



**Tuesday,
17 August 2021
10.00 am**

**Meeting of
Estates and Property
Committee
Informal Meeting via
Skype**

Contact Officer:
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Democratic Services

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Cheshire Fire Authority

Notes for Members of the Public

Attendance at Meetings

Currently formal meetings of the Fire Authority are not taking place due to the Coronavirus pandemic. Members of the public are able to view informal meetings via Cheshire Fire and Rescue Service's Vimeo account. Details to access the meeting broadcast are available on the Cheshire Fire and Rescue Service's website.

If you require any assistance accessing a live stream of the meeting, please contact a member of Democratic Services on 01606868858 or via email: DemocraticServices@cheshirefire.gov.uk

Questions by Electors

An elector in the Fire Service area can ask the Chair of the Authority a question if it is sent to the Monitoring Officer at Fire Service HQ to arrive at least five clear working days before the meeting. The contact officer named on the front of the Agenda will be happy to advise you on this procedure.

Access to Information

Copies of the Agenda can be obtained from the contact officer named on the front of the Agenda. Alternatively, individual reports are available on the Authority's website (www.cheshirefire.gov.uk)

The Agenda is usually divided into two parts. Members of the public are allowed to stay for the first part. When the Authority is ready to deal with the second part you will be asked to leave the meeting room, because the business to be discussed will be of a confidential nature, for example, dealing with individual people and contracts.

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Recording of Meetings

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**MEETING OF THE ESTATES AND PROPERTY COMMITTEE
TUESDAY, 17 AUGUST 2021
Time : 10.00 am
Informal Meeting via Skype**

AGENDA

PART 1 - BUSINESS TO BE DISCUSSED IN PUBLIC

1 PROCEDURAL MATTERS

1A Recording of Meeting

Members are reminded that this meeting will be audio-recorded.

1B Apologies for absence

1C Declarations of Members' Interests

Members are reminded that the Members' Code of Conduct requires the disclosure of Statutory Disclosable Pecuniary Interests, Non-Statutory Disclosable Pecuniary Interests and Disclosable Non-Pecuniary Interests.

1D Minutes of the Estates and Property Committee

(Pages 1 - 6)

To confirm as a correct record the Minutes of the meeting of the Estates and Property Committee held on Friday 6th November 2020.

ITEMS REQUIRING DISCUSSION/DECISION

2 Crewe Fire Station

(Pages 7 - 20)

3 Fire Station Modernisation Programme

(Pages 21 - 26)

4 Service Housing Project

(Pages 27 - 30)

**PART 2 - BUSINESS TO BE DISCUSSED IN PRIVATE -
NONE**

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MINUTES OF THE MEETING OF THE ESTATES AND PROPERTY COMMITTEE held on Friday, 6 November 2020 at 2.00pm - Remote Meeting - Via Skype

PRESENT: Councillors Karen Mundry (Chair), Stef Nelson, David Edwardes, Marilyn Houston, Stuart Parker, Peter Wheeler, Norman Wright and Independent (Non-Elected) Member Lesley Thomson

1 PROCEDURAL MATTERS

A Recording of Meeting

Members are reminded that this meeting would be audio recorded and broadcasted live to enable public viewing.

B Apologies for absence

There were no apologies for absence.

C Declarations of Members' Interests

There were no declarations of Members' interests.

D Minutes of the Estates and Property Committee

RESOLVED:

That the minutes of the Estates and Performance Committee held on Friday 13th March 2020 be confirmed as a correct record.

6 CREWE FIRE STATION

This item was considered first at the request of a Member and with the consent of the Chair.

The Director of Governance and Commissioning introduced the report which presented an overview of the feasibility work relating to the Crewe Fire Station site. He informed Members that there had been two major challenges that had extended the feasibility work: how to secure a suitable temporary fire station arrangement during the build that was achievable for an acceptable cost; and whether the bungalow building on the site should be retained or demolished.

The Director explained that there were still two challenges that had the potential to impact upon work at the Crewe Fire Station site: a restrictive covenant concerned with building height needed to be relinquished; and the potential impact of HS2 development work needed to be clarified with absolute certainty. Unless these were both brought to a satisfactory conclusion the project could not proceed.

Members were reminded that the previous feasibility report exploring a joint fire and police facility on the Crewe Fire Station site concluded that the facility could not be created without spending well in excess of what was felt to be value for money. The Head of Estates and Facilities explained the options for the Crewe Fire Station site that were contained within the recently completed feasibility report from IKG Consulting Limited, Appendix 1 to the report supplied with the supplementary agenda pack.

Members considered all options within the feasibility report, noting that Option 4 was expected to be the cheapest and that Option 6 was expected to achieve the shortest construction period.

A Member queried whether additional environmental enhancements such as electric charging points had been considered within the options. The Head of Estates and Facilities assured Members that there had been consideration of the enhanced environmental performance measures that could be achieved. The plans were intended to include the installation of charging points as it was not only sensible to do so, it would help to meet any aspirations to deliver a zero carbon rated building.

A Member required further clarification on the term “partial replacement” used within the feasibility report and raised concerns that this could be misinterpreted. The Head of Estates and Facilities confirmed that the term was used as the bungalow was intended to be retained for those options where the word ‘partial’ had been used. However, the fire station would be replaced and the bungalow incorporated into the design. The Director of Governance and Commissioning agreed that the term “partial” was probably unhelpful; a new fire station would be created regardless of the option selected.

Another Member queried the market value of the bungalow. The Director of Governance and Commissioning stated that the market value had not been calculated. At this point the main concern was the environmental value of the bungalow. Was it better to retain it, or demolish it and use the spoil on site, e.g. for some of the foundations.

Members raised concerns about the impact of HS2 upon the site. The Director of Governance and Commissioning stated that the communications received did not make it clear whether there would be any impact and confirmed that he was seeking further information from HS2 Ltd.

Members reviewed all information contained within the report and agreed that Option 6 should be the preferred option. However, if a suitable site could not be found for the temporary fire station, then Option 4 should be pursued. Members also recommended that further capital funding should to be allocated to the project by the Fire Authority.

RESOLVED: That

- [1] Option 6 within the feasibility report be adopted as the preferred option – more properly described as complete replacement of the fire station, but incorporating the existing bungalow building; and**

- [2] Option 4 be pursued if a suitable alternative site for the temporary fire station cannot be secured in order for Option 6 to proceed.**

RECOMMENDED: That

- [3] The Fire Authority allocated additional capital funding (£2m) for the Crewe Fire Station project.**

3 FIRE STATION MODERNISATION PROGRAMME

This item was considered second at the request of a Member and with the consent of the Chair.

The Director of Governance and Commissioning introduced the report which provided information on the Fire Station Modernisation Programme (the Programme). The team responsible for the delivery of the Programme provided additional information about their contribution to the Programme.

