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NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY - FINANCE AND RESOURCES COMMITTEE

Date: Friday 10 October 2014

Time: 10.00 am

Venue: Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

A handwritten signature in black ink, appearing to read "M. J. Lawrence". The signature is fluid and cursive.

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

AGENDA

Pages

- | | | |
|----------|---|---------|
| 1 | APOLOGIES FOR ABSENCE | |
| 2 | DECLARATIONS OF INTERESTS | |
| 3 | MINUTES
Last meeting held on 11 July 2014 (for confirmation). | 3 - 8 |
| 4 | REVENUE AND CAPITAL MONITORING REPORT TO AUGUST 2014
Report of the Chief Fire Officer | 9 - 18 |
| 5 | PRUDENTIAL CODE MONITORING REPORT TO 31 AUGUST 2014
Report of the Treasurer to the Fire Authority | 19 - 26 |
| 6 | INTERNAL AUDIT REPORTS
Report of the Treasurer to the Fire Authority | 27 - 42 |
| 7 | OCCUPATIONAL ROAD RISK
Report of the Chief Fire Officer | 43 - 56 |

ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

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**NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY -
FINANCE AND RESOURCES COMMITTEE**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood
Lodge, Arnold Nottingham NG5 8PD on 11 July 2014 from 10.00 am to 11.12 am**

- ✓ Councillor Malcolm Wood (Chair)
- ✓ Councillor Jon Allin
- ✓ Councillor Chris Barnfather
- ✓ Councillor John Clarke
- ✓ Councillor Gordon Wheeler

✓ indicates present at meeting

Colleagues, partners and others in attendance:

Councillor Brian Grocock	-present as an observer
Councillor John Wilmott	-present as an observer
John Bailey	Head of Internal Audit, Nottinghamshire County Council
Kate Buckley	Internal Audit Nottinghamshire County Council
Gavin Harris	Head of ICT
Neil Timms	Strategic Director of Finance and Resources
Peter Hurford	Treasurer to the Nottinghamshire and City of Nottingham Fire and Rescue Authority
Carol Jackson	Constitutional Services, Nottingham City Council

1 APOLOGIES FOR ABSENCE

None

2 DECLARATIONS OF INTERESTS

None

3 MINUTES

Save for an amendment to confirm that Councillor Chris Barnfather was in attendance, the Committee confirmed the minutes of the meeting held on 4 April 2014 as a correct record and they were signed by the Chair.

4 REVENUE AND CAPITAL BUDGET MONITORING REPORT TO MAY 2014

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report on the financial performance of the Service in the year 2014/15 to the end of May 2014, analysing the significant variances against the original programme.

- the total revenue budget for 2014/15 is £42.9 million and the forecast outturn variance at this stage is an under spend of £424,000, which represents an overall variance of 1 %. However, there is still ten months of the year to go, during which time many factors could influence the final outturn;
- a capital programme for 2014/15 of £4.364 million was approved by members at the full Fire Authority meeting and to this has been added a budget of £1.091 million for the remaining expenditure expected on the Tri-Service Control and Mobilising system for which a capital grant was received in 2012/13. This brings the total capital programme budget for the year to £5.455 million.

RESOLVED to note the content of the report;

5 PRUDENTIAL CODE MONITORING REPORT TO 31 MAY 2014

Peter Hurford, Treasurer to the Nottinghamshire and City of Nottingham Fire and Rescue Authority, presented his report informing the Committee of performance to 31 May 2014 relating to the prudential indicators for capital accounting and treasury management.

RESOLVED to note the contents of the report.

6 INTERNAL AUDIT ANNUAL REPORT 2013/14

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report bringing to the attention of members the annual report prepared by the Authority's Internal Auditors. Neil Timms introduced John Bailey, Head of Internal Audit, Nottinghamshire County Council, who had prepared the report which concluded that the overall level of internal control is satisfactory and that the Chief Fire Officer and senior managers had responded positively to all recommendations made in the reports that have been finalised.

John Bailey introduced Kate Buckley who has taken over the role of the Authority's internal auditor with effect from 1 April 2014.

RESOLVED to note the contents of the report.

7 CORPORATE RISK MANAGEMENT

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report informing members of the updated Strategic and Corporate Risk Registers.

RESOLVED

- (1) to note and endorse the Strategic Risk Register;**
- (2) to note and endorse the Corporate Risk Register;**
- (3) to note the most significant risks facing the Authority;**
- (4) to note and endorse the revised Corporate Risk Management Policy and Strategy.**

8 OCCUPATIONAL ROAD RISK

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report advising members of the work being undertaken to address the risks associated with at-work driving. The Business Risk Manager has prepared a report for the Corporate Management Board and as a result, the Business Risk Manager has been asked to implement measures within the next six to nine months in order that they, and their effect, can be reported in the next invitation to tender for motor insurance which will be written around August 2015 and sent out to the market for an April 2016 renewal.

Members felt that it would be useful to find out how other fire and rescue services were addressing the problem of rising motor insurance premiums and whether there would be any benefit in seeking to work collaboratively with any other services with a view to keeping costs down. The Chair requested that a report be brought back to the next meeting of the Committee giving a breakdown of the level of risk in the various categories of accident, the cost of the accidents, what training is in place to counter the risks and how NFRS compares with other fire and rescue services.

RESOLVED

- (1) to note the measures being taken to reduce the Authority's exposure to the risks associated with at-work driving;**
- (2) that the Business Risk Manager bring a report to the next meeting of the Committee giving a statistical breakdown of the levels of risk involved in various categories of accident, the costs of accidents, the training in place to counter the risks and a comparison with other fire and rescue services.**

9 INFORMATION COMMUNICATIONS TECHNOLOGY STRATEGY

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report setting out the current strategy for Information and Communications Technology (ICT) to inform thinking around such areas as capital planning.

Gavin Harris, Head of ICT made a presentation to the Committee, the key points of which were as follows:

- the overall aim of the ICT Strategy for Nottinghamshire Fire and Rescue Service (NFRS) is to achieve a balance of organisational efficiency and new innovations, 'to reduce organisational risk by creating a foundation of standardised, resilient and integrated systems with simplified processes; delivered by cost-effective ICT services and solutions that are focussed on the needs and objectives of NFRS';
- the successful delivery of ICT services across NFRS demands more than the implementation of technology. The approach and attitude of ICT staff is key to ensuring a professional service and as a consequence the NFRS ICT Department will endeavour to embrace the principles of 'IT as a Service' i.e an operational model where the IT organization of an enterprise is run like a business, acting and operating as an internal service provider. In this model, IT simplifies and encourages service consumption, provides improved financial transparency for IT services, and partners more closely with lines of business. This type of IT transformation is business focused rather than cost focused, leading directly to improved levels of business agility.
- the aspirations of ICT services is to deliver a service that is known as:
 - making a positive contribution to running and transforming NFRS;
 - customer focused and striving to deliver excellence to meet the needs of staff and the service;
 - highly available and resilient so that the ICT infrastructure becomes invisible;
 - embracing appropriate innovation;
 - demonstrably value for money;
 - helping to drive through transformational change to improve NFRS;
 - outward looking, owning problems, proactive and communicating well;
 - empowering staff to make best use of their ICT facilities.
- the high priority projects are:
 - migration to the new Wide Area Network (WAN) – complete;
 - migration of all desktop and laptop PCs to Windows 7 – complete;
 - renewal of the Corporate Mobile Phone contract – complete;
 - migration to a Microsoft Exchange 2010 email system – complete;

- upgrading the existing Wi-Fi provision at sites – complete;
 - implementing laptop data encryption – complete;

 - replacing the old Corporate Telephone System – underway;
 - creating ISO27002 compliant policies and procedures – underway;
 - upgrading System Centre and replacing e-Service Desk – underway;
 - replacing the old Storage Area Network (SAN) – underway;
 - trialling Windows Surface tablets – underway;
 - trialling Microsoft Office 365 with Mobile Users – underway;
- the overall aim is to reduce costs through converged communications, reducing travelling times and the number of meetings required.

The Chair thanked Gavin Harris for his presentation

RESOLVED to note the report.

10 EASTWOOD FIRE STATION

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report informing members of a joint capital scheme involving Eastwood Fire Station. This is the subject of a capital grant bid of £1.575 million to the Department for Communities and Local Government. The idea is to create a single campus style development which includes buildings for Police, Fire, EMAS and NHS and to share common areas such as a canteen, reception desk, community and meeting rooms

RESOLVED to approve this joint scheme and agree to the project being accelerated forward in the Capital Programme.

