plan (www.twfire.gov.uk)
- 1.3. In undertaking this work the Authority has made it clear that all sources of capital financing will be considered whether this is through supported capital expenditure, specific grants, prudent use of balances, use of prudential borrowing on an 'invest to save' basis, or through the use of the Private Finance Initiative.
- 1.4. The Authority is also committed to ensuring that the Capital Strategy takes into account the need to ensure that the concept of Value for Money (VfM) is firmly embedded in the decision making process.
- 1.5. In essence, therefore, by setting out and implementing a framework for the effective management of capital investment and capital assets the Authority can demonstrate that it is pursuing its strategic objectives in a cost effective manner. The key elements of this framework are contained within this document.
- 1.6. Prior to outlining these key elements, however, it is important to set out the socio-economic context within which the Authority functions. This is necessary in order to understand what it is that informs the Authority's approach to its Capital Strategy.

2. CONTEXT INFORMATION RELATING TO THE TYNE AND WEAR AREA

- 2.1. Tyne and Wear covers some 54,014 hectares, which accounts for only 6% of the North East Region's land mass. However this geographically compact area contains 43% of the population of the North East resulting in a population density 6 times greater than that for the rest of the country.
- 2.2. Of the 1.07 million people in the Tyne and Wear area, 2.9% (31,000) are of ethnic origin. This is about a third of the percentage in England as a whole. Primary minority languages include Bengali, Cantonese, French, Farsi, Hindi, Kurdish, Punjabi and Urdu. However, with the exception of Newcastle, people from minority communities are relatively thinly distributed across the conurbation.
- 2.3. Although the Tyne and Wear area has seen a significant economic revival since the early 1980s deprivation across the Authority area is still widespread with hot spots of extremely high deprivation still in evidence. Unfortunately none of the 5 authority areas escape any of the 7 distinct domains that combine to form the Index of Multiple Deprivation. When compared with the statistical data for England and Wales as a whole it can be seen that, in general, the population of Tyne and Wear tend to have lower than average incomes, experience greater health inequalities, and are less likely to have accessed higher education facilities.
- 2.4. Of the 719 Lower Super Output Areas (LSOA) in the Tyne and Wear area, the Index of Multiple Deprivation (2007) places 130 of these into the most deprived 10% of England and Wales, this equates to 18% of the TWFRS area which is categorised as within the most deprived areas in England and Wales.
- 2.5. There is strong evidence that there are key links between these levels of deprivation and the emergency incident rates that occur within the area. The Authority is aware of this fact and has set out in its Strategic Community Safety Plan and Integrated Risk Management Plan (www.twfire.gov.uk) what it believes to be the key problems and risks and how they will be addressed.
- 2.6. Linked to these two documents are the Authority's Capital Strategy and the associated Asset Management Plan (AMP). The Capital Strategy and the AMP are crucial to further progress being made in respect of addressing the risks confronting the public, thereby helping to improve the quality of peoples' lives and fulfilling the Authority's vision of 'Creating the Safest Community'.

3. ROLE OF THE CAPITAL STRATEGY

- 3.1. As outlined above the Authority believes that many of the problems it has to deal with in respect of fires and other emergency incidents are often symptoms of other socio-economic problems affecting the area. To address these, the Authority has set strategic goals which encompass its vision of 'Creating the Safest Community'. The goals are aimed at addressing underlying issues as well as dealing with the practical, service related impact of these problems.
- 3.2. Work aimed at addressing the Authority's strategic goals is carried by both the Authority's own staff and resources and, where appropriate, combining these with Local Authorities and other organisations in order to bring a multi-disciplinary approach to problem solving. This can be demonstrated through the Authority's role in Local Strategic Partnerships (LSPs). In order to support this work it is necessary to ensure that the Authority's capital assets are fit for purpose for the work being undertaken by staff and partners.
- 3.3. The purpose of this strategy, therefore, is to provide a framework that demonstrates how the investment of capital resources will contribute to the achievement of the key objectives and priorities as set out in the Authority's Integrated Risk Management Plan and Strategic Community Safety Plan.
- 3.4. More specifically the strategy will:
 - Show how the investment of capital resources contributes to the achievement of the Authority's key Objectives.
 - Provide a framework for the management and monitoring of the Capital Programme and the operational work of asset management.
 - Set out processes for the generation of capital investment proposals and the appraisal of options, the prioritisation of capital investment proposals and the monitoring and final evaluation of projects.
 - Outline the Authority's approach to alternative funding such as PPP/ PFI.
 - Demonstrate how the revenue implications of capital investment will be taken into account in deciding priorities.
 - Ensure that VfM is a key consideration when appraising capital investment from a capital expenditure, capital financing and revenue implications perspective.
 - Raise awareness of the important need to ensure efficient and effective use of the Authority's assets to, staff, partners and the wider community.