The Maintenance and Property Manager provided information on the works that were completed during Year One of the Programme. The Procurement and Contracts Manager referred to the Social Value report for Year One of the Programme which stated how the Programme had supported the local economy. She highlighted that £500,000 had been spent in the local supply chain for Year One and that a targeted 24% of the total supply chain spend would be spent locally for Year Two.

The Group Manager for Projects discussed the plans for the works in Year Two. He reiterated that Year Two had a greater emphasis to reduce carbon emissions in comparison to the plans for works in Years Zero and One. The Building Services Engineer explained the enhanced environmental measures that were intended in Year Two.

The Head of Estates and Facilities explained that the Programme spend to-date were significant higher than anticipated, with £3.25m spent across the six fire stations within Years Zero and One. It was suggested that costs for future modernisation activity could be reduced by reviewing the Programme's plans for Years Three and beyond. This would lead to a less ambitious Programme.

The Director of Governance and Commissioning highlighted the four types of works that tended to attract significant costs. Members felt that as the types of work identified were designed to enhance staff welfare they did not wish to compromise by reducing the extent of the Programme. Members were comfortable that the Year 2 works should proceed as planned. It was noted that officers were also intending to continue with the pre-construction work for Year Three.

Members noted that in order to complete the Programme, further borrowing would be required. The Director of Governance and Commissioning advised that further borrowing would heavily impact revenue streams. Members agreed to recommend that the Fire Authority allocate further capital funding (£3m).

RESOLVED: That

[1] the report be noted; and

[2] Officers proceed with the works for Year Two as planned, without reduction.

RECOMMENDED: That

[3] The Fire Authority allocate £3m additional capital funding to enable Year 3 of the Programme to proceed during 2021-22.

2 SERVICE HOUSING

The Project Manager dealing with the programme relating to the service housing introduced the report which provided an update on refurbishment works to the service houses and confirmed progress with ancillary matters, i.e. sales of surplus properties and processes and documentation.

Members were reminded that the Committee had considered a report in March 2019 which contained details of the programme to refurbish the service houses. The Project Manager explained that a significant amount of work had been completed, but that sizeable proportion of it would be better described as maintenance work. This had meant that the refurbishment/improvement works were being delivered at a slower pace than had been hoped.

He also reported two of the five surplus service houses had been sold and that one was currently in the process of being sold. Two of the houses were proving to be more difficult to sell.

A Member queried whether consideration had been given to sell the houses to an organisation that might want them for social rental. The Director of Governance and Commissioning stated that this option had not previously been considered and that it would be considered.

RESOLVED: That

[1] the report be noted.

4 CHESTER FIRE STATION

The Director of Governance and Commissioning introduced the report which provided Members with an update about progress on the construction of Chester Fire Station. Members noted that despite setbacks during the initial stages of the project and the current Covid-19 Pandemic, the project had progressed well, with its completion due early in 2021.

RESOLVED: That

[1] the Chester Fire Station report be noted.

5 TRAINING CENTRE

The Director of Governance and Commissioning introduced the report which provided Members with information about progress with the Training Centre project. He confirmed that the project had overspent and explained the major reasons for this. He was pleased to report that the site would be handed over as complete within 10 days and that thereafter staff training on how to use the various facilities within the training centre would get underway. Members would receive a tour of the site as soon as it was safe to do so.

RESOLVED: That

[1] the report be noted.

7 WILMSLOW EMERGENCY SERVICES FACILITY

The Director of Governance and Commissioning introduced the report which provided a brief update about work to-date associated with the decision to introduce the day crewing duty system at Wilmslow Fire Station.

He explained that discussions with colleagues from North West Ambulance Service and Cheshire Constabulary identified the potential to create an emergency services facility in Wilmslow. As a result feasibility work was ongoing, which was aimed at establishing how such a facility could be created on the site, together with the erection of nine service houses close-by.

RESOLVED: That

[1] the report be noted.

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CHESHIRE FIRE AUTHORITY

MEETING OF: ESTATES AND PROPERTY COMMITTEE
DATE: 17TH AUGUST 2021
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: CREWE FIRE STATION

Purpose of Report

1. To update Members about progress with the project to replace the existing fire station in Crewe.

Recommended: That Members

[1] Note the report

Background

2. This committee last considered this project in November 2020. It was provided with information about a range of options. Members favoured the complete replacement of the fire station, but incorporating the existing bungalow building. The favoured option envisaged the creation of a temporary fire station off-site during the construction period. However, a fall-back option was also chosen.
3. The report considered by Members in November 2020 also mentioned a couple of issues that needed to be resolved: the impact of a restrictive covenant affecting the site; and the potential impact of HS2 on the site and surrounding infrastructure.

Information

4. There has been significant progress since November 2020, notwithstanding the challenges of working during the Covid-19 Pandemic.

Contract

5. The contractor, ISG Construction Limited, was appointed in June 2021. ISG has been responsible for the construction of a number of fire stations (most recently, Chester), the safety centre and the training centre. At this point the Fire Authority is committed to the project to the end of the pre-construction activity, which should be completed during December 2021. The pre-construction activity involves the following:
 - development and submission of a planning application;

- obtaining all necessary surveys to support the planning application and development of design;
 - development of design and production of tender drawings and specifications;
 - development of a proposed contract sum and contractor's proposals for integration into the building contract;
 - all of the above in relation to both the temporary fire station, new building and refurbishment of the community bungalow
6. When the pre-construction activity has been completed this committee will need to meet to determine whether to proceed with the project. Members will have the opportunity to consider the contractor's proposals with the support and assistance of officers and external advisers.

Temporary Fire Station

7. There were two main benefits of the temporary fire station being accommodated off-site. Firstly, it meant that the construction site would not be constrained by the temporary fire station, providing greater flexibility and removing any risks associated with having an operational fire station and construction site directly adjacent to each other. Secondly, it was anticipated that it would be accommodated in an existing industrial unit, or similar and be considerably cheaper than a bespoke temporary fire station.
8. There has been a thorough search for a site to accommodate a temporary fire station off-site. Unfortunately, this has not been successful. Availability of suitable sites was limited. One site was identified that appeared to be workable, but it became clear that it was likely to be expensive, possibly more than a bespoke temporary fire station. The rent was higher than anticipated and the letting period longer than was required.
9. As a result of the failure to secure a suitable site, the Project Manager was given the task of identifying a way to accommodate the temporary fire station on site at a cost that was acceptable. The Project Manager and the Station Manager for Crewe have worked closely together to review the requirements of a temporary station and to ascertain the minimum facilities required on site and those which can be relocated to other nearby fire stations. This has also included an assessment of facilities already provided on other fire stations that can be used temporarily.
10. The Project Manager and Station Manager have also reviewed the location of the temporary station on the site such that it minimises the conflict between fire operations and construction activities, which in turn has led to the development of a solution that is centred on utilising the community bungalow, which is to be retained. The community bungalow will be supplemented by a small number of temporary buildings and a temporary appliance bay (similar to that used at Chester). This has resulted in a scheme for the temporary fire station which is much smaller than first envisaged and is affordable within the allocated project budget.