11 PROGRESS REPORT ON THE PROPOSED NEW STATION 18

Neil Timms, the Strategic Director of Finance and Resources, presented the Chief Fire Officer's report updating members on the progress, costs and programme of the new Station 18 project

RESOLVED

- (1) to note the report;**
- (2) to approve the latest cost estimate of £4.95 million notwithstanding that this will be offset by £2.5 million of capital receipts and any subsequent rental agreement with the City Council**

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

REVENUE AND CAPITAL MONITORING REPORT TO AUGUST 2014

Report of the Chief Fire Officer

Date: 10 October 2014

Purpose of Report:

To report to members on the financial performance of the Service in the year 2014/15 to the end of August 2014. This report focuses on those key areas where outturn variances are likely to occur.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 Budget monitoring is a key aspect of financial management for the Fire and Rescue Authority. Regular reporting of spending against both the revenue and capital budgets is a check that spending is within available resources and, if necessary, allows for financial resources to be re-assigned to meet changing priorities.
- 1.2 It is difficult to provide meaningful forecast outturns against both the revenue budget and the capital programme at this relatively early stage in the year, however where outturn variances are known with a degree of confidence, these have been reported.
- 1.3 For this report, those key areas with a higher risk of significant variance are reported on. An assessment of this risk has been made in the light of the size of the budgets selected and / or previous experience of variances, as well as the emergence of actual variances.

2 REPORT

REVENUE BUDGET

- 2.1 **Headlines:** The total revenue budget is £42,892k, and the forecast outturn variance at this stage in the year is an underspend of **£621k**, which represents an overall variance of 1%. It is important to emphasise that this is the position as at the end of August, with 7 months of the year still to go, during which a lot of factors could influence the final outturn.

The net cost of industrial action by the Fire Brigades Union for 2014/15, as reported in the finance system, is **£330k**, these costs are shown “below the line” in the table in paragraph 2.16 as there is no budget to cover this expenditure and the overspend will be funded from General Reserves if required. It should be noted that there are further strike deductions from pay awaiting processing so this figure may reduce.

- 2.2 **Wholetime Pay:** the variance to date after five months is **£93k** underspend. An estimated outturn underspend of **£231k** is anticipated at this stage and this is due to a number of reasons: the number of employees on development rates of pay is higher than assumed in the budget (causing an underspend), the number of employees in a pension scheme is lower than assumed in the budget (causing an underspend) and although the total number of wholetime employees is in line with the budgeted establishment (as at August), there are vacancies for some roles and over-establishment for other roles. This means that pre-planned overtime is being used to maintain crewing (causing an overspend). An element of contingency is built into the wholetime pay budget to cover temporary over-establishment, so the net result is an overall forecast underspend at this stage.
- 2.3 An assumed pay award of 1% has been built into the forecast outturn and it is assumed that there will be no new trainees this year, with any retirements or resignations replaced with transfers in or Retained migration. The removal of one wholetime and one retained appliance, as approved by the Combined Fire

Authority on 26 September 2014, will lead to further underspends later this year as the number of occupied posts falls below the budgeted establishment. This managed underspend will translate in budget reductions in 2014/15.

- 2.4 **Retained Pay:** In 2013/14, the Retained pay budget underspent by a total of £338k and the 2014/15 budget was reduced by £200k. The current position is an underspend to date of **£144k**. There is a projected outturn underspend of around **£319k** at this stage, which excludes any costs to date arising from industrial action. Retained call outs for the current financial year to date are 858 compared to 1139 during the same period 2013/14.
- 2.5 **Non-Uniformed Pay:** the variance to date after five months is a **£169k** underspend, which is forecast to be a **£375k** underspend by the end of the year (including the Princes Trust forecast underspend referred to below). This is due either to a few instances where employees are working fewer hours than their established FTE or to establishment vacancies which are assumed to be continuing throughout the year due to the current recruitment freeze.
- 2.6 **Pension Strain:** no budget has been set aside to cover the costs of pension strain arising from phase 2 voluntary redundancies occurring at the end of 2013/14 and in 2014/15. It is estimated that up to £163k will be charged to the revenue budget in 2014/15, with further costs likely to fall in 2015/16. This is now reported as an outturn overspend of **£163k**.
- 2.7 **Prince's Trust:** as previously reported, the budget for this activity was recalculated and presented in summary to the Policy and Strategy Committee in April, showing an annual deficit of £92k. The Princes' Trust Manager has already sought to make further savings and it is felt that the activity could run in its present format at a deficit of **£86k** per annum.
- 2.8 The Prince's Trust expenditure budgets are showing an underspend to the end of August of around £35k. About £20k of this relates to pay, which is under spending because one Team Leader has been on maternity leave and, whilst her post was backfilled by a Support Worker, the Support Worker post was not backfilled. The voluntary redundancy of the Prince's Trust Manager took place at the end of August, with the vacant post recruited to and filled by an existing Team Leader. Following this, the Team Leader post was recruited to and filled by an existing Support Worker, who will not be replaced. This will lead to an overall forecast outturn underspend on pay of **£50k**. The remaining expenditure budgets are forecast to underspend by **£7k**.
- 2.9 A substantial amount of Princes' Trust income due for the 2013/14 financial year had not been received as at 31st March 2014. This income, amounting to £338k, has been accrued for in 2013/14 in anticipation of the income being received in 2014/15. So far £223k has been received in the current year relating to 2013/14, and a further £85k is also expected to be received from the Colleges in respect of last year's teams. The Service has just been notified that additional income of £45k will be received from Central College in respect of 16-18 year old students, due to the College having surplus funding at the end of the 2013/14 academic year.
- 2.10 There is a shortfall in income in respect of the 5 teams which ran from January / February through to March / April. This shortfall amounted to £29k due to a lower than budgeted level of recruitment and a lower than budgeted proportion

of 16-18 year old students, although the budgeted retention rate of 83% was achieved. The 5 teams which ran from May / June through to August have now completed and a shortfall in income of £18k is reported for these teams. This is due to a lower than budgeted level of recruitment (65 students instead of 70), a lower than budgeted proportion of 16-18 year old students (16% instead of 24%), partially offset by a higher than budgeted retention rate (89% instead of 83%). The overall forecast position for income taking account of the additional £45k from Central College, the income shortfalls reported for the first two tranches of teams and assuming another income shortfall of £18k for the next tranche of teams is a forecast under-achievement of income of **£60k**. In total this means that at this point in time, the Prince's Trust activity is forecast to almost break even this year.

- 2.11 **Fleet Maintenance:** some of the appliances in the fleet have suffered metal erosion of the flow meter and pump casings. The causes of this are being investigated but it is thought to be due to the way bulk foam is being used. Initial indications are that repairs and labour will amount to around **£40k**, which cannot be contained within the fleet maintenance budget for planned and ad-hoc works to the fleet.
- 2.12 **Premises:** The Service benefited from some successful rateable value appeals last year, with rebates received during 2013/14. The budget was set prior to these appeals being concluded, so a further underspend is anticipated for the current year of around **£50k**. This variance will be reviewed later in the year as and when a new rateable value for the rebuilt Retford Fire Station becomes apparent. Orders have been placed for backlog maintenance works, which will be funded from an earmarked reserve.
- 2.13 **Insurance:** Overall, the insurance premium budget is expected to overspend this year by **£24k**, following the insurance tender earlier this year. The premiums paid include a low claim rebate, so there is a possibility that this position may worsen if more claims are processed than expected by the insurers.
- 2.14 **Industrial Action:** The net expenditure to the end of August was **£330k** with not all costs yet reported. There is no budget for industrial action therefore all net expenditure will be an over spend against the budget. Currently, the **£330k** is not shown as an outturn overspend, but is presented "below the line" in the table in paragraph 2.16 for information. The total net cost of industrial action in the year will be funded from the General Reserve if required.
- 2.15 **Depreciation and Impairments:** This budget is showing a surplus of income as no budget was set for the sale of vehicles. To date two vehicles have been sold, resulting in a surplus of **£6k**.
- 2.16 The table below shows the position of the revenue budget as at the end of August 2014

Account Description	Annual Budget £	Adjusted Budget Profile to Aug 2014 £	Actual including Commitments to Aug 2014 £	Variance to Aug 2014 £	Forecast Outturn £	Variance To Budget £	Outturn to Budget %
Employees	34,005	13,938	13,729	-209	33,340	-665	-1%

Premises-Related Expenditure	2,161	979	945	-34	2,121	-39	-2%
Transport-Related Expenditure	1,935	928	893	-35	1,976	41	2%
Supplies & Services	3,623	1,698	1,590	-108	3,611	-12	0%
Third Party Payments	125	48	26	-22	125	0	0%
Support Services	294	68	164	96	294	0	0%
Depreciation and Impairment Losses	0	0	-6	-6	-6	-6	No Budget
Sales Fees & Charges	-552	-225	-24	201	-552	0	0%
Other Income	-1003	-338	-53	285	-943	60	6%
Capital Financing Costs	2,304	78	78		2,304	0	0%
Total Net Revenue Expenditure	42,892	17,174	17,342	168	42,309	-621	1%
Net Industrial Action Costs	0	0	330	330	330	330	No Budget