- 3.5. This approach will ensure that investment is sustainable in the long term and that VfM is achieved in respect of the implementation of the capital programme and use of assets.

4. MANAGING THE STRATEGY

- 4.1. This strategy will be managed by the a Capital Strategy Team (CST), supported by the Asset Management Group (AMG) which will oversee all developments relating to the use of capital resources in respect of our assets, ensuring they are consistent and support the Strategic Community Safety Plan and Integrated Risk Management Plan (IRMP). Information relating to the constitution and terms of reference of the group is attached at Appendix 1.
- 4.2. The CST/AMG will ensure that, at a strategic level, the Capital Programme is formulated so that it supports the delivery of the Authority's objectives. Its role will be to deliver a corporate approach to the utilisation of assets including overseeing, on an annual basis, the compilation of the draft capital programme for Authority approval, monitoring the delivery of this programme, commissioning and reviewing the outcome of post implementation reviews, and ensuring that all relevant information is made available to enable the Medium Term Financial Strategy to be updated as appropriate.
- 4.3. To this end the CST/AMG will be responsible for ensuring that the prioritisation of resource allocation takes due account of Value for Money in meeting the strategic goals of the Authority.
- 4.4. The AMG will undertake all operational delivery responsibilities relating to the approved Capital Programme.
- 4.4.1 All capital investment requests will be prioritised by the following groups prior to forwarding to AMG:-
- Vehicle and operational equipment – Functional Management Team (FMT)
 - ICT related – ICT Steering Group
 - Property – Estates Projects Group
- 4.4.2 Each group within 4.4.1 is made up of subject matter experts who take a consultative approach to prioritising capital requests in line with the Strategic Community Safety Plan.
- 4.5. The Asset Management Plan will be reviewed on an annual basis and will be a key implementation arm of the Capital Strategy effectively translating the document into practical programmes of work.

5. STRATEGIC PLANNING PROCESSES AND LINKAGES

- 5.1. The Capital Strategy will reflect the key strategies and plans of the Authority. It is imperative that the Capital Strategy is informed by the other key strategic documents produced by the Authority. In addition the linkage between them must be explicit in order to ensure that all staff understand the process and do not neglect to consider the relationship between strategies when considering proposals for change.
- 5.2. To aid this approach the Authority operates a robust strategic planning process whereby all decisions are firmly policy led and focused on the agreed strategic priorities. The Strategic Community Safety Plan is a comprehensive document containing the following elements:
 - Integrated Risk Management Plan
 - CPA Improvement Plan
 - Summary financial information (including the Revenue Budget and Capital Programme)
 - Performance summary and targets

5.3. THE ROLE OF CONSULTATION

- 5.3.1. In order to further inform the Strategic Community Safety Plan consultation is undertaken in accordance with the Authority's Consultation Strategy and the outcome factored into the strategies, thereby helping to ensure that the Authority is addressing the needs of the community when identifying and delivering its key strategic objectives.
- 5.3.2. This is deemed necessary because the actual services that the Authority and its partners provide, need to be firmly based on what it is that the public of Tyne and Wear, as well as other key stakeholders, actually require.
- 5.3.3. As a result the Authority considers that meaningful consultation, including with hard to reach groups, is an essential component in informing the planning and delivery of fire and rescue services.
- 5.3.4. The Corporate Consultation Framework has been developed which contains a variety of corporate and service based mechanisms to secure feedback from stakeholders, clients and consumers of services. Examples of this approach include: the Public Survey of local residents; 'After the incident survey'.