Restrictive Covenants

11. The title documentation includes a restrictive covenant that restricts the height of any construction on the site. The training tower needs to be higher than the height restriction. The covenant was intended to protect a proposed airport (in the deeds a reference is made to an aerodrome) and it dates back to the 1930s. It is clearly of no relevance now. Cheshire East Council and the Crown both benefit from the covenant.
12. Cheshire East Council and the Crown have both indicated a willingness to enter into a suitable document which will allow the project to proceed with a suitable training tower.

HS2

13. At the time of the last report correspondence from HS2 Limited had led to some uncertainties about the impact of the HS2 project.
14. With the assistance of colleagues at Cheshire East Council it has been possible to secure the necessary assurance that the HS2 project will not impact upon the site, or adversely alter the surrounding infrastructure.

Planning Application and Design

15. Initial discussions with the planning officer at Cheshire East Council were encouraging. These have been helpful in shaping the approach to the planning application and design. The planning application takes these discussion into account as well as the information gathered during the consultation process.
16. The views of staff, public and Fire Brigades Union have been taken into account and will continue to influence the design of the building, particularly the layout.
17. Images of the proposed building and site layout are attached to this report as Appendix 1.

Sustainable Design Development

18. A Summary Progress Report prepared by the Project Manager is attached to this report as Appendix 2. This contains information about sustainable design development.
19. The project is aiming for the BREEAM Excellent standard – which is the next higher rating than was achieved at Chester. Both Chester and Crewe will also be “Zero Carbon” buildings in respect of regulated energy, i.e. the energy that is needed for the building to function such as the provision of lighting, hot water and heating (but not the variable energy load caused by user’s equipment such as computers).
20. BREEAM is the preferred method of measurement of the sustainability credentials of a new building used by both Government and planning departments. It is operated by the BRE on behalf of the government and comprises two assessments, one at design stage and one at completion, with an optional third assessment twelve months after completion. There are a

number of ratings from Pass to Outstanding, with Excellent being the second highest. BREEAM is a wide ranging environmental assessment method that covers many different headings and as such it is difficult to get a rating higher than excellent on a fire station without investment in technology and reports that will be of limited value.

21. In achieving a higher rating for Crewe we are looking to enhance the sustainability credentials to the next level and the following list provides some examples of additional activities which should contribute toward this:
- undertaking overheating studies at an early project design stage;
 - undertaking carbon consumption studies of alternative forms of construction;
 - undertaking an operational use workshop to better understand how the building will be utilised;
 - undertaking an ecological workshop to ensure the protection of existing site ecology and its enhancement by the scheme;
 - introducing external solar shading to the building to prevent heat entering;
 - enhancing the insulation properties of walls, roofs and windows through material choices, without increasing construction cost;
 - undertaking detailed measurement of the building performance at Chester and incorporating lessons learned from this into Crewe;
 - installing a Power Management System to better align electricity production with consumption from the photo voltaic (solar) panels (a lesson from Chester).

Social Value

22. The Summary Progress Report also mentions the upcoming social value activity.

Possible Alternative Site

23. We have had an indication that there is the potential of an alternative site, to be released from the HS2 project, which could become available at a future date. This does have its attractions as it could become the site of the new fire station (not just a temporary fire station). This would mean that there would be no requirement for a temporary fire station; the existing fire station would continue to operate until the new fire station was ready for occupation. The difficulty here is the uncertainty about timescale and the complexity of agreeing the transactions that would be involved. For now officers believe that the current plans should proceed. Officers will revert to Members if the alternative site option becomes available at a time that makes it a realistic option.

Financial Implications

24. £7m is allocated for this project. It is contained in the capital programme. The project is to be funded by borrowing. The work during the pre-construction stage will finalise the detail and secure costs for the project. Whilst these costs are not fixed at pre-construction phase, they are substantially firmed up for most of the major elements of the project. There will be some uncertainties associated with a project of this kind that cannot be completely resolved before entering into the construction contract, e.g. contamination, ground conditions etc. However, it should be possible to assess these uncertainties and have a realistic view about the risks associated with the project budget and allocated funding.

Legal Implications

25. The Fire Authority is contracted until the end of the pre-construction stage. At that point it will be able to consider whether the project should continue to construction. If it wishes to proceed a further contract will be entered into at that time, when the cost of the building will have been firmed up.

Equality and Diversity Implications

26. The project will deliver a building that will take into account equality and diversity requirements.

Environmental Implications

27. The project will deliver structures that will be a considerable improvement over the existing buildings which are not environmentally efficient.

