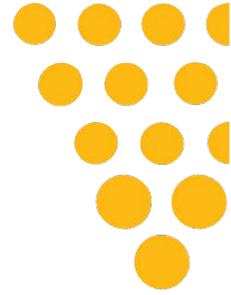




CORNWALL
FIRE & RESCUE SERVICE
A service of Cornwall Council



Assets Strategy

Part C: Property

2022 - 2023



Introduction

This strategy sets out how we will manage our property assets to support the activities detailed in the Cornwall Fire and Rescue Service Community Risk Management Plan (CRMP) 2022-2026. It shows how we are reducing risk and improving safety to support our communities through our asset management activities.

Our activities will be centred around how we will meet the current and future operational needs of the service. They will consider how we react to and address emerging risk and provide fit for purpose property in the most efficient and effective way, and which demonstrates value for money.

The Assets Strategy is part of a suite of strategies (see below diagram) which jointly demonstrate how we aim to respond to reduce and mitigate the risks we have identified for Cornwall. The Asset Strategy is split into three; Part A Fleet and Equipment, Part B Information Technology (IT) and Part C Property.



We have 32 premises located across Cornwall serving a population of approximately 569,000 residents. The current estate comprises 31 Community Fire Stations:

- Two wholetime – crewed 24 hours a day
- Six crewed by wholetime crews during the day and on-call at night - one station is shared with South Western Ambulance Service Foundation Trust (SWASfT)
- 23 stations are crewed by on call staff (including one Emergency Services Station which is shared with Devon and Cornwall Police (DCP) and SWASfT)
- Service headquarters incorporates our engineering workshops and stores, training and workforce development, Critical Control Centre and office/meeting space.

Most (29) of our premises are provided through our Private Finance Initiative (PFI) contract. This contract began in 2001 and has enabled us to rebuild eleven stations across Cornwall. It comes to an end in 2028. Through the PFI contract and its partners, we receive responsible asset management, best value practice and commitment to the long-term performance of these assets. Partners are responsible for the day-to-day management and maintenance of the estate for health and safety, energy consumption, water hygiene, fire risk assessments, asbestos and radon surveys, annual maintenance plans and inspections. A helpdesk enables us to report any defects quickly and easily.

The remaining three properties (Tolvaddon Station, Hayle Station and Service Headquarters) are Cornwall Council owned and managed. Planned and reactive maintenance is undertaken by the council, as part of their overall estate management. The council's premise co-ordinator also oversees the modular buildings provided at RAF Portreath, for our training.

Additional 'soft' services for whole estate of 29 PFI and three Council owned premises, is undertaken by our own maintenance teams. This includes, cleaning and deep cleaning, ground maintenance, courier services, pest control and hydrant infrastructure maintenance.

Current Shared Space

- Shared site with DCP and SWASfT at Hayle Community Fire Station
- Shared site with SWASfT at Truro Community Fire Station
- Ambulance dispatch point provided for SWASfT at Tolvaddon Community Fire Station
- Shared site with DCP at St. Columb Community Fire Station
- Space provided for Maritime and Coastguard Agency at Padstow Community Fire Station
- Space provided for the Port Health Authority at Fowey Community Fire Station.
- In development - extension to St Ives Community Fire Station to house DCP

The CRMP sets out key risk objectives we aim to achieve over the next four years, and we have indicated in our strategies how our activities are linked to those risk objectives.

Our CRMP risk objectives are:

- Reducing the impact on risk groups from fire and other incidents
- Reduction in fire deaths and injuries
- Reducing incidents where people are killed or seriously injured

centred around specific areas within the service. The aggregated risk profile the current locations of most stations, but this will be kept under constant review to consider future infrastructure developments in the county.

Shared estate

With the development of more residential housing across the county, we will monitor and assess the location and provision of stations to ensure that our Community Fire stations effectively target changing and emerging risks. Notably we will work with the Council to identify a new location for the construction of a new Community Fire Station for Truro that will include shared use. The provision of our current estate and its development will ensure that its supports targeting community risks. We will ensure that our facilities can accommodate the essential equipment to tackle:

- **Fatal special service calls** – typically road traffic collisions (RTC) and assisting other agencies. In the past five years, CFRS have attended 55 fatal RTCs compared with 13 fatal fires. Saltash, St Austell and Truro have attended the highest number.
- **Fatal fires** – almost all were accidental dwelling fires
- **Serious injury fires** – almost half of these were accidental dwelling fires

We will support the co-responder provision by ensuring space is provided for vehicles which support these incidents. This will be focussed on the Lizard peninsula as our risk analysis shows most incidents are in the Helston and Mullion station grounds.

We will ensure adequate facilities for fire and multi-agency enforcement teams to have temporary or permanent office space close the highest levels of place-based risk, as outlined in our [Community Risk Profile](#).