This information is also used to inform the Medium Term Financial Strategy.

5.4. THE ROLE OF PARTNERSHIPS

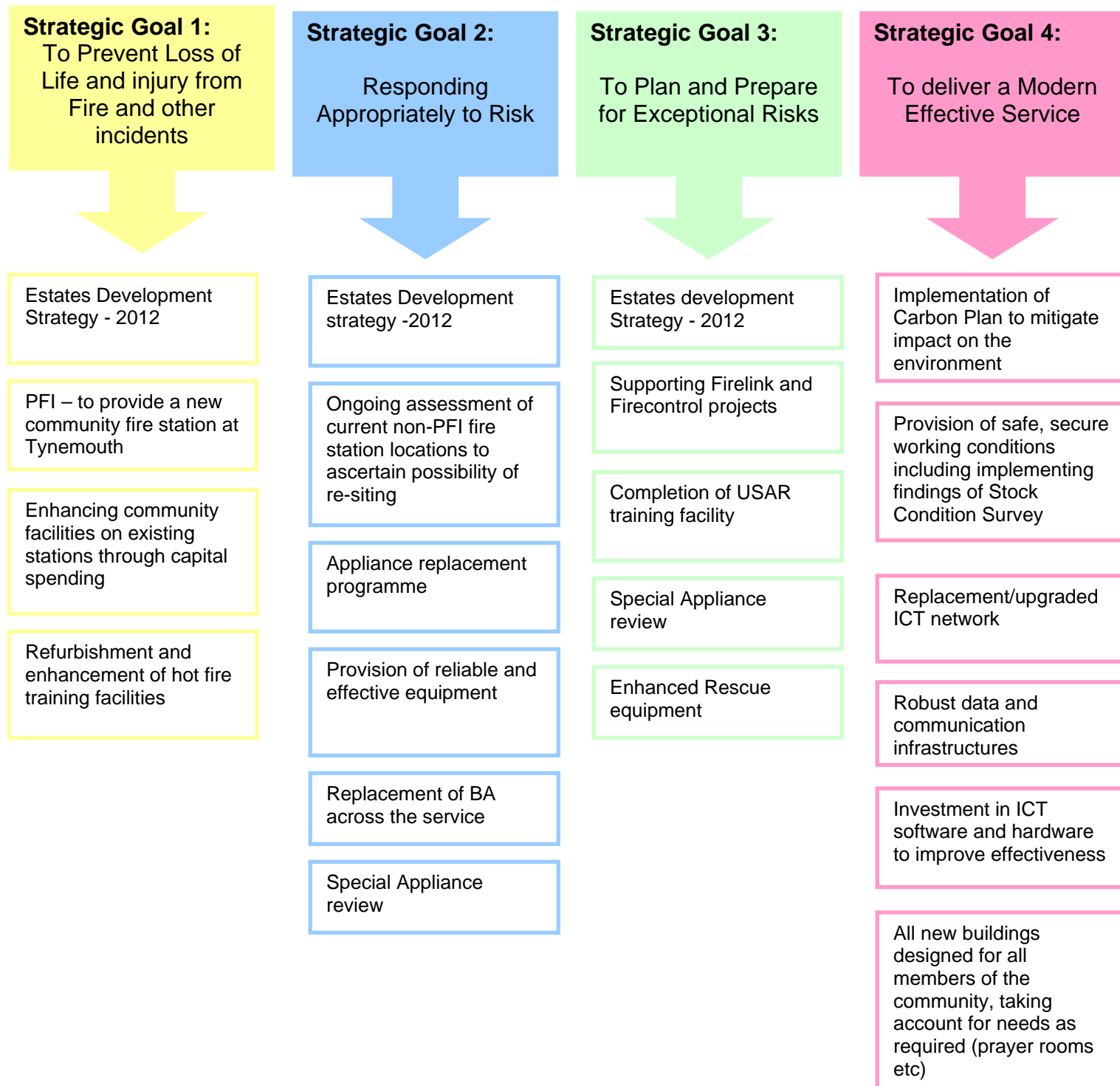
- 5.4.1. It is recognised that in order to achieve its strategic goals the Authority benefits from working with other services and organisations in order to comprehensively address many of the key issues on the agenda.
- 5.4.2. The advantages of partnership working are clear, they are better able to address root causes of problems, help foster innovation, improve service co-ordination and, ultimately, lead to more effective use of resources.
- 5.4.3. In order to underpin this commitment to partnership working it is important that the Capital Strategy takes the practical implications of it into account. This has been done and there are several examples of what this has meant in reality. One key example is the relationship the Authority has developed with the North East Ambulance Service in respect of providing facilities for ambulances and their crews on fire stations. This initiative has assisted the ambulance service to meet its attendance standards in a cost effective manner, whilst also providing an income stream, from rent, for the Fire and Rescue Authority and has also enabled a closer working relationship to develop between operational firefighters and paramedics.