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BACKGROUND PAPERS: NONE

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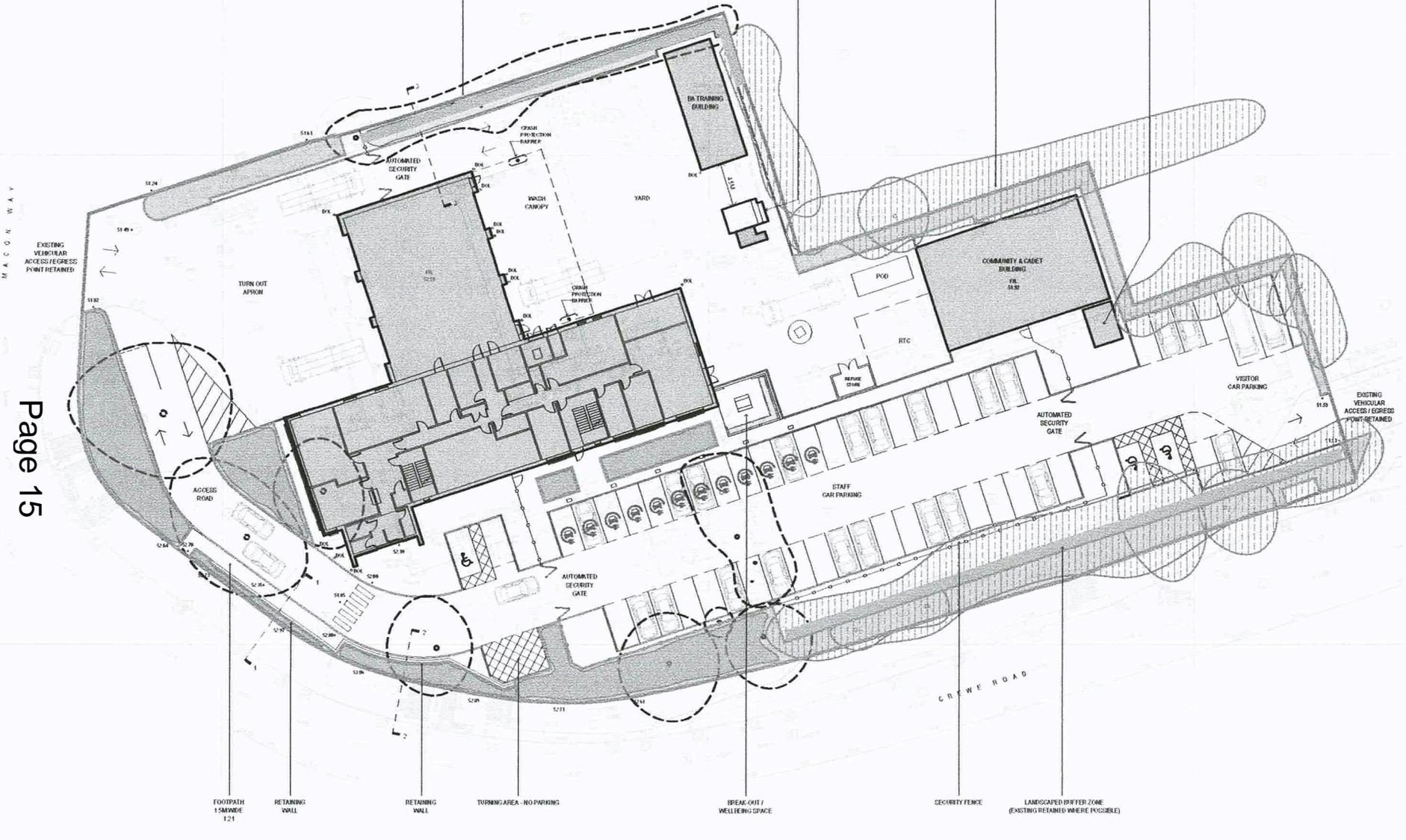
Building Design

Page 13

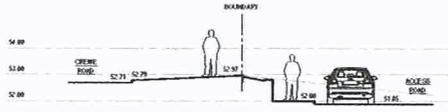




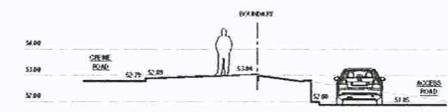
Site Plan



Page 15



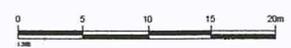
SECTION 1-1



SECTION 2-2



SECTION 3-3



PRELIMINARY

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Hazard Identification

ref	hazard	date

Legend:

- EXISTING SOFT LANDSCAPING RETAINED & CUT BACK AS REQUIRED
- NEW SOFT LANDSCAPING SPECIFICATION T8
- EXISTING TREE / LANDSCAPING REMOVED

North Arrow

Revision Table:

PI	DESCRIPTION	LA	BY	DATE

Company Information:

Bradshaw Gass & Hope LLP

21 St James's Place, London, W1P 8LP
 1 FORD STREET, BRADSHAW GASS & HOPE LLP, BRADSHAW GASS & HOPE LLP, BRADSHAW GASS & HOPE LLP

Client: ISG CONSTRUCTION LTD

Project: CREWE FIRE STATION

Drawing: PROPOSED SITE PLAN

Drawn by: ST **date:** JUN 21

Checked by: **date:**

Scale: 1:200 **Sheet:** A1

Proj no: CFS-BGH00-XX-DRGA-2004 **Rev:** P1

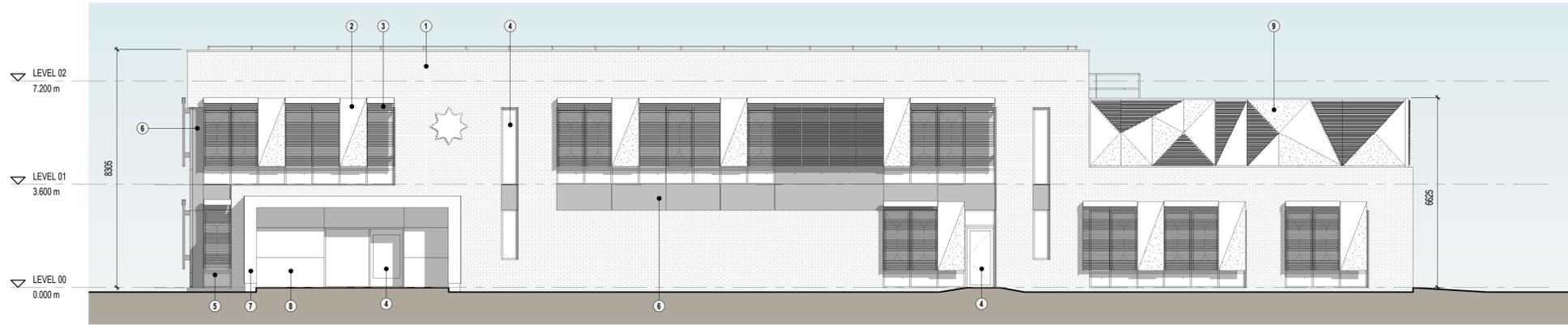
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 All dimensions are to be checked on site by the contractor prior to proceeding with any work.