CAPITAL PROGRAMME

- 2.17 A capital programme for 2014/15 of £4,364k was approved by Members and to this has been added a budget of £1,091k for the remaining expenditure expected on the Tri-Service Control and Mobilising system for which a capital grant was received in 2012/13. This brings the total capital programme budget for the year to £5,455k.
- 2.18 There was a significant amount of slippage in the 2013/14 capital programme and the budget for this has been approved by the CFA and carried forward and added to the 2014/15 capital programme. The amount of slippage was £5,012k. In total this then gives an estimated available capital budget of £10,467k for the year. At this early stage in the year, very little has been spent so far – some £1,138k, and an underspend of £3,489k is currently predicted (see table in paragraph 2.28). In the light of a two year rolling underspend within the capital programme, the Strategic Director of Finance and Resources will be undertaking a detailed review of the capital programme and its associated funding.
- 2.19 Two capital grants have already been received: the grant for the Tri-Service Control and Mobilising system (£1,091k remaining) and the general capital grant of £1,087k. The capital receipts reserve holds some £2,135k arising from the sale of assets over the past two years. In addition, three vehicles have been sold this year, resulting in capital receipts totalling £6k. These monies will be used first to finance the capital programme, with remaining expenditure to be financed by a combination of unused borrowing, cash generated by the minimum revenue provision charge and new borrowing if required of up to £5,250k as approved within the Authority's Prudential limits.
- 2.20 **Transport:** Work on specifying, procuring and building a number of appliances and special appliances is in progress. Three further appliances

scheduled for the current year should commence build sometime during late autumn with completion anticipated during the first quarter of 2015. Two special appliances included within the 2013/14 capital programme are now fully built and due to go into service shortly – these are the aerial ladder platform and the water / foam unit. A review of light vehicle utilisation and provision has been done and meetings have taken place (or are scheduled) to ascertain if fleet reductions can be made in some departments. As a result only limited new light vehicle procurement is currently underway with other scheduled acquisitions awaiting the outcome of any structure changes. When these outcomes become known an update will be given regarding the number of vehicles to be purchased this year and associated costs. Currently, it is planned that 24 vehicles will be purchased in the year at a cost of approximately £318k and this is the figure shown in the estimated outturn pending completion of the review. At the time of this report 5 new vehicles are on order for the Trading Company.

- 2.21 **Equipment:** The radios currently in use on the incident ground are now many years old and are planned to be replaced this year. The specification for new radios is now being written.
- 2.22 **Estates:** The rebuilt Retford Fire Station will be completed and occupied later this year and the temporary station vacated ready for stripping out and returning to the landlord sometime early 2015. The new London Road Fire Station: it is hoped that land can be purchased on which to build the new fire station by November this year in order to maintain the project programme for occupation of the new station by spring 2016. The land purchase has been subject to delays outside of the Authority's control and has impacted on the ability to commence the station rebuild project. Expenditure will take place on professional fees this year leading up to the letting of the contract to build the replacement for Central Fire Station. In addition, a number of plans for rebuilding or refurbishing some of the older fire stations will be developed – for now the cost of these plans is shown in the outturn, although whether or not the costs will be capital or revenue depends upon whether or not the plans contribute directly to a capital project. If the costs are treated as revenue costs, then they will be financed from the capital earmarked reserve. The outcome of the plans will be reported in due course for decisions on future major property projects.
- 2.23 **ICT:** In addition to the usual equipment replacement programme, there are two key projects due to start in 2014/15: the replacement of the telephone system and the replacement of the storage area network, both of which are expected to complete within the year. The project to implement CFRMIS Online Services is in progress and the Business Process Automation project will cover a range of developments, some of which will be done this year. An estimated outturn for these two projects is not yet available as further decisions need to be made which will affect project expenditure. The purchase of a Microsoft Enterprise Licence was completed in 2013/14 and treated as revenue expenditure, so this capital budget is not required.
- 2.24 **Human Resources:** the project to implement a replacement HR system went live in May for core aspects of the system. Phase two of the project is now underway. The total capital budget for this project was £527k spread over three years and to date £307k has been spent. Once the number of

consultancy days for phase 2 of the project has been finalised, then an outturn figure will be forecast.

- 2.25 **Control:** the project to implement a Tri-Service Control and mobilising system has suffered some delays but is currently due to go live later this year.
- 2.26 **Finance:** a project to replace the current payroll system is planned to start later this year, with most costs falling into 2015/16.
- 2.27 The table below shows the position of the capital programme as at the end of August 2014.

CAPITAL PROGRAMME	2014/15 Approved Budget	Estimated 2013/14 Slippage	2014/15 Virements	2014/15 Revised Budget	Actual to Date	Remaining Budget to be Spent	Estimated Outturn	Estimated Outturn Variance
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
TRANSPORT								
Rescue Pump Replacement	910			910	316	594	910	
Special Appliances		1,301		1,301		1,301	1,301	
Appliance Equipment	36			36		36	36	
Light Vehicle Replacement	138	306		443		443	318	
	1,084	1,607	0	2,691	316	2,375	2,565	-126
EQUIPMENT								
Radio Replacement	250			250		250	250	
	250	0	0	250	0	250	250	0
ESTATES								
Retford Fire Station Rebuild	0	800	996	1,796	645	1,152	1,796	
Central Fire Station Rebuild		411	421	832	90	742	832	
Refurbishment and Rebuilding	2,310	1,984	-1,567	2,727		2,727		
Feasibility Plans			150	150		150	150	
Retention Payments:								
- Blidworth FS		25		25		25		
- Edwinstowe FS		31		31		30	20	
- Sustainable Technology Project		15		15	1	14	1	
	2,310	3,267	0	5,577	737	4,839	2,799	-2,778
I.T. & COMMUNICATIONS								
Business Continuity & Disaster Recovery	30			30		30	30	
Business Expansion	25	6		31	9	22	31	
Replacement Equipment	85			85		85	85	
Microsoft Enterprise Software Licences	200			200		199	0	
Telephone PABX Replacement	250			250		250	250	
SAN & Back Up Replacement	100			100		100	100	
Microsoft Infrastructure			7	7	15	-8	7	
Business Process Automation		345	-7	339		339		
CFRMIS Online Services		47		47		47		
	690	398	0	1,088	25	1,064	503	-585
HUMAN RESOURCES								
HR System Replacement		270		270	51	220	270	
	0	270	0	270	51	220	270	0
CONTROL								
Tri-Service Control & Mobilising System	1,091			1,091			1,091	
	1,091	0	0	1,091	9	1,081	1,091	0
FINANCE								
Payroll System Replacement	30			30		30	30	
	30	0	0	30	0	30	30	0
Grand Total	5,455	5,542	0	10,997	1,138	9,859	7,508	-3,489
To Be Financed By :								
Capital Grant - General	-1,088			-1,088	-1,088			
Capital Grant - TriService Control	-1,091			-1,091	-1,091			
Capital Receipts	-2,385			-2,385	-2,142			
Unused Borrowing b/f		-910		-214	-214			
New Borrowing		-2,793		0				
Internal Financing	-891	-1,839		-2,730				
Total	-5,455	-5,542		-7,508	-4,535			

3. FINANCIAL IMPLICATIONS

The financial implications are set out in the body of the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising directly from this report.

5. EQUALITIES

An equality impact assessment has not been undertaken because this report is not associated with a policy, function or service. Its purpose is to explain variances to the approved budget, which reflects existing policies.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

Budget monitoring and the regular receipt of financial reports is key to managing one of the most significant risks to the organisation, that of financial risk. The process of budget monitoring is a key risk management control measure as are the management actions which are stimulated by such reporting.

9. RECOMMENDATIONS

That Members note the contents of this report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

PRUDENTIAL CODE MONITORING REPORT TO 31 AUGUST 2014

Report of the Treasurer to the Fire Authority

Date: 10 October 2014

Purpose of Report:

To inform Members of performance for the two month period to 31 August 2014 relating to the prudential indicators for capital accounting and treasury management.

CONTACT OFFICER

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Strategic Director of Finance and Resources

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1. BACKGROUND

- 1.1 The Local Government Act 2003 set out a framework for the financing of capital investments in local authorities which came into operation from April 2004. Alongside this, the Prudential Code was developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) as a professional code of practice to support local authorities' decision making in the areas of capital investment and financing. Authorities are required by regulation to have regard to the Prudential Code, which CIPFA updated in 2011.
- 1.2 The objectives of the Prudential Code are to ensure that the capital investment plans of authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. The Prudential Code sets out a number of indicators which authorities must use to support decision making. These are not designed to be comparative performance indicators.
- 1.3 The Fire Authority approved these prudential indicators for 2014/15 at its meeting on 28 February 2014.
- 1.4 The Prudential Code requires that local authorities report performance against prudential targets to Members.

2. REPORT

PRUDENTIAL INDICATORS

- 2.1 Some of the prudential indicators set cannot easily be measured during the year and will be reported on in the Treasury Management Annual Report for 2014/15 after the end of the financial year. These indicators are:
 - Ratio of financing costs to net revenue stream 2014/15 (affordability).
 - Incremental impact of capital investment decisions on Council Tax 2014/15 (affordability).
 - Total capital expenditure 2014/15.
 - Capital Financing Requirement as at 31 March 2015.
- 2.2 In terms of borrowing, the indicator "net borrowing and the capital financing requirement (CFR)" (a prudence indicator) requires that net external borrowing does not, except in the short term, exceed the CFR. The CFR at 1 April 2014 was £22.667m and was estimated to be £26.996m by the year end. During the period 1 July 2014 to 31 August 2014 the net indebtedness of the Authority, calculated at the start of each month, did not exceed £22.476m including any requirements for temporary overdrafts. As at 31 August 2014, the net indebtedness of the Authority was £22.476m, which is well within the estimated CFR for the end of the year.