6. KEY STRATEGIC GOALS AND THE CAPITAL STRATEGY

- 6.1. The strategic goals are driven by the Authority's Vision of: 'Creating the Safest Community' and by the supporting Mission Statement: "To save life, reduce risk, provide humanitarian services and protect the environment." In undertaking to fulfil the vision and mission a key influence upon the Authority's Strategic Community Safety Plan is the Integrated Risk Management Plan (IRMP). This document assesses the risks to the various communities of Tyne and Wear from fire and other emergencies and the distribution of these risks across the area.
- 6.2. The IRMP ensures that the Authority fully understands the nature and extent of the risks to the community and what actions need prioritising in order to address these risks. The Strategic Community Safety Plan subsequently sets out how to reduce these risks, as well as how to deliver the services effectively, in the light of external influences (National Framework; CPA Improvement Plan; IPDS; CAA), taking account of financial resources available to the Authority.
- 6.3. Having undertaken the risk analysis process the Authority developed the following four high level goals which are at the centre of the Strategic Community Safety Plan. These four goals are:
 1. To prevent loss of life and injury from fire and other emergencies
 2. To respond appropriately to the risk
 3. To plan and prepare for exceptional events
 4. To deliver a modern, effective Service ensuring value for money

- 6.4. Using these high-level goals as the foundation, strategic objectives are developed and prioritised for implementation over a five year timescale, including, through the implementation of projects involving capital expenditure.
- 6.5. The Capital Strategy, in tandem with the Asset Management Plan, is designed to assist in achieving these aims and the underpinning objectives by ensuring that the Authority's capital assets are appropriate to the demands that the Strategic Community Safety Plan places upon them and that financial resourcing is sustainable in the years ahead.
- 6.6. The practical implications of how the Capital Strategy supports the Strategic Community Safety Plan are set out in the following section by providing examples relating to the links that exist between the four key strategic goals of the Authority.
- 6.7. For ease of reference Diagram 1 below provides a quick means of highlighting the way in which the key elements of the Capital Programme have contributed to, and will continue to contribute to the delivery of the Authority's strategic goals.

Diagram 1 – How the Capital Programme contributes to the delivery of the Authority’s strategic goals.