Hazard Identification		
ref	hazard	date

ELEVATION MATERIAL LEGEND

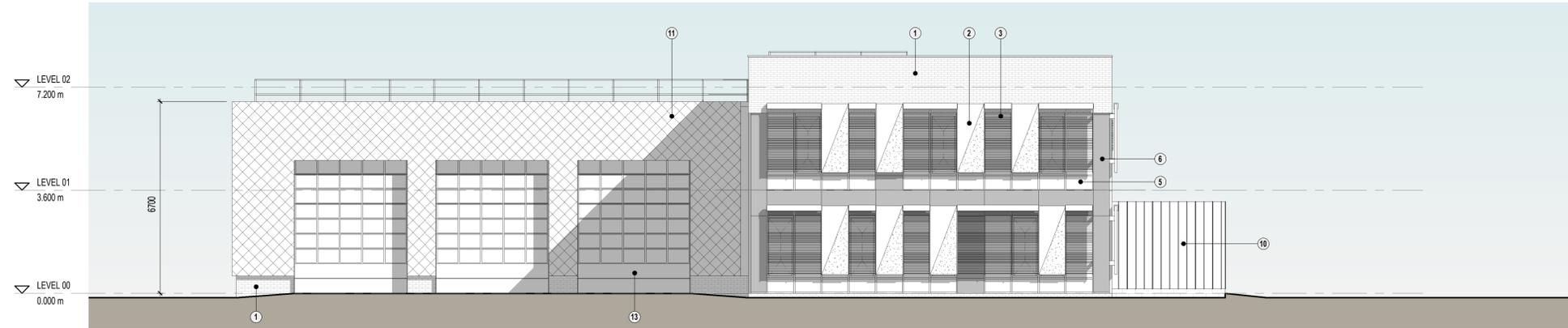
REF	DESCRIPTION	PRODUCT REF / COLOUR
1	FACING BRICKWORK	BUFF MULTI
2	COMBINATION OF SOLID & PERFORATED PPC METAL PANELS	POWDER COATED BRIGHT BRONZE C32 Y2M39I (INTERPON COLOUR REFERENCE)
3	SUN SHADING FACADE ELEMENT	BRONZE
4	PPC ALUMINIUM GLAZED, SOLID & LOUVERED DOORS AND WINDOWS	MID GREY
5	PPC ALUMINIUM CURTAIN WALLING	MID GREY
6	PPC METAL CLADDING INFILLS	MID GREY
7	PPC METAL FASCIAS & TRIMS	MID GREY
8	PPC METAL CLADDING PANELS	POWDER COATED BRIGHT BRONZE C32 Y2M39I (INTERPON COLOUR REFERENCE)
9	PPC METAL SCREENING PANELS (COMBINATION OF HORIZONTAL LOUVRES, SOLID & PERFORATED PANELS)	POWDER COATED BRIGHT BRONZE C32 Y2M39I (INTERPON COLOUR REFERENCE)
10	PPC METAL STANDING SEAM CLADDING	MID GREY
11	KINGSPAN SHINGLE FACADE SYSTEM COMPRISING OF COMPOSITE CARRIER PANEL WITH DIRECT FIX COLOUR COATED ALUMINIUM SHINGLE CLADDING	KINGSPAN BRONZE 004
13	PPC ALUMINIUM GLAZED SECTIONAL DOORS	MID GREY
14	PPC COMPOSITE PANEL CLADDING SYSTEM	MID GREY
15	COLOUR COATED STRUCTURAL STEELWORK	MID GREY
16	PPC ALUMINIUM SECTIONAL DOORS	LIGHT GREY

Building Elevations



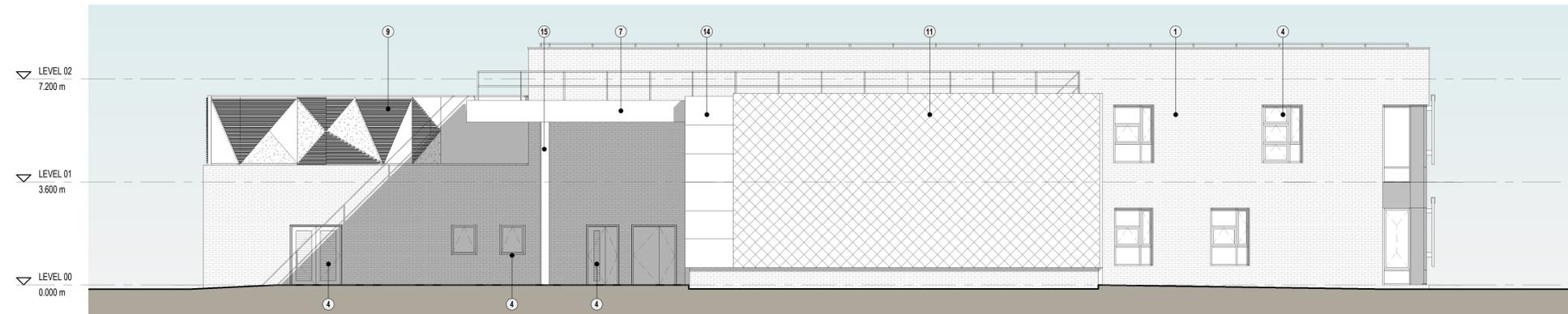
SOUTH ELEVATION

1:100



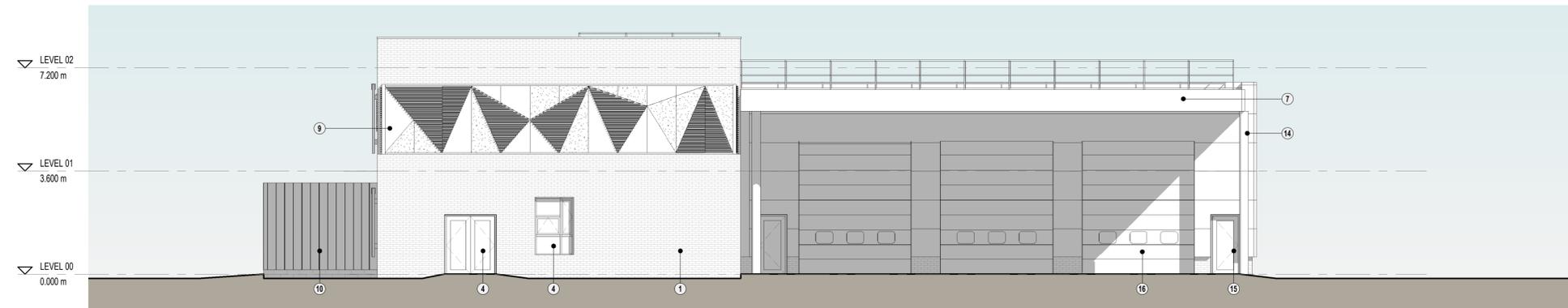
EAST ELEVATION

1:100



NORTH ELEVATION

1:100



WEST ELEVATION

1:100

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P1	FIRST PLANNING ISSUE	LK	30.07.2021
ref	revision	by	date

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Bradshaw Gass & Hope LLP

client
ISG CONSTRUCTION LTD

project
CREWE FIRE STATION

drawing
PROPOSED ELEVATIONS

drawn by LK date JUN 2021

checked by ST date JUN 2021

scale 1:100 @ A1

dwg no **CFS- BGH-01-XX-DRG- A-4002** rev **P1**



Summary Progress Report – Crewe Fire Station:

Progress:

Design development work of both the new Fire Station and the Temporary Fire Station continues at pace.

The inclusion of the Temporary Fire Station within the ISG scope of works is now agreed and the Pre Construction Fee determined. A contract variation is currently being drawn up by the Procurement Team which is due to be issued week commencing 02/08/21.