- 2.3 The Authority set an operational boundary for 2014/15 of £26.346m and an authorised limit of £28.981m. Although these limits are year end targets, the Authority is required to demonstrate that it has not exceeded them at any time during the financial year. Again, the maximum indebtedness of the Authority during the period, as shown in the paragraph above, is within the limits set.

The graph given as Appendix B illustrates the levels of borrowing for the 12 months up to the end of August 2014.

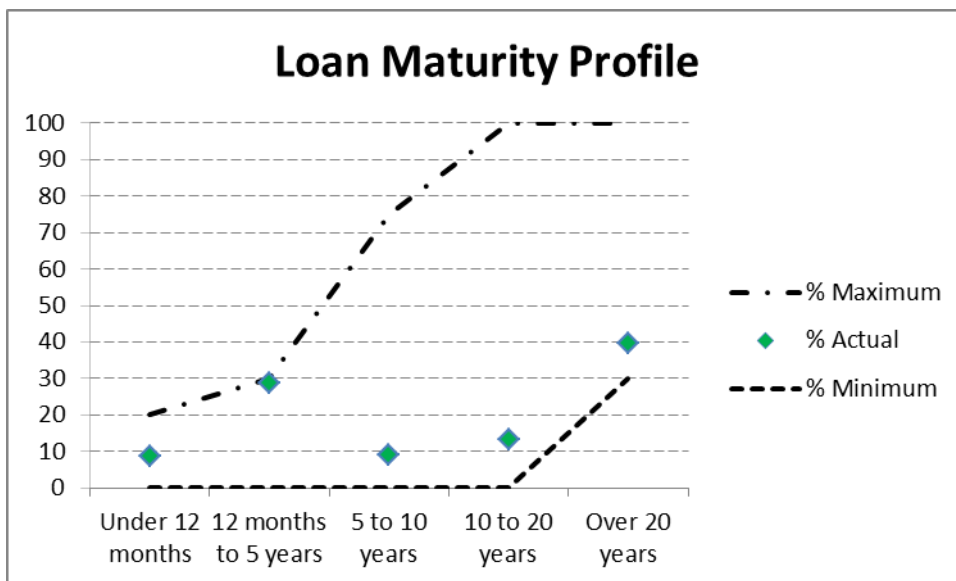
TREASURY MANAGEMENT INDICATORS

- 2.4 An interest earnings budget of £86k was set for 2014/15 and as at 31 August 2014 £17k had been received (after deducting interest relating to the 2013/14 financial year which was accrued for). It is expected that the budget target will be achieved by the year end, as there are significant sums of interest earned on investments which have not yet matured.
- 2.5 The treasury management target relating to interest rate exposure is that fixed interest rate exposures should be between 0% and 100% of total lending and that variable interest rate exposures should be between 0% and 30%. During the period up to 31 August 2014, 100% of lending was at fixed interest rates.
- 2.6 The treasury management target in respect of cash management is that the Authority's bank overdraft should not exceed £200,000. During the part of the 2014/15 financial year up to 31 August 2014 the account was not overdrawn. A graph of cash balances for the 12 months up to 31 August 2014 is shown in Appendix A.

Treasury management limits relating to loan maturity are shown below:

Loan Maturity		
	<i>Upper Limit</i>	<i>Lower Limit</i>
Under 12 months	20%	0%
12 months to 5 years	30%	0%
5 years to 10 years	75%	0%
10 years to 20 years	100%	0%
Over 20 years	100%	30%

Actual performance against these targets at 31 August 2014 is shown in the following graphs and demonstrates that the limits have not been breached. A small breach of the 12 month to 5 year upper limit is expected by the end of 2014/15, as a result of reduced total borrowing.



2.7 The upper limit for sums invested for longer than 364 days is £2m. During the part of the 2014/15 financial year up to 31 August 2014, no sums were invested for longer than 364 days.

3. FINANCIAL IMPLICATIONS

The financial implications are set out in full within this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources and learning and development implications arising directly from this report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report gives detail of performance against the approved Treasury Management Strategy and Prudential Code. These are financial policies and do not directly impact on employees or members of the public.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

The Prudential Code is a framework which sets out to quantify and minimise financial risk arising from the financing of capital, the investment of surplus funds and the maintenance of operating cash balances for the Authority. The favourable performance against the prudential targets demonstrates that these areas of operation are being managed effectively.

9. RECOMMENDATIONS

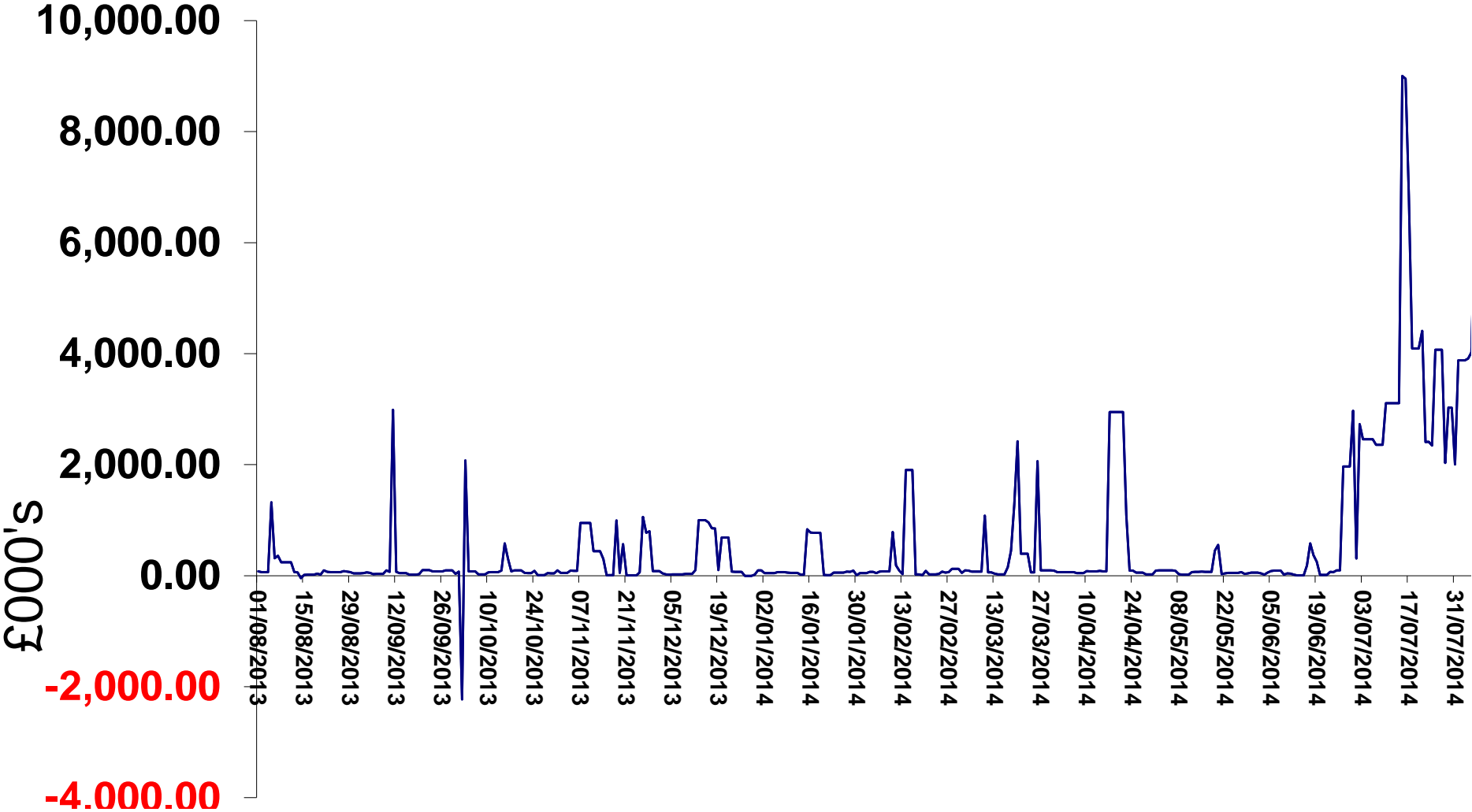
That Members note the contents of this report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