7. CAPITAL RESOURCING, RESOURCE ALLOCATION AND PROCUREMENT PROCEDURES

7.1 Capital Resourcing

- 7.1.1 The Authority recognises that the requirement for capital investment to develop, improve services and address repair and maintenance liabilities should not be met purely by placing reliance on the traditional methods of financing such as borrowing, leasing, and using capital grants, capital receipts, and revenue contributions.
- 7.1.1 Indeed the Authority recognised in 1999 that the level of capital borrowing approvals typically made available were simply insufficient to fund the scale of the work necessary to practically deliver the changes necessary in respect of the strategic re-location of fire stations
- 7.1.3 As a result, the Authority sought to identify new solutions to meet its capital investment needs and in doing so utilised the PFI scheme to introduce one of the most radical overhauls of fire service emergency fire cover ever undertaken by a Fire and Rescue Authority.
- 7.1.4 In light of the fact that there are alternative funding routes available the Authority now uses an options appraisal process to determine the preferred value for money solution in determining the most appropriate funding route to pursue in respect of the more significant schemes within the capital programme.
- 7.1.5 In addition, the Local Government Act 2003 introduced a new prudential regime for the control of Local Authority capital expenditure. Under this regime local authorities are free to borrow without government consent if they can afford to service the debt without extra government support. Authorities are free to borrow as long as capital spending plans are affordable, sustainable and prudent.
- 7.1.6 To ensure this occurs all authorities must follow the prudential code published by the Chartered Institute of Public Finance and Accountancy (CIPFA). This involves setting and monitoring various prudential limits and indicators approved by Authority. Under the new prudential regime local authorities are free to undertake 'unsupported borrowing'. The Authority recognises that this is a further source for funding capital schemes and has decided to utilise it on an 'invest to save' basis.
- 7.1.7 Finally, the Authority also adopts a pragmatic approach to the use of balances to assist in the financing of capital projects. Advice in respect of the appropriate level of balances is always considered prior to any final decision on the most appropriate methods of financing a scheme. In the event that use of balances is deemed to be the most appropriate method of funding, the loss of investment income will be reflected in the Revenue Budget.

7.2 Resource Allocation

7.2.1 The current method for allocating resources is based on a capital investment appraisal process. This is provisionally mediated by the Chief Fire Officer in conjunction with the Capital Strategy Team (CST) prior to seeking Authority approval for the Capital Programme. This approach involves evaluating the case for major capital investments by considering the information set out in the capital investment appraisal forms supplied by the Asset Management Group.

7.2.2 The Asset Management Group, in turn, are responsible for collating the capital investment appraisal forms and submitting them to the CST. The CFO, in liaison with the CST, takes into account the Medium Term Financial Strategy, the results of any relevant consultation, then advises the Authority on the most appropriate allocation of resources. This allows for a more informed process for deciding priorities and reflects the mixed economy of funding that the Authority now operates within.

7.2.3 The capital investment appraisal process involves the following:

- Linkage to the Strategic Priorities and service objectives and measurement of how the investment will deliver improved outcomes
- Capital and revenue cost implications
- Sustainability through a whole life costing approach
- Efficiency and value for money
- Project risk assessment
- Suitability for alternative methods of financing or delivery of the capital investment, whether inside or outside the Authority

7.2.4 Should overall funding availability fail to cover the cost of the projects put forward for consideration, priority will be given to those schemes best satisfying these criteria and which provide the most cost effective way of contributing to the Strategic Priorities. As stated earlier this prioritisation process is undertaken by the CST (assisted by the AMG and the prioritising groups) who will, in turn seek final Authority approval by providing a Capital Programme to Members each year.

7.3 Procurement

7.3.1 To further ensure that the Authority provides Value for Money the procurement of capital works follows the Authority's Corporate Procurement Strategy and is in accordance with EU Procurement Directives and the Authority's Contract Procedure Rules. The Strategy complies with Best Value guidance and considers, where appropriate, the following:

- The alternative methods of service delivery currently available e.g. PFI / PPP
- The procedure to be followed in developing markets and researching options
- Grouping of activities and packaging of services
- The specific procurement route to adopt in the circumstances of the case

7.3.2 In accordance with the Procurement Strategy, the Authority will ensure that all service delivery options will be considered in order to meet its capital investment needs. It does this by considering procurement at the capital investment appraisal stage.

8. CAPITAL PROGRAMME - IMPLEMENTATION, MONITORING AND REVIEW

8.1 Setting out the Capital Programme

8.1.1 The Authority's Capital Programme is planned for use on a wide range of schemes. Capital resources are dependent upon government settlements in the form of Supported Capital Expenditure approvals, capital grants, and available capital receipts. Funding under the Private Finance Initiative will also be utilised for capital works where this is deemed to be appropriate, as will other options such as the prudent use of balances should there be scope to do so.