The summary of the critical dates in the detailed project programme is set out in the table below with the progress to date:

Milestone	Date		
	Programmed	Projected	Actual
Consultation Commences	01/07/21	01/07/21	01/07/21
Public Consultation Event	20/07/21	20/07/21	20/07/21
Consultation Closes	26/07/21	26/07/21	26/07/21
Planning Application Submitted	02/08/21	18/08/21	
Planning Application Determination Date	29/10/21	19/11/21	
Non Operational Staff Relocate Off Site	13/12/21		
Temp FS – Sec. 1 – Works Commence	03/01/22		
Temp FS – Sec. 1 – Works Completed	18/03/22		
Relocate Operational Response to TFS	23/03/22		
New Station – Sec. 2 - Works Commence	04/04/22		
New Station – Sec. 2 – Works Complete	14/04/23		
Relocate Operational Response to FS	27/04/23		
TFS Clearance – Sec. 3 Works Commence	01/05/23		
TFS Clearance – Sec. 3 Works Complete	02/06/23		
Non Operational Staff Return to Site	05/06/23		

As can be seen the project is progressing generally to programme, though it is likely that the Planning Application will be made a week later than intended. This should not affect the overall programme for the delivery of the station.

Project work to date has been focused around five main workstreams:

1. Development of the Planning Application
2. Consultation of with staff and the public
3. Development of the Temporary Fire Station Design
4. Sustainable Design Development
5. Social Value

Development of the Planning Application:

The planning application development has been heavily influenced by the result of the consultation process and the sustainable design development workstreams that have been ongoing in recent weeks.

In addition, ISG have commissioned and undertaken a number of the surveys required to support the planning application and these are nearing completion.

Overall, we have a proposal which is sufficiently developed for planning application purposes for both the permanent building and the temporary fire station (two separate but linked applications) and it is envisaged that they will be submitted to Cheshire East Council Planning Authority on the 18/08/21.

The surveys which have been completed to date have not resulted in any surprises, though the critical surveys such as intrusive ground investigation have yet to be undertaken.

Consultation of with staff and the public

In developing the design of both the temporary fire station and the permanent fire station there has been extensive consultation with each of the operational watches on the station and the other building occupiers, such as prevention and protection staff.

This consultation has included meetings with Community Users such as Prince's Trust and the Blood Donation Service.

A consultation discussion has also been held with the FBU Representatives.

The proposed plans for the station have been viewable on the Cheshire Fire Service Website with the ability to make comments and they have been the subject of a public consultation event on the 20th July 2021 to which all local neighbours and businesses to the station were invited via a leaflet drop. Eleven people attended the event, all were supportive of the proposals overall.

The consultation with the users has resulted in some developments to the scheme, in the main in regard to the co location and adjacency of different rooms, with some guidance on the dirty to clean flow of the returning fire crews being offered by the FBU.

A full report of the consultation is currently in preparation. This is required to be prepared prior to the planning application by BREEAM and an abridged version covering public comments only will be included in the planning application.

Development of the Temporary Fire Station Design

The Temporary Fire Station design is also being developed currently. The external elements are developed sufficiently for the planning application to proceed and ISG are working on the development of the detailed internal layouts.

There has been one round of staff consultation to date, which identified a few issues with the original proposal which the current review is seeking to address. An additional complication is that the scheme is being developed in conjunction with the finished scheme for the Community Bungalow with the intention of reducing the alterations required to the bungalow to accommodate both uses.

Sustainable Design Development

This area of design has been a major focus in recent weeks, partly as a result of the need to undertake certain studies prior to the planning application being submitted in order to meet the requirements of BREEAM, but also to maximise the opportunity to reduce carbon consumption in a cost effective manner through design choices.

Some examples of the work completed are:

- Life Cycle Carbon Analysis – this options appraisal of different forms of construction has identified an opportunity to save a total of 75,149 tonnes of carbon emissions (the tonnage is measure dover 30 years), against the construction methodologies used at Chester FS.

This same study has also identified that some options being considered for cost reduction reasons could result in additional carbon of 302,726 tonnes being used. The design team now have information to make an informed decision before progressing further with these potential cost saving options, should they be required.

- An operational use workshop has taken place, to examine energy consumption trends over the operating year. This will help determine the requirements and sizing of the PV Panel Installation and potentially the use of batteries in a cost effective manner.
- An ecological workshop has taken place to ensure the scheme minimises the impact on trees and wildlife and that were possible steps are taken to enhance habitat and replace

habitat lost. This workshop also covers humans and includes the consideration of external spaces for well being and relaxation.

- Thermal Modelling – An extensive thermal modelling exercise is in progress to examine how heat builds up within the building over an annual period and to design passive means to remove or prevent that heat build up. The aim of this is to reduce the need for cooling systems which are both expensive to install and maintain but also carbon hungry in their use.
- Chester Building System Monitoring – ISG are currently installing an enhanced building monitoring system into Chester Fire Station for a twelve month period to obtain real time information on how a fire station actually uses energy and how its systems perform. As Chester is the first (and currently only) zero carbon fire station in the country there is a dearth of “real operating information,” as such, the design team are taking an opportunity to monitor the building and identify lessons to be learnt and improvements that can be made and incorporated into Crewe.

We have already identified that Chester’s Solar Panel Installation will benefit from the addition of a Power Management System, which is a new technology that wasn’t available when Chester was being built. This is being added to the Chester system and incorporated into the design at Crewe from the outset.

Social Value

A Social Value workshop is due to take place on the 9th August 2021 with ISG and the Fire Service’s Community Teams to identify how the project can be used to make a positive contribution to those teams and the local community of Crewe.

Alongside this ISG are holding a “meet the buyer” event in August to provide local businesses with an opportunity to register an interest in undertaking works on site as part of the contract. This will include support and guidance to those businesses to help them meet the requirements to work on ISG’s sites and meet current regulatory requirements.

Risk Register:

The Risk Register has been reviewed and an additional risk added to reflect potential project delays arising from the potential alternative site.

Budget Monitoring:

The budget monitoring spreadsheet has been updated, there are no items of concern at present and the project remains on target for delivery within the approved monies.

CHESHIRE FIRE AUTHORITY

MEETING OF: ESTATES AND PROPERTY COMMITTEE
DATE: 17TH AUGUST 2021
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: ANDREW LEADBETTER

SUBJECT: FIRE STATION MODERNISATION PROGRAMME

Purpose of Report

1. This report provides an update about the Fire Station Modernisation Programme (the Programme) at the mid-point of its delivery.

Recommended: That Members

[1] Note the report and funding requirement for the Programme.

Background

2. The Fire Authority committed to the Programme in September 2018. The Programme is concerned with the modernisation of 21 fire stations.
3. This Committee agreed the order that the fire stations would be modernised at its meeting in December 2018. In March 2019 this Committee approved the procurement route to secure a contractor to deliver the bulk of the Programme.

Information

4. Members are encouraged to have the table in Appendix 1 to this report in front of them as they read through this report.