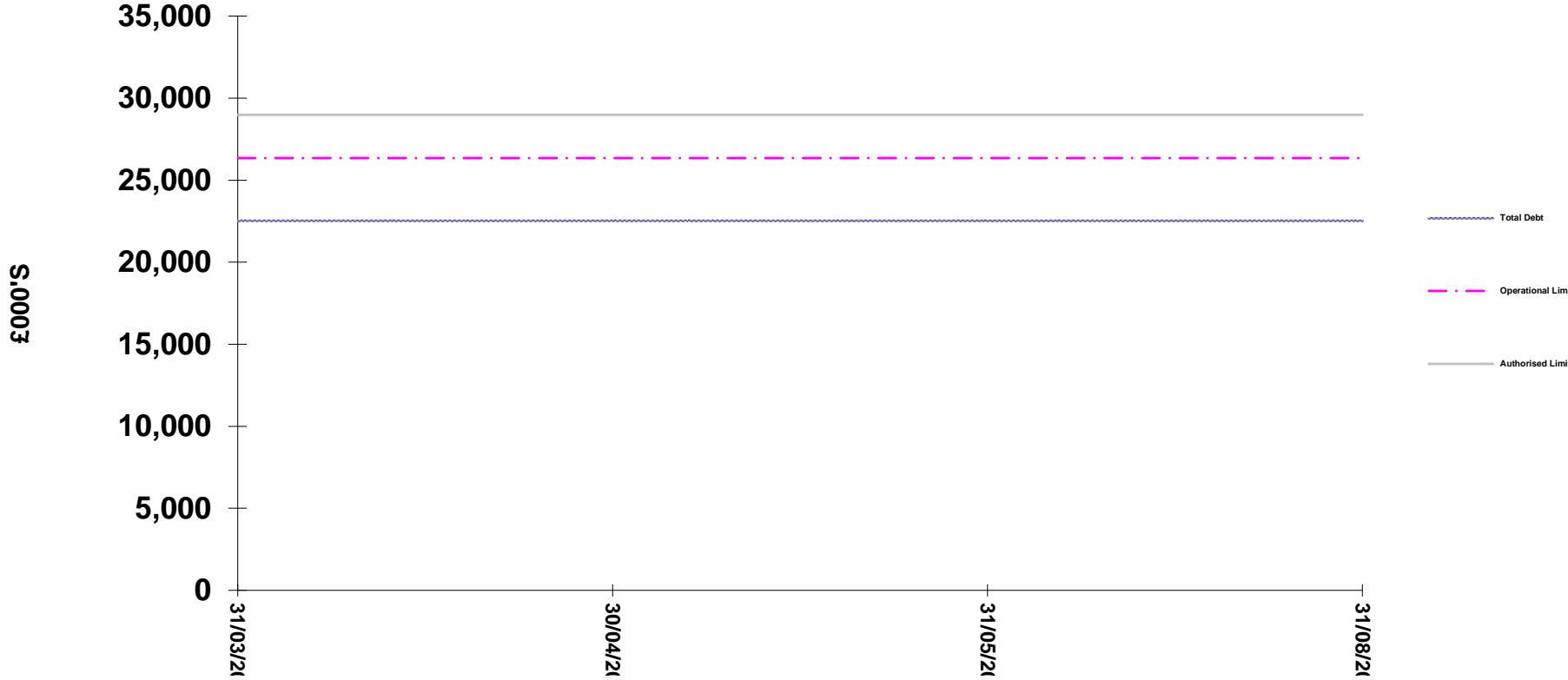
None.

Peter Hurford
TREASURER TO THE FIRE AUTHORITY

Cash Balances August 2013 - August



Total Debt compared with Prudential Limits



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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

INTERNAL AUDIT REPORTS

Report of the Treasurer to the Fire Authority

Date: 10 October 2014

Purpose of Report:

To present to Members the reports which have been issued by Internal Audit during 2014/2015 following audit work they have carried out.

The report also sets out the response of management to the recommendations made.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The Fire Authority is provided with an Internal Audit Service by Nottinghamshire County Council on a contract basis.
- 1.2 As part of the internal governance arrangements of the authority the internal auditors will issue reports on their findings and recommendations relating to their audit work to management who respond to the recommendations formally.
- 1.3 From time to time the auditor's reports are presented to the Finance and Resources Committee in order that this committee acting in its capacity as an Audit Committee can see the results of audit work being carried out and gain assurances from the Internal Auditors.

2. REPORT

- 2.1 The reports for consideration at this meeting are:
 - FRS 1501 Fixed Assets Data Migration
 - FRS 1502 ICT Strategy
 - FRS 1503 Business Risk Management follow up report

FRS1501 – FIXED ASSET DATA MIGRATION

- 2.2 This was an audit carried out at the request of the Director of Finance and Resources following the implementation of the Fixed Assets module within the Agresso accounting system. It was done to ensure that assets and associated detail were correctly and completely transferred from the existing data to avoid any difficulties at the year end.
- 2.3 The Auditors were able to provide a substantial level of assurance as to the accuracy of the data transferred and made one recommendation about the recording of old asset numbers in the new system to enable the audit trail between the old asset registers and the new system to be strengthened. This has been done.

FRS1502 – ICT STRATEGY

- 2.4 This was an audit which examined the arrangements in place for the determination of the ICT strategy and the associated governance and control arrangements in place.

2.5 The Auditors were generally very complimentary about the strategy and arrangements but did make a series of medium risk recommendations:

There should be more dialogue with senior managers to ensure that their requirements are taken into account.

We do not intend to rework the exiting strategy but when this comes up for review in 2015 this will be done more thoroughly

ICT should work with the business to identify future needs so that appropriate technologies can be sourced and introduced in a timely manner.

Again this will be picked up in 2015 but the new structure for ICT specifically includes an area for business development which will address this issue.

ICT should consult with Corporate Services to ensure that the information management needs are properly supported by policies and technology.

Discussions are to be had with the Planning and Performance Manager and her team to gain assurance that these issues are addressed.

The initiatives with regard to performance measurement and publication should be introduced as soon as possible. The outcomes should be used to formulate service improvement plans.

The project to implement an updated version of Microsoft System Centre 2012 will commence on 27th May 2014. This project will implement a new Service Management System to replace the existing software, as part of Phase 2 of the project, and will provide improved performance monitoring tools, SLAs and KPIs Performance statistics are now monitored consistently and reported monthly.

Consider employing ITIL best practice in respect of supplier management to help to ensure that the objectives of alternative service delivery are achieved.

NFRS are currently reviewing the possibility of utilising alternative delivery models, such as Microsoft Office 365. The current catalogue of external suppliers is under review by the Finance Department and the Head of ICT. Management of external service contracts will be done using an ITIL-based policy process; which is under construction.

FRS1503 – BUSINESS RISK MANAGEMENT FOLLOW UP

- 2.6 This was a follow up audit on FRS1303 where the Auditors were unhappy about controls and process around business risk management. This report confirms that all of the previous recommendations have been implemented and the Auditors are now able to provide a reasonable level of assurance.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no human resources or learning and development implications arising from this report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because this report does not relate to a change in policy of any kind.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report beyond compliance with the local government act which requires that the Treasurer shall maintain an adequate internal audit. .

8. RISK MANAGEMENT IMPLICATIONS

Internal Audit forms a significant part of the internal control environment of the Authority.

9. RECOMMENDATIONS

That Members note the contents of this report.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Peter Hurford
TREASURER TO THE FIRE AUTHORITY

To: Chief Fire Office

Subject: Migration of Fixed Asset data

Date: September 2014

1 Introduction

1.1 We have audited the net book value figures of the Fire Authority assets following the data migration from the fixed asset register to the Agresso accounting system. We used IDEA data analysis software to confirm the opening net book value figures for the individual assets recorded in Agresso as at 1 April 2013 agreed to the closing balances as at 31 March 2013 recorded in the fixed asset register, which were the basis for preparing the financial accounts. We also confirmed the total net book value for assets recorded in Agresso agreed to the total in the fixed asset register and the financial statements.

2 Audit opinion

2.1 Following this audit, in our opinion the level of assurance we can provide is: -



Limited assurance



Reasonable Assurance



SUBSTANTIAL ASSURANCE

Risk levels are low

3 Risk areas examined

3.1 We would highlight the key risks as: -

<i>Risk description</i>	<i>Significance</i>
Assets are not transferred to the Agresso accounting system.	Assets which are no longer recorded as owned by the authority may be lost.
Errors are made with regard to the asset values transferred.	Assets may be over or understated in the accounting records.
Assets which are no longer owned by the authority are transferred into the new accounting system.	Assets no longer owned by the authority may be recorded in the accounting records

3.2 The scale of the area reviewed is: -

<i>NBV of assets (£000)</i>	<i>2011-12</i>	<i>2012-13</i>
<i>Land and Buildings</i>	<i>39,220</i>	<i>40,979</i>
<i>Vehicles, Plant and Equipment</i>	<i>7,571</i>	<i>8,022</i>
<i>Assets Under Construction</i>	<i>3,366</i>	<i>2,482</i>
<i>Surplus assets</i>	<i>749</i>	<i>2069</i>
<i>Intangible assets</i>	<i>122</i>	<i>250</i>
<i>Total</i>	<i>51,028</i>	<i>53,802</i>

4 Audit findings

4.1 We found: -

- All assets recorded in the fixed asset register had been transferred to Agresso.
- The net book value of individual assets had been transferred accurately to Agresso.
- The total net book value for assets recorded in Agresso agreed to the fixed asset register and the financial statements as at 31 March 2013.
- Unique asset numbers were allocated to assets within Agresso. Individual assets in the original fixed asset register were not always allocated a unique asset number.
- As part of the process an intermediate spreadsheet was provided to link the original asset number to the asset number allocated by Agresso. We found four cases where the original asset number had been incorrectly transferred to the intermediate spreadsheet. This had no effect on the Agresso records.