- Tolvaddon has the greatest ‘place-based’ risk from buildings rated as high risk on the Risk Based Inspection Programme and nurseries and schools, privately rented houses and heritage buildings. This is followed by Truro, St Austell, Penzance and then Falmouth.
- Industrial processing, hotels/motels, permanent agricultural, hospitals and medical care, religious buildings and residential care home premises have the highest rates of fires in Cornwall.

We will support the work of the Tri Service Safety Officers in remote communities and ensure they have access to office space, charging points for electric bicycles and welfare facilities during their periods of duty.

We will support the prevention teams with office space and welfare facilities to undertake their living safe and well visits and home fire safety checks.

We will develop and support business continuity plans to ensure that the service can continue to function with capacity to address impact of national changes.

We will support workforce development by providing suitable training facilities and the maintenance of the ISO 45001:2018 standard.

We will explore all opportunities to develop joined up public sector and blue light services for Cornwall as set out in the Policing and Crime Act 2017 with a collaborative approach to property and asset management. Where partners are co-located, we will seek opportunities to make improvements to our existing assets and share administrative functions and facilities.

Cornwall Fire and Rescue Service chairs the Blue Light Property Integration Board to identify cost savings and deliver a more integrated, customer focused service for our communities. We consider co-location of services across our property as key to promoting cultural change and developing more integrated and customer focused services.

We work with the Council on the rationalisation of the property estate. This rationalising of Council property and sharing space with our blue light and public sector partners will reduce carbon emissions, generate funds from the sale of assets where appropriate, provide modern workspaces which deliver efficiencies and improve service delivery.

Our intent

- To deliver a shared space at St. Ives Community Fire Station for fire and police. DCP have sold their previous property and received a capital receipt that will fund this project.
- We have had preliminary discussions with DCP to explore the potential for a shared space at Torpoint Community Fire Station.
- We are exploring the installation of swipe card access to our Community Fire Stations in line with the Council's provider. This will enable DCP to have access to our facilities for welfare provision for operational staff in remote rural areas.
- Working with the Council, we will identify a new site for Truro Community Fire Station with the phased development of the Old County Hall site. This will include South West Ambulance Services foundation Trust who currently share this space with us. The new site will consider the changes in risk profile by new developments in the city, such as the Langarth Garden Village. We will also consider the potential to provide share space with DCP with any new construction.
- We will commission upgrades to the estate to provide improved facilities at our Community Fire Stations to support equality, diversity and inclusion. This will include an additional separate shower for Penzance, improved welfare facilities at Falmouth and improved facilities at Liskeard.

Projects aligned to the 2022 – 2026 CRMP

Year One 2022-2023

- Shared use of St. Ives Community Fire Station (2-year project)
- Provision of modular buildings for workforce development at RAF Portreath (2-year project)
- Install solar panels to further 14 Community Fire Stations (2-year project)
- Prepare and plan for exit of Private Finance Initiative (PFI) contract – 2022-2028
- Shared use of Torpoint Fire Station with Devon and Cornwall Police – explore the potential for colocation shared use

- Install three additional charging points to support the infrastructure for battery electric vehicles
- Heating and insulation improvements to our property estate – Implementation Program
- Support Service Delivery to review station response area in line with risk and demand profiling
- Annual Maintenance Program

Year Two 2023-2024

- Shared use of St. Ives Community Fire Station (2-year project)
- Provision of modular buildings for workforce development at RAF Portreath (2-year project)
- Install solar panels to further 14 Community Fire Stations (2-year project)
- Prepare and plan for exit of Private Finance Initiative (PFI) contract – 2022-2028
- Shared use of Torpoint Fire Station with Devon and Cornwall Police – agree plans and potential use via the Blue Light Integration Board.
- Heating and insulation improvements to our property estate – Progress on plan
- Support Service Delivery to review station response area in line with risk and demand profiling
- Annual Maintenance Program

Year Three 2024-2025

- Prepare and plan for exit of Private Finance Initiative (PFI) contract – 2022-2028
- Introduce swipe card access to Community Fire Stations – installation to be completed before the end of the PFI contract in 2028
- Shared use of Torpoint Fire Station with Devon and Cornwall Police – (2-year project, construction to colocation shared use)
- Heating and insulation improvements to our property estate – Progress on Plan
- Support Service Delivery to review station response area in line with risk and demand profiling
- Annual Maintenance Program

Year Four 2025-2026

- Prepare and plan for exit of Private Finance Initiative (PFI) contract – 2022-2028
- Introduce swipe card access to Community Fire Stations – installation to be completed before the end of the PFI contract in 2028
- Shared use of Torpoint Fire Station with Devon and Cornwall Police – (2-year project, construction to shared use)
- Heating and insulation improvements to our property estate – Progress on Plan
- Support Service Delivery to review station response area in line with risk and demand profiling
- Annual Maintenance Program