8.1.2 The Capital Programme is an aggregation of the approved schemes which will help ensure that the Authority can deliver on its strategic. The Capital Programme covers a 3 year period and is approved by the Authority yearly.

8.1.3 The revenue consequences of the Capital Programme are assessed at the time a project is proposed ensuring that the total cost of each proposed scheme is quantified. In this way, the revenue consequences are considered against other competing revenue spending priorities and pressures thus, allowing an informed decision to be made taking into consideration the strategic objectives and priorities of the Authority.

8.1.4 The full revenue implications of the Capital Programme, presented to members prior to each financial year are included within the Revenue Budget where appropriate, and otherwise in the MTFS.

8.2 Implementing the Capital Programme

8.2.1 In order to ensure that the capital projects are properly delivered, a procedural framework has been developed for all projects. This covers the following:

- Rigorous evaluation of project delivery options
- Ensuring each project has a responsible person assigned to it
- Allocating a project 'sponsor' to each project
- Establishing effective client and consultant roles and responsibilities for delivery of Projects
- Ensuring each project is properly managed in order to ensure delivery within programme and cost limits in accordance with specified quality standards
- Ensuring a systematic and structured approach to the procurement process in accordance with the Authority's procurement strategy

8.2.2 This approach will be underpinned by detailed records relating to the progress of the individual projects commencing at the project brief stage and running through to verification of final payments and evaluation of the contractor.

8.3 Monitoring and Reviewing the Capital Programme

8.3.1 The Authority has a strong performance management process. This will support the development of its approach to capital spend, through monitoring and review of the capital programme, including through member and officer reporting:

- Financial position statement
- Variations to expenditure and financing with accompanying explanation
- Details of progress including any delays or accelerations including the impact on the overall programme.

- 8.3.2 The Capital Strategy and the AMP will seek to ensure that all decisions taken regarding the use of assets held by the Authority are fully informed and co-ordinated at a corporate level. The AMP will identify the changes required to ensure property and other assets are used to maximum effect to meet the needs of service users. The Capital Programme sets out the costings and funding arrangements for those priorities agreed in accordance with the Capital Strategy having regard to the AMP.
- 8.3.3 Within this the Capital Strategy Team (CST) will ensure that, at a strategic level, the Capital Programme is carefully monitored to ensure that it delivers priorities of the Authority. Its role will be to deliver a corporate approach to the utilisation of Authority assets, to promote best practice in the management of the Capital Programme, and to help inform the setting of priorities for resource allocation. Progress against the agreed Capital Programme will be reported to the Fire Authority on a quarterly basis. (See Appendix 1 for terms of reference for CST and Asset Management Group)
- 8.3.4 Directly below the CST the Asset Management Group (AMG) will ensure that the Capital programme is delivered as directed by the CST, using technical expertise available from ICT, Estates, Response Support, TSC and City of Sunderland to ensure that the Capital programme effectively supports the Strategic Community Safety Plan.
- 8.3.5 The AMG meetings will bring together drivers for service improvement and will inform the service planning and asset planning process. They will identify service priorities, areas for innovation and partnership working, and work towards a value for money approach to the procurement of design and construction, emergency response and ICT services. They will consider ways in which the Authority's capital assets can be developed in order to improve the performance of the Authority.

8.4 Review

- 8.4.1 Projects utilise the principles of Prince 2 methodology, where appropriate, and are subject to a review following completion where clients, occupiers and consultants establish how far the project has achieved objectives and outcomes against targets (as detailed in the original investment appraisal) and evaluate areas of good practice/areas for improvement of suitability for purpose, quality, design, sufficiency and flexibility.
- 8.4.2 The overall strategy and its effectiveness will be subject to an annual review by the Asset Management Group in order to ascertain how well the process is functioning and whether there are further improvements that could be implemented.
- 8.4.3 This group will also be responsible for ensuring that the Authority's Integrated Risk Management Plan, Strategic Community Safety Plan and other relevant strategies are taken fully into account in respect of the Capital Strategy and programme.