4.2 However, there was one weakness. The attached Action Plan sets out this weakness and our recommendation to address it.

4.3 A summary of the recommendation made is set out below: -

<i>Control risk – by category</i>	<i>Number of Recommendations</i>	<i>Recommended speed of attention</i>
High Risk		Immediate
Medium Risk		Within two months
Low Risk	1	Within six months
Value for money		As soon as practicable

Audit conducted by: Helen Lomas, MAAT

Audit supervised by: Kate Buckley, ACA

J M Bailey CPFA, Head of Internal Audit

Low risk areas (desirable for effective internal control, may implement recommendations to improve existing control arrangements)

1. Audit Trail of Assets

Weakness:

- The trail from the asset register to the Agresso records is limited.

Test failure:

- The individual asset numbers have changed between the fixed asset register and the Agresso accounting records. The Agresso accounting system does not include the previous asset number, although there is an intermediate spreadsheet which records the new asset numbers in Agresso and the previous asset number in the fixed asset register. This limits the trail of the assets between the current accounting system and the previous fixed asset register.

Risk: *There is an inadequate audit trail between the Agresso accounting system and the fixed asset register.*

Details of the original asset numbers should be entered in the Agresso system as previously agreed to ensure an appropriate audit trail exists.

Response of Chief Fire Officer –

It was always the intention to add the former asset numbers to the asset records in the new system and only lack of time prevented it from being effected during implementation, so this recommendation is accepted and will be actioned.

Date for implementation

By 30/11/14

Officer responsible for implementation

Principal Accountant

To: Chief Fire Officer

Subject: ICT Strategy

Date: June 2014

5 Introduction

- 5.1 We have audited the arrangements established by management for the determination of an ICT Strategy.
- 5.2 An external strategic review of ICT was performed by Cronins (Specialists in Fire & Rescue Services) in September 2012, which identified a significant strategic gap with the ICT function. In particular it identified insufficient strategic direction and integration throughout the service.

6 Audit opinion

- 6.1 In the areas examined, we have assessed the controls in place to determine what level of assurance is provided that business objectives are met and risks are mitigated.
- 6.2 Following this audit, in our opinion the level of assurance we can provide is: -



Limited assurance



REASONABLE ASSURANCE

Risk levels are acceptable



Substantial Assurance

7 Risk areas examined

- 7.1 We would highlight the key risks as: -

<i>Risk description</i>	<i>Significance</i>
Strategy not aligned to organisational aims and objectives.	ICT service fails to deliver a service that meets operational needs.
Technology does not deliver organisational objectives.	Services not delivered in an efficient and effective manner.
Lack of ICT Governance.	Responsibility and accountability for ICT performance not established.
Failure to identify and provide for necessary information systems and security.	Data security compromised.

Inadequate ICT resources provided to deliver the strategy.	Service delivery fails to meet user expectations.
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8 Audit findings

8.1 We consider the controls to be effective in the following areas: -

- The recently appointed Head of ICT has produced a strategy that will bring about a more structured and focussed service delivery to meet the organisation's needs.
- Technological developments that will benefit the NFRS have been identified and their usage planned, where appropriate and beneficial.
- Several aspects of the current delivery model have been found to be going out of support and plans are in progress to replace these with current solutions. This will also result in a degree of streamlining that will bring about efficiency savings.
- Responsibilities for delivering and managing ICT services are clearly defined.
- ICT policies have been drafted to provide for a sound basis for the provision of a secure operating model and arrangements for information governance.
- A new ICT staff structure has been proposed to enable the delivery of services to meet organisational requirements and costs relating to proposed service improvements were agreed by the Corporate Management Board.

8.2 There has been much work done to prepare the ICT Strategy to enable the ICT Service to move forward from a perceived low base in term of service delivery and credibility within NFRS. The strategy is a major step forward in designing a service that is fit for purpose and designed to meet the current and future needs of its user base.

8.3 However, there are some improvements to the preparation of the ICT Strategy that would increase the service's ability to satisfy the organisation's ambitions. The attached Action Plan sets out the issues identified and our recommendations to address them.

8.4 A summary of the recommendations made, together with a brief summary of the high and medium risk areas, is set out below: -

<i>Control risk – by category</i>	<i>Number of Recommendations</i>	<i>Recommended speed of attention</i>
High Risk	0	Immediate
Medium Risk	5	Within two months
Low Risk	0	Within six months
Value for money	0	As soon as practicable

Medium risk areas:

- Consultation with the business in preparing the ICT strategy (see Action Plan 1).
- Identification of future business needs (see Action Plan 2).
- Information management requirements (see Action Plan 3).
- Measurement of ICT service performance (see Action Plan 4).
- External contracts and services (see Action Plan 5).

Audit conducted by: Paul Bellamy, QiCA, ICT Auditor

Audit supervised by: J M Bailey CPFA, Head of Internal Audit

Audit Finding	Recommendation	Management Response
Medium risk areas (highly desirable for effective internal control, should implement recommendations to improve existing control arrangements)		
<p>1. Consultation with the business.</p> <p>Organisational objectives were derived from the NFRS Service Plan and risk register and Cronins' report. There was no direct consultation with senior managers.</p> <p>It is noted that the NFRS Service Plan includes the intention to provide a new Intranet and replace the management information system. Neither of these items appear in the ICT Strategy</p> <p>Risk: <i>Service specific requirements, both current and planned, might not be facilitated.</i></p>	<p>As the ICT Strategy is developed in future years, there should be dialogue with senior managers to ensure that their requirements are taken into consideration.</p>	<p><u>Response of Strategic Director of Finance and Resources</u></p> <p><i>The next iteration of the NFRS ICT Strategy, to be developed before April 2015, will ensure that greater consultation with the Senior Managers is undertaken.</i></p> <p><u>Date for implementation:</u> Af</p> <p><u>Officer responsible for implementation</u></p> <p><i>Head of ICT</i></p>
<p>2. Technology to meet future service requirements.</p> <p>The strategy does not contain details of future business requirements, although it does emphasise the need to align with business requirements</p> <p>Risk: <i>Failure to utilise technology that supports service developments.</i></p>	<p>ICT should work with the business to identify future needs so that appropriate technologies can be sourced and introduced in a timely manner.</p>	<p><u>Response of Strategic Director of Finance and Resources</u></p> <p><i>The next iteration of the NFRS ICT Strategy, to be developed during 2015, will ensure that the future needs of the business are considered to ensure that ICT is aligned with these needs.</i></p> <p><u>Date for implementation:</u> Af</p> <p><u>Officer responsible for implementation:</u></p> <p><i>Head of ICT</i></p>

Audit Finding	Recommendation	Management Response
<p>3. Information Requirements.</p> <p>The ICT Strategy does not contain details of information requirements as this is the responsibility of Corporate Services.</p> <p>The Head of ICT has developed a number of policies, including one in respect of IT Information Security.</p> <p>Risk: <i>ICT services do not provide for adequate information management.</i></p>	<p>ICT should consult with Corporate Services to ensure that the information management needs are properly supported by policies and technology.</p>	<p><u><i>Response of Strategic Director of Finance and Resources</i></u></p> <p><i>Discussions will be had with the Planning and Performance Manager and Policy Planning Manager to ensure that their Information Security requirements are met by the new ICT Policies.</i></p> <p><u><i>Date for implementation:</i></u> 1st</p> <p><u><i>Officer responsible for implementation:</i></u> <i>Head of ICT</i></p>
<p>4. ICT Service Performance.</p> <p>There are currently no arrangements in place to measure and report on the performance of the ICT Service.</p> <p>A new Service Centre solution is to be rolled out, which will include the determination of performance metrics.</p> <p>The ICT Strategy includes the development of a service level agreement and measures to improve performance. Performance information will be published on SharePoint and this is seen as a positive step with regard to performance management.</p> <p>Risk: <i>ICT Service performance fails to meet organisational requirements and satisfactory standards</i></p>	<p>The initiatives with regard to performance measurement and publication should be introduced as soon as possible. The outcomes should be used to formulate service improvement plans.</p>	<p><u><i>Response of Strategic Director of Finance and Resources</i></u></p> <p><i>The project to implement an updated version of Microsoft System Centre 2012 will commence on 27th May 2014. This project will implement a new Service Management System to replace the existing software, as part of Phase 2 of the project, and will provide improved performance monitoring tools, SLAs and KPIs.</i></p> <p><u><i>Date for implementation:</i></u> 1st</p> <p><u><i>Officer responsible for implementation:</i></u> <i>Head of ICT</i></p>