Summary

5. The Programme started at Year Zero (2018-19) with two of the smaller, simpler to modernise fire stations prior to the procurement of the Programme contractor. Year One (2019-20) was the first year that was completed by the Programme contractor. The Year Two (2020-21) works were recently finished.
6. Year Three (2021-22) is now in the pre-construction phase and the scope of works, necessary designs, planning requirements etc. should be finalised before Christmas 2021. For previous years of the Programme Members have met to agree the contractor' proposals and budget associated with the works. This is likely to be necessary in late December 2021/early January 2022.

7. Members will see that ten of the 21 fire stations have now been modernised. Whilst this represents almost 50% of the fire stations in the Programme, there are more of the larger fire stations left to modernise in the second half of the Programme.

Approach

8. Year Zero involved two of the newer fire stations. Accordingly, the scope of works was limited, with many of the more significant and expensive works not required, e.g. roofing, windows and appliance bay doors did not need to be replaced. Year Zero was a promising start to the Programme. However, it highlighted issues that officers and Members felt needed to be considered for subsequent years, e.g. more environmental enhancements should be prioritised. At the time the requirement to accommodate Rapid Response Rescue Units (RRRU) was not included – the modernisation of the Year Zero fire stations pre-dated the decision by Members to expand the RRRU fleet to all on call fire stations. It is fair to say that Year Zero was very much focused on keeping costs down – there was concern about how far the Programme could advance with the funding that had been allocated.
9. Year One was a much bigger undertaking than Year Zero. There were twice as many fire stations and officers were working with a new Programme contractor. Year One was a good experience and the works were completed to a high standard and for the agreed budget. This was particularly pleasing given the challenges caused by the Covid-19 Pandemic. The works in Year One included additional elements to those delivered in Year Zero, but there were still some compromises due to concerns about the budget e.g. limited external works were carried out. The intention will be to pick some of these works up using the maintenance budget in future years.
10. Year Two was a further increase over the works carried out in Year One. For Year Two the approach changed, with the intention of creating a list of requirements that were not considered to involve any significant compromises. The requirement to accommodate the RRRU was included in Year Two. In addition the team was also challenged to come up with an approach that would significantly reduce the carbon impact of Widnes Fire Station (it being one of our larger fire stations). Environmental enhancements were also specified at the other Year Two fire stations. Members supported the direction of the Programme, confirming that it should strive to provide a suitable gym, separately accessed community and ancillary facilities and gender-neutral pods.

Environmental and Carbon Reduction Improvements

11. The drive to Net Zero emissions by 2050 encased in UK Law means that the Authority needs to target carbon emissions; reduce energy consumption; end the use of high fossil; and carbon intense fuels.
12. The removal of oil from Audlem in Year Two was the last of the oil-fuelled heating systems left on the estate. Future works will target the removal of gas, where appropriate, leaving electricity as the one main source of power. Electricity is a clean fuel if generated in a clean environment, but still contributes to carbon

emissions based on consumption. The Authority is now supplied with renewable energy.

13. The Programme is also targeting self-generation of energy. In addition to reducing the amount of carbon emitted, there is the added benefit of reduced energy bills. By evaluating historical energy performance, officers have been able to calculate the potential mitigation of a large portion of the Service's energy usage by installing Solar PV panels based on a location's requirements. These projects within Year Two have also included the installation of newer battery technology that allows excess generation to be stored and then be used after sun-down to reduce night-time energy requirements.
14. In addition electric vehicle infrastructure is being included in the Programme, with a view to delivering a purely non-operational fleet by 2025. Whether this is attainable is a challenge, but it is important to have the building blocks in place to help meet the challenge of the cessation of fossil-fuelled vehicle sales by 2030.
15. Early indications are showing marked reductions in energy consumption from the grid. This will be monitored. It is obviously, very pleasing at a time when the energy market is quite volatile.
16. In the past many of the Authority's buildings have been passive, on standby, ready and waiting for operations. This was a significant portion of the Service's energy requirement. The introduction of a simple building management system means that buildings can now react to operations, occupancy and the user's requirements. An example of a simple change is the way that drying rooms operate. In the past they have been heated 24/7. Now they are fitted with appropriate sensors which ensure that the heating is turned off when humidity falls to the correct level, because the system recognises that the fire kit is dry.
17. As with all buildings energy consumption and therefore the carbon footprint is dependent on thermal performance. In the same way that loft insulation, double glazed windows and LED lighting in the home can have a major effect on energy bills and general comfort, the same is true of any commercial building.
18. The new Grade A roofing systems with added insulation, new window systems, and LED upgrades to the latest technology now mean that the Authority's buildings have much improved thermal performance. The buildings are more air-tight, which means that there is a reduction in wastage of generated heat.
19. Sustainable products now specified for significant elements of the Programme, e.g. powder-coated galvanised fascia boards, fascia cladding from a part-recycled source which is a product that is also fully recyclable at its end of life.
20. Year Three and beyond will consider the grounds of the fire stations and opportunities to improve the bio-diversity of the locations, which will be another contributor to the climate change agenda.

Financial Implications

21. £8.5m was allocated to the Programme at the outset, with £3.5m released initially. The balance of this allocation was subsequently released and an additional £3m added into the Programme so that Year 3 could proceed.
22. Appendix 1 summarises the spend to-date and includes estimated costs for the balance of the Programme. These estimates are based on a cost per square metre and assumes that the fire stations will not be extended. This should provide a more accurate estimate than previously, as it is calculated based on the previous performance of the Programme. Even so there are some significant unknowns, e.g. the impact of Brexit and the Coronavirus Pandemic. As can be seen, the Programme is only able to continue with additional funding. Whilst the Capital Programme already includes £3m for Year Four (2022-23) and £3m for Year Five (2023-24), this money has not been released by the Fire Authority. It would just about be sufficient to complete the Programme if the forecast proves to be accurate.

Legal Implications

23. There are no legal implication arising from this report.

Equality and Diversity Implications

24. The Equality and Inclusion Officer has helped to develop the Programme and will continue to be involved.

Environmental Implications

25. The Programme includes environmental enhancements.

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FIRE STATION MODERNISATION PROGRAMME – CAPITAL EXPENDITURE							
Cumulative Budget	Year	Financial Year	Fire Station	Actual Cost £	Estimated Cost £	Year Total £	Running Total £
£8.5m	Zero	2018-19	Bollington	234k		407k	407k
			Tarporley	173k			
	One	2019-20	Birchwood	779k		2.853m	3.260m
			Middlewich	467k			
			Runcorn	1.039m			
			Sandbach	568k			
	Two	2020-21	Audlem	553k		3.555m	6.815m
			Holmes Chapel	668k			
			Northwich	961k			
			Widnes	1.373m			
£11.5m	Three	2021-22	Congleton		828k	3.744m	10.559m
			Ellesmere Port		1.847m		
			Knutsford		697k		
			Malpas		372k		
	Four	2022-23	Frodsham		1.019m	4.284m	14.843m
			Macclesfield		1.825m		
			Poynton		604k		
			Winsford		836k		
	Five	2023-24	Nantwich		395k	2.892m	17.535m
			Stockton Heath		926k		
			Wilmslow		1.371m		

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CHESHIRE FIRE AUTHORITY

MEETING OF: ESTATES AND PROPERTY COMMITTEE
DATE: 17TH AUGUST 2021
REPORT OF: DIRECTOR OF GOVERNANCE AND COMMISSIONING
AUTHOR: PETER HAYES

SUBJECT: SERVICE HOUSING PROJECT

Purpose of Report

1. To provide an update on the programme to refurbish the service houses and to confirm progress with ancillary matters relating to the service houses.