Capital Strategy Team and Asset Management Group: Membership and Terms of Reference

Capital Strategy Team (CST)

Membership

Membership of the group is set at strategic level and comprises the following:-

- Chief Fire Officer (Chair)
- Finance Officer to the Authority
- Service Finance Manager
- Deputy Chief Fire Officer

Other officers will be co-opted as appropriate.

Terms of Reference

1. Ensure that all decisions relating to the use and management of capital assets are consistent with and support the Authority's Strategic Community Safety Plan and IRMP.
2. The production and updating of the Authority's Capital Strategy.
3. Consider and champion the introduction of innovative and cost effective working practices and space utilisation.
4. To monitor the management of the current capital programme and to inform the determination of priorities for future investment.
5. To oversee the production of the Asset Management Plan.
6. Promote increased resources by:
 - Influencing external funders
 - Considering alternative funding e.g. PFI
 - Working in partnership to maximize the use of resources
 - Disposal of surplus assets/generating capital receipts
 - Using of prudential borrowing where appropriate
 - Specific grant funding

Asset Management Group (AMG)

Membership

- Assistant Chief Fire Officer (Chair)
- Area Manager Corporate Support
- Estates Manager
- Area Manager Service Delivery
- Area Manager HR/L&D
- Area Manager Strategic Planning and Communications
- Area Manager Community Safety
- ICT Manager
- Engineering Resources Manager
- Service Finance Manager
- Response Support Manager

Terms of Reference

The primary role of the above group will be to produce and maintain an Asset Management Plan, manage the current capital programme and collate and prioritise appraisal forms for the CST. Further responsibilities include:

1. Monthly monitoring of performance of projects against the approved capital programme
2. Investigating slippage of estimated expenditure and funding against the approved capital programme and taking action as appropriate
3. Identifying and acting on project cost increases
4. Preparing input into the quarterly capital programme review report for the Authority in a timely manner
5. Preparation, updating and delivery of the Authority's Asset Management Plan.
7. Reporting to the Capital Strategy Team any matters arising that may require changes in policy and practice to maintain and improve the management of the capital programme.

APPENDIX TWO

**Tyne & Wear Fire and Rescue Authority
Capital Investment Appraisal Form**

1 Priority "CLIENT"

2 Project Title "CLIENT"

3 Project Owner/Clients "CLIENT"

4 Project Sponsor "CLIENT"

5 Line Managers Approval (line managers approval must be attained) "CLIENT"

6 Ideal Completion Date "CLIENT"

7 Description of Problem/Issue
"CLIENT" - Why do you need this? Why now?

8 Description of Solution/Project

"CLIENT" - Briefly outline the project, what you want to do and what you are aiming to achieve.

9 Corporate (FIRE & RESCUE SERVICE) Objectives

"CLIENT" - How does the project link to the Strategic Objectives of the Service?

9b Risk If The Project Doesn't Go Ahead

"CLIENT" - What are the risks to the organization and your department if the project doesn't go ahead?

10 Service (Departmental) Objectives

"CLIENT" - How does the project relate to specific Departmental Objectives? Would your level 3 plan be less effective without project completion?

11 Consultation and Partnership

"CLIENT" - Does the plan involve or affect any of our Partners/Stakeholders, both in a positive or negative respect? Does it involve/affect such groups in a Financial/Non Financial sense? Does it include external funding?

12 Alternative Delivery Methods

"CLIENT" - Are there any other methods by which we could achieve the same outcome? Are there any other methods of delivery?

Re-phasing, Delaying, Abandoning, Scaling

13 Down

"CLIENT" - Is there any possibility of the above? Is the request realistic? Could the same outcome be reached by reducing the project in any way or are there any non-essential elements which could be removed to keep the costs down?