Audit Finding	Recommendation	Management Response
<p>5. External Contracts and Services.</p> <p>The strategy refers to the exploration of alternative delivery models, including the use of external service providers, but does not give any details of how these would be managed.</p> <p>Reference is made in the strategy to the implementation of ITIL good practice with regard to incident management and request fulfilment, but no other elements of ITIL have been considered</p> <p>Risk: <i>Failure to utilise the most cost effective and efficient services.</i></p>	<p>Consider employing ITIL best practice in respect of supplier management to help to ensure that the objectives of alternative service delivery are achieved.</p>	<p><u><i>Response of Strategic Director of Finance and Resources</i></u></p> <p><i>NFRS are currently reviewing the possibility of utilising alternative delivery models, such as Microsoft Office 365.</i></p> <p><i>The current catalogue of external suppliers is under review by the Finance Department and the Head of ICT. Management of external service contracts will be done using an ITIL-based policy process; which is under construction.</i></p> <p><u><i>Date for implementation:</i></u> <i>1st</i></p> <p><u><i>Officer responsible for implementation:</i></u> <i>Head of ICT</i></p>

To: The Chief Fire Officer

Subject: Business Risk Management follow-up

Date: July 2014

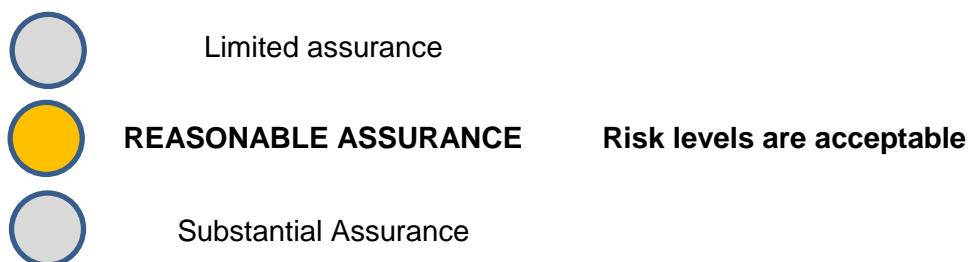
9 Introduction

9.1 Our previous report on Business Risk Management (ref FRS/1302), contained only limited assurance concerning the controls. We have therefore followed up the progress made with implementing the five recommendations we made.

10 Audit opinion

10.1 With a follow-up, we re-assess the controls in place relating to the previous recommendations to determine what level of assurance we can now provide that business objectives are met and risks are mitigated.

10.2 Following this audit, the level of assurance we can now provide is:



11 Risk profile of areas examined

11.1 The previous recommendations highlighted the following key risks: -

<i>Risk description</i>	<i>Significance</i>
There is no approved Risk Management Strategy.	The Authority is unclear on the level of risk it is prepared to accept.
There is no approved Corporate Risk Register.	Risk Management does not become embedded into the Authority's ways of working.
There is no programme of monitoring, documenting and reporting Risk Management issues to the Corporate Management	Risks are not managed effectively.

Board.	
The current weaknesses in Risk Management are not acknowledged and addressed.	Risk management will not be effective.

<i>Risk description</i>	<i>Significance</i>
<u>Corporate Risk Management is not integrated with decision making at Corporate Management Board, and does not give assurance to the Finance and Resources Committee.</u>	Risks are not managed effectively

12 Audit findings

12.1 We consider the current controls are now effective in the following areas: -

- A Corporate Risk Management policy has been approved.
- A Corporate Risk Register has been approved.
- Reports on Risk Management are regularly discussed at the Service Managers' Forum and Corporate Management Board (CMB).
- Weaknesses in Risk Management were acknowledged in a report to CMB in June 2012. Measures to address these weaknesses included the expansion of CMB's remit to include responsibility for Risk Management.
- Risk registers are reviewed by CMB and the Finance and Resources Committee.

**Audit conducted by: Lesley Bulman ACMA
Auditor**

Audit supervised by: Kate Buckley ACA

Senior Auditor

J M Bailey CPFA, Head of Internal Audit

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

OCCUPATIONAL ROAD RISK

Report of the Chief Fire Officer

Date: 10 October 2014

Purpose of Report:

To provide Members with an overview of the Authority's motor insurance accident history.

CONTACT OFFICER

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Strategic Director of Finance and Resources

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Media Enquiries Contact : Bridget Aherne
(0115) 967 0880 bridget.aherne@notts-fire.gov.uk

1. BACKGROUND

- 1.1 Members of the Finance and Resources Committee had previously requested that a report be brought to the 11 July 2014 meeting to provide an overview of the work being undertaken to manage the risk to the Authority posed by at-work driving activity. The report tabled described a number of complimentary measures that had been agreed by Corporate Management Board, and is attached at appendix A for reference.
- 1.2 Following receipt of the initial report, Members of the Finance and Resources Committee requested that they receive a further report on the Authority's motor insurance accident history and including a comparison of the Authority's approach to driver training with that of other Fire and Rescue Authorities.
- 1.3 The statistical analysis referred to in this report (attached at appendix B) has been presented to Corporate Management Board in order to provide a context for recommendations to change the Authority's driver training regime.

2. REPORT

- 2.1 The Service's Evaluation Officer collated accident data covering a period of seven years from 2007/08 to 2013/14. This dataset was compiled from T3 accident reports submitted to the Transport Department. This data was then analysed by the Business Risk Manager to produce the results and commentary attached at appendix B.
- 2.2 As part of the fleet and driver review undertaken by the Service's insurer, the insurer's representative spent a day with Service Driving School, which included a discussion around the quality of the training on offer. This identified that the range and quality of the training was not deficient in any respect, save the suggestion that some minor additional elements around the higher level of the Goals for Driver Education matrix, which encourage a coaching approach to training and self-reflection on the part of the driver, could be introduced. No issues were found with the technical and hazard perception elements of the driver training.
- 2.3 The attached analysis and commentary shows that the most frequently occurring accidents both under blue-light and normal driving conditions involve manoeuvring; whether reversing, negotiating tight gaps or undertaking vehicle movements in and around the station. Where large-scale losses have occurred, the principal causative factor has been inappropriate use of speed. Although the statistics show a reduction in both the overall number of accidents and also blue-light accidents, these reductions correlate with a decrease in the number of mobilisations and therefore the rate of accidents occurring has not improved. It is of concern that there has been an increase in accidents under normal driving conditions, with these now outnumbering blue-light accidents, and that more than three-quarters of these

are the fault of the Authority's driver. This is despite the widely-held belief that operational drivers are better trained and more skilful than the average driver.

- 2.4 The current EFAD training regime employed within the Authority is an initial 2-week course, followed by an assessment of around 2 hours approximately every two years. For the purposes of comparison, Leicestershire Fire and Rescue Service (who are held to have a very successful record in managing their road risk) currently refresh their EFAD training over a 2-day period every five years. Derbyshire Fire and Rescue (who have had two high-profile vehicle accidents recently) are in the process of moving from their current arrangements of 1-hour every two years for wholetime, and 1-hour annually for retained drivers to a 2-day refresher every three years. Kent Fire and Rescue undertake a 1-day refresher every three years, while Hampshire, by contrast, have a 4-hour refresher every three years.
- 2.5 While it is pleasing to note that the Authority's accident history has not worsened over the period analysed, it is frustrating that there has not been improvement. Insurance premiums continue to rise and it will be impossible to manage these downwards without significantly improving the accident history. What is clear is that there needs to be a general rise in driving standards and attitudes towards driving, which should result in a decrease in both normal and blue-light driving accidents. The Area Manager, Service Delivery and the Business Risk Manager are currently investigating how driver training can be used to facilitate this improvement, and acknowledging that driver training is just one aspect of managing the Authority's at-work driving risk, Members are asked to note the contribution made by the complementary measures described in the previous report to delivering this outcome.

3. FINANCIAL IMPLICATIONS

If it is felt necessary to alter the format of the EFAD refresher training, or to provide additional, targeted training for drivers, there may be financial implications in respect of the cost of releasing drivers for the additional training, unless there is sufficient resilience available. An improvement in the risk profile and claims experience of the Authority has the potential to deliver consistent savings against the current motor insurance premium of £265k, and a commensurate reduction in the cost of uninsured losses, principally those retained through the insurance policy deductible.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Learning and Development will be involved in a significant portion of the proposals being considered. While some of the work may be containable within existing resources, if there is a need to significantly alter the format of the EFAD refresher training, this may have an impact on the workload of Service Driving School and Service Delivery due to the need to commit additional person hours.

5. EQUALITIES IMPLICATIONS

An initial equality impact assessment has been completed and there are no equality implications arising directly from this report.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

The measures outlined in this report reduce the risk of the Service being exposed to civil and/or criminal litigation resulting from at-work motor accidents.

8. RISK MANAGEMENT IMPLICATIONS

The risk arising from the use of vehicle on Authority business is one of the two highest risks on the corporate risk register. The insurers' review has been a significant initial control measure that has allowed for areas of improvement to be identified. Implementation of the recommendations made in the review will help to lower the level of risk to which the authority is exposed. The attention afforded to road risk management by both CMB and Elected Members is also demonstrable of the Authority's risk management process being effectively employed.