Lifecycle of the CRMP 2022-2026

- Shared use of Torpoint Community Fire Station
- Identifying a new location for Truro Community Fire Station
- Swipe card access to Community Fire Stations

- Station response area review in line with risk and demand profiling
- Heating and insulation improvements to our property estate
- Prepare and plan for exit of Private Finance Initiative (PFI) contract
- Annual Maintenance Program

Resources

The Assets team is made up of:

- Assets Manager
- Group Manager – Assets
- Watch Manager - Assets

The service has allocated funds within the capital budget to support the installation of photovoltaic panels for community fire stations. Station upgrades with improved lighting, heating and insulation will be implemented progressively over the next four years and up to the end of the PFI contract in 2028. These station upgrades are supported through allocated funds from the 15-year capital program.

Our PFI partner and Council PFI team supports the maintenance of the estate and PFI expiry health check for the Cornwall fire stations. This is completed by the annual maintenance program that is agreed with the Council authority PFI team.

Outcomes

Successful delivery the Assets (Property) Strategy will achieve the following outcomes:

- Ensure the location of our stations and resources effectively target risk.
- Ensure the health, safety and wellbeing of our people.
- Reducing the carbon footprint of the estate to support the Council's carbon neutral objectives.
- Maximise opportunities for greater collaboration with blue light partners, public, private and community organisations.
- Provide value for money through the PFI contract and ensure that estate is fit for purpose on transfer back to Council ownership.
- Provide facilities that are inclusive and deliver equality of access and use for all staff, partner agencies and public.

Measures

The performance monitoring sheet provided by our PFI partner is managed by their sub-contracted management company and delivers the following with performance threshold of 95%:

- **General obligations**– general support, provider’s operatives, access for providing the services, annual maintenance plan, reporting requirements and quality assurance and management
- **Facilities management** – provision of a helpdesk, utility consumption monitoring, fire and emergency management, health and safety management
- **Maintenance** - planned maintenance, responsive maintenance, critical electric supplies, provision for the safe use of lifts, portable appliance testing, small works, maintain functional and aesthetic standards.
- **Security** - Out of hours security

We provide the soft services in house through our maintenance and hydrant inspection team. This includes:

- **Cleaning, waste and pest control** - general cleaning of wholetime, day crewed and on call stations, periodic and ad hoc cleaning, pest control, toilet hygiene services and waste management.
- **Courier, mail and ancillary services**
- **Hydrant maintenance and database**
- **Grounds maintenance** - landscape maintenance and upkeep.

The standard for these areas is monitored by the premise co-ordinator and feedback via a SharePoint form that personnel report back their satisfaction or dissatisfaction.

Utilities and photovoltaic (PV) panels

Utility usage and production of energy via the PV (solar) panels is monitored by our PFI partner via their sub-contracted management company, Sodexo. A monthly report is provided back to the service and informs the reconciliation payments agreed with the PFI contract. These payments are managed by the authority PFI team.

PFI Expiry Health Check (EHC)

The Infrastructure & Project Authority (IPA, part of the Cabinet Office) established a PFI Centre of Excellence and a specific PFI Contract Management Programme.

The programme comprises four linked elements:

- **Contract expiry** - managing the risks of contract expiry and ensuring value for money as contracts end
- **Operational contracts** - improving the performance and efficiency of operational contracts
- **Capability** - building capability through systems learning, guidance and training; and
- **Advice and support** - providing expert support and advice to departments and contracting authorities.

Governance

The monthly Performance Monitoring Sheet (PMS) is assessed by the authority PFI team.

Project liaison meetings hold the performance of the PFI partner to account and is attended by the authority PFI team, Sodexo, PFI partner representatives (Pyramid), and the facilities maintenance (Mitie) representatives.

The Blue light Property Integration Board provided governance for the shared use of co-location projects.

The Operational Asset Review Board manages and monitors the capital expenditure for station upgrades.

PFI Fire Property Board maintains oversight of Cornwall Fire and Rescues PFI Contract.

The Board will:

- Receive and consider the PFI Operational Quarterly Reports,
- Oversee the financial management of the PFI Contracts,
- Maintain a strategic overview of the Council's PFI Contracts,
- Receive and review minutes from PLG meetings,
- Monitor compliance with the Council Contract Management Toolkit,
- Be consulted on any proposed Contract wide Authority Variations to the Contracts,
- Review exit and re-procurement strategies for each Contract,
- Escalate decisions in accordance with the Council's Scheme of Delegation.

Our Space group considers the use of space and property rationalisation across the whole of the Council