14 Estimated Completion Date

"CLIENT"/ICT/ESTATES/RESPONSE SUPPORT - When is the project agreed completion date?

15 Statement of Estimated Capital Costs

"CLIENT"/ESTATES/RESPONSE SUPPORT/ICT

Estimated Costs

	Current Year	Year 1	Year 2	Year 3	Year 4	Total
	Year	1	2	3	4	
	£	£	£	£	£	£
Acquisition & Development						0
Main Contract Works						0
Other Contract Works						0
Services						0
Equipment Purchase						0
Technical Fees						0
Consultation/Satisfaction Surveys						0
Other Costs (please specify)						0
Total Resources Required	0	0	0	0	0	0

16 Planned Sources of Capital Finance

"CLIENT"/FINANCE

Likely or Anticipated Resources

	Current Year	Year 1	Year 2	Year 3	Year 4	Total
	Year	1	2	3	4	
	£	£	£	£	£	£
FRS Capital Resources						0
External Contributions (please specify)						0
Other (please specify)						0
Total Funding	0	0	0	0	0	0

17 Revenue Costs/Savings

"CLIENT"/ICT/ESTATES/RESPONSE SUPPORT

Item Description

Current Year £	Year 1 £	Year 2 £	Year 3 £	Year 4 £	Total £
					0
					0
					0
					0
					0
					0
					0
					0
0	0	0	0	0	0

Staffing - **CLIENT**

Premises - Rates Etc - **ESTATES**

Other Running Expenses (Maintenance) - **ESTATES/FINANCE**

Energy and Power - **ESTATES**

Capital Financing Charges - **FINANCE**

Other Expenses (enter as positive) - **"CLIENT"**

Other Savings (enter as negative) - **"CLIENT"**

Total

18 Please provide any relevant comments about the funding and/or cost package.

"CLIENT"/FINANCE - Give details of any funding that may be available for the project. With implications or effects of following through any suggestions. Identify if any funding would be lost or reduced if project is delayed or altered in any way. Indicate to what extent the costs/savings in '17' are provided for in the revenue budget. Identify the revenue budgets that will bear the cost/recieve the benefit of the savings. Do the costs/savings carry on beyond year 4?

19 Indirect Costs and Benefits

"CLIENT" - Explain any indirect costs or benefits of the proposed scheme. Eg; Due to alterations to the training centre you could hold more courses and increase course income as a consequence. However costs would increase as more instructors and equipment would be needed in order to hold these extra courses.

20 Output Measures

"CLIENT" - How are you going to know this project has been worthwhile once completed? Do you have performance measures it can be compared against? Will the project help the Service achieve any of its targets?

21 Risk Assessment

"CLIENT" - Are there any risks associated with this project? Is there a possibility of slippage? Possible problems with funding streams? Are there any other projects that you are aware of that could effect the success of the one you are proposing? Are there any additional possible long term revenue consequences of this Capital project?

22 Key Dates

"CLIENT"/ESTATES/ICT/RESPONSE SUPPORT

Key Targetted Milestone Dates

- Pre-Contract Consultation**
- Specification Preparation**
- Tenders Invited**
- Tenders Received**
- Tenders Approved**
- Contract Start**
- Contract Completion**
- Post Contract Survey**
- Completion Review Report**

**Target
End
Date**

23 Approval Certificate

I submit this project for inclusion in the Authority's Approved Capital Programme and certify that the information given is correct. I also confirm that the nominated Responsible Officer will

- *monitor the progress of the project once approved, commissioning services and suppliers as necessary
- *monitor costs to ensure budgets in relation to capital and revenue are not exceeded
- *ensure that the outputs detailed are realised

PROJECT FORM **MUST BE APPROVED BY LINE MANAGER PRIOR TO CONTACTING
ESTATES/ICT/RESPONSE SUPPORT (see section 5)**

	Name	Job- Title	Date	Signed
Responsible Officer				

Approved by		Chief Fire Officer		

24 Decision by Asset Management Group		
	Selection	Reasons
Proceed?		
Refer/Delay?		
Reject?		