Recommended: That Members;

- [1] Note the report and the requirement for considerable additional investment in order to conclude the programme of refurbishment.

Background

2. The Fire Authority owns service houses in five locations around Cheshire (Congleton, Knutsford, Northwich, Stockton Heath and Winsford). All of the houses were originally used by staff operating the day crewing duty system. However, staff occupying the service houses in Knutsford and Stockton Heath now do so in order to work the on-call duty system. Staff working the day crewed duty system pay a subsidised annual license fee. Other staff pay a higher annual license fee.
3. The condition of a significant number of the service houses had deteriorated over a number of years. Their upkeep had been quite piecemeal due to budget constraints. Overall, the maintenance of the service houses was costing more than the rent that was being received, even during the period when the condition had been deteriorating.
4. Members originally approved a programme to refurbish the service houses in March 2019 and last received a report on progress in November 2020. The Fire Authority agreed to the sale of five service houses in April 2019. At the time it was hoped that the sale proceeds would cover the cost of the refurbishment programme. However, there was insufficient detail about the condition of the service houses to have confidence that this was possible (see Financial Implications section later in the report).

5. The following list of tasks were identified associated with the service houses:
- Confirmation of Service need (to allow sales of the houses to take place)
 - Description of the Service's standard (to be clear about refurbishment work)
 - Establishment of a budget requirement (once there was clarity about the extent of the work)
 - Delivery of an end to end process for licences (to improve some aspects)
 - A refreshed and reinvigorated property management process (to provide greater certainty for Estates colleagues and occupiers alike)
 - Preparation of a new licence agreement (as the existing document needed to be refreshed)
6. To meet the above requirements the Service Houses Project was split into 3 workstreams
- 1) House Sales
 - 2) House Refurbishments
 - 3) Process Review
7. In order to understand the work required across the service housing stock condition surveys were undertaken at each property and a replacement schedule produced: to provide a view of the requirements at each service house; to begin the prioritisation of the works; and to create a high level estimate of the cost of the works.
8. A Service standard was identified and agreed for key requirements, such as kitchens and bathrooms, with mid-range products being chosen.
9. A contract was awarded to Sustainable Building Solutions Ltd (SBS) in early 2020. The works are contracted each year once it is clear what can be funded. This contract superseded some earlier arrangements which had helped to kick-start the programme.

Information

House Sales

10. The five houses that were identified as being surplus were all sold by May 2021, bringing in a total capital receipt of £862,500.

House Refurbishments

11. Whilst the list below is not exhaustive it provides a good overview of the work completed as part of the refurbishment programme to-date
- Lofts of all houses insulated (including loft ventilation)
 - Full refurbishment of 2 houses in Knutsford (including new boilers, kitchens and bathrooms as well as roofing work)

- Full refurbishment of 2 houses in Congleton (including new boilers, kitchens and bathrooms as well as roofing work)
 - All flat and pitched roofs replaced on Northwich houses (including asbestos removal, soffits sealed, cladding on porches and replacement of steel posts)
 - Pitched roofs replaced on 9 houses in Knutsford (including asbestos removal)
 - Pitched roofs replaced on 2 houses in Stockton Heath
 - 14 boilers replaced
 - 12 new kitchens installed
 - 5 new bathrooms installed
 - A number of sprinklers systems removed and made safe
12. The next phase of the refurbishment programme will see the following work carried out during this financial year
- 6 Kitchens
 - 6 Bathrooms
 - 2 Pitched roofs
 - 3 Flat roofs
 - 2 Boilers

It is expected that further, smaller pieces of work will also be accommodated within this year's programme, including garage door replacements, external and interior door replacements, new fencing and other minor defect resolution.

13. It is estimated that by the end of this financial year over 40% of the necessary refurbishment works will have been completed. This obviously leaves a substantial amount of work outstanding.

Process Review

14. A range of new material has been produced for both service house residents and the Estates team. This includes a revised Licence Agreement and a Resident's Handbook. It is hoped that this material will help ensure that responsibilities are clearly defined.
15. The processes for moving in and moving out of the service houses have been reviewed and refined as well as the process relating to defect management. The process for house allocation was also reviewed and tightened up with a new checklist produced for Station Managers and Area Managers to assist with the assessment which is necessary concerning allocation of houses.
16. A Residents Intranet Section which provides a lot of useful information for both current and new residents has been created and this provides a portal through which house defects, or issues can be raised with the Estates service desk team. The idea is that this will become a one-stop shop for any information for residents.

Financial Implications

17. It is fair to say that there when the programme to refurbish the service houses was commenced it was difficult to have confidence in any budget estimate. At the time the condition surveys that existed did not cover all of the service houses and contained insufficient detail. In addition, there was limited data to have confidence in estimates for some of the major areas of spend that appeared to be necessary. However, Members were supportive of the programme as they were concerned about the condition of the service houses. There was also some confidence that the best part of £900k could be secured by selling the five surplus service houses.
18. Spend on the programme to-date is £626K (although some other works will have been carried out on the service houses, funded from the repairs and maintenance budget). The works to be carried out this financial year cannot exceed £300k (due to an ongoing VAT reclaim calculation that restricts spend). Essentially, this will see the funds from the sale of the service houses exhausted, with funds continuing to be utilised from the ongoing repairs and maintenance budget. Therefore, a further budget bid will need to be successful for the programme to continue.
19. The current estimate for the outstanding works that are required (to be delivered over the next 3 to 5 years) is approximately £1.4m.

Legal Implications

20. There are no direct legal implications arising from this report.

Equality and Diversity Implications

21. There are no direct equality and diversity implications arising from this report.

Environmental Implications

22. The work conducted over the last two years will positively impact the environment as improved glazing, additional insulation and better heating have been fitted. New appliances will also be more energy efficient with the move from gas hobs to electric.

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BACKGROUND PAPERS: NONE