9. RECOMMENDATIONS

It is recommended that Members:

- 9.1 Note that while the Authority's accident history has not worsened in recent years, it has failed to improve
- 9.2 Note the range of complementary measures being put in place to address the Authority's exposure to the risk of at-work driving

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

**NOTTINGHAMSHIRE****Fire & Rescue Service***Creating Safer Communities*

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

OCCUPATIONAL ROAD RISK

Report of the Chief Fire Officer

Date: 11 July 2014

Purpose of Report:

To advise Members of the work being undertaken to address the risks associated with at-work driving.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 Members of the Finance and Resources Committee requested at the 4 April 2014 meeting that they receive a report on the work being undertaken by the Authority's Road Risk Group.
- 1.2 The Road Risk Group has been convened with varying degrees of regularity over at least ten years. Chairmanship of the group now sits with the Business Risk Manager, who has been tasked by the Director of Finance and Resources with addressing the 'Use of Vehicle on Authority Business' risk on the Corporate Risk Register.
- 1.3 Due to increasing motor insurance costs (both insured and uninsured) and a number of large claims in close proximity to one another, the Business Risk Manager used an insurance tender exercise in 2013 to seek assistance with the management of the Authority's road risk. The successful insurer proposed an independent 'fleet and driver' review and provided a small number of 'risk management days' to help implement the recommendations. The work of the Road Risk Group has been shaped by this independent review.

2. REPORT

- 2.1 Following the independent fleet and driver review, and a visit by the insurers' representative to Service Driving School, the Business Risk Manager prepared a report for Corporate Management Board (CMB), which was considered at their meeting on 19 May 2014. The outcomes of that debate are summarised below:
- 2.2 CMB requested a statistical analysis of accidents in order to establish if and where any changes to the current driver training regime are required. The Business Risk Manager is undertaking this work in conjunction with the Evaluations Officer and will report back to a future CMB meeting.
- 2.3 A business case is to be presented to CMB in respect of the delivery of an on-line presentation by a barrister and part-time judge covering the topic area of emergency services driver's responsibilities. This follows a viewing of the presentation by the Business Risk Manager, Transport Manager and Deputy Transport Manager at a recent Alarm road risk management seminar. The aim of this presentation will be to reinforce a positive organisational culture towards operational driving.
- 2.4 CMB agreed to the development and delivery of a 'Driver and Driving Management' course. The lack of any formal training of this nature for junior and middle managers became apparent during discussions with the insurers' representative. The Business Risk Manager and Training Delivery Manager have had positive discussions on the likely format of such training and advice will be sought from the insurers' representative, driver trainers, service

delivery and the transport department to determine the content of the courses.

- 2.5 Questions were raised in the insurers' representative's review about the robustness of the Service's motor accident investigation. Differing opinions as to the accuracy of this finding were expressed at CMB and the Road Risk Group has been tasked with reviewing the current motor accident investigation arrangements.
- 2.6 An aspect of road risk management that the Service could address immediately is the provision of general driving information covering all types of driving activity (operational, non-operational and private) to all employees, in order to refresh driving knowledge and ensure that any driving activity remains safe and legal. In order to communicate this type of information effectively, CMB gave the go-ahead for a driving 'micro-site' as part of the Service's intranet. The Business Risk Manager will meet with the Head of Corporate Communications and Admin to discuss how this can be delivered, and various stakeholders concerning the content to be delivered.
- 2.7 Overall, the insurer's review has demonstrated that there is no one single significant deficiency in the Service's current approach to work-related driving. Rather, there are a number of small changes that can cumulatively deliver a significant improvement in the risk profile of the Service and, ultimately, a reduction in insured and uninsured losses. The key changes are those covered in paragraphs 2.3, 2.4 and 2.6, which all seek to improve both the organisational culture, and individual attitudes towards driving activity.
- 2.8 The Business Risk Manager is seeking to implement these measures within the next six to nine months in order that they, and their effect, can be reported in the next invitation to tender for motor insurance, which will be written around August 2015 and sent out to the market for an April 2016 renewal.

3. FINANCIAL IMPLICATIONS

Some of the recommendations and work streams emanating from the insurers' report will require modest expenditure. However, it is felt that this expenditure can be largely contained within existing budgets. The exception to this may arise if it is felt necessary to alter the format of the EFAD refresher training. An improvement in the risk profile and claims experience of the Authority has the potential to deliver consistent insurance premium savings and a reduction in the cost of uninsured losses.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Learning and Development will be involved in a significant portion of the work outlined above. While most of the work will be containable within existing budgets, if there is a need to significantly alter the format of the EFAD refresher training, this

may have an impact on the workload of Service Driving School and Service Delivery due to the need to commit additional person hours.

5. EQUALITIES IMPLICATIONS

An initial equality impact assessment has been completed and there are no equality implications arising directly from this report.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

The measures outlined in this report reduce the risk of the Service being exposed to civil and/or criminal litigation resulting from at-work motor accidents.

8. RISK MANAGEMENT IMPLICATIONS

The risk arising from the use of vehicle on Authority business is one of the two highest risks on the corporate risk register. The insurers' review has been a significant initial control measure that has allowed for areas of improvement to be identified. Implementation of the recommendations made in the review will help to lower the level of risk to which the authority is exposed. The attention afforded to road risk management by both CMB and Elected Members is also demonstrable of the Authority's risk management process being effectively employed.

9. RECOMMENDATIONS

That Members note the measures being taken to reduce the Authority's exposure to the risks associated with at-work driving

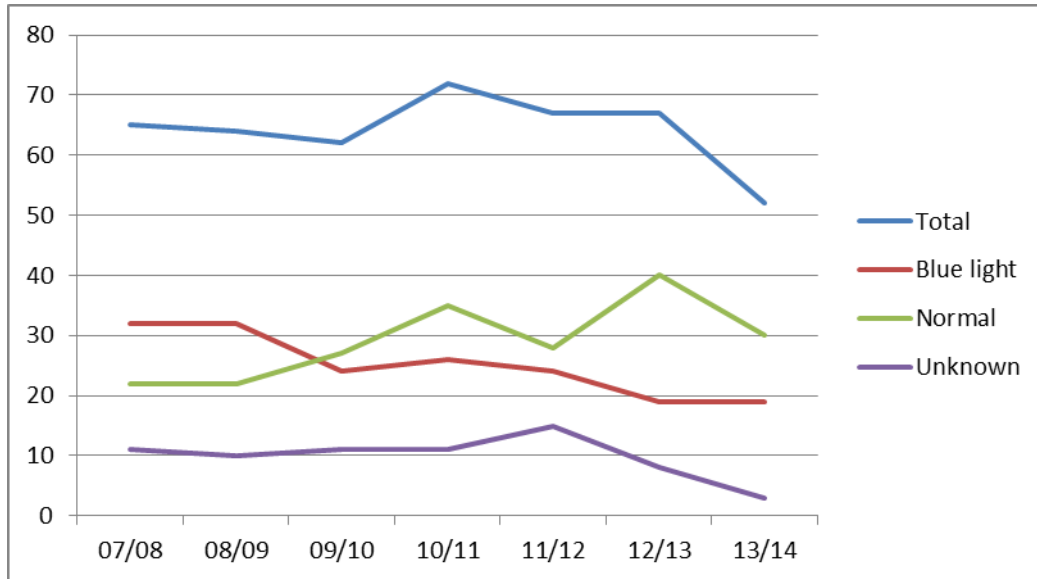
10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

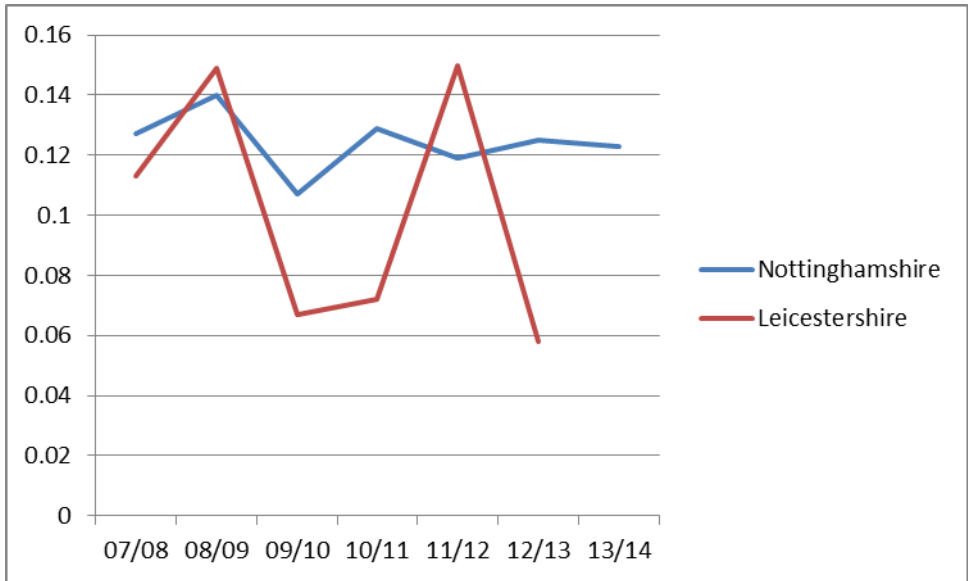
Statistical analysis of motor accident data

Overall picture of accidents 1st April 2007 to 31st March 2014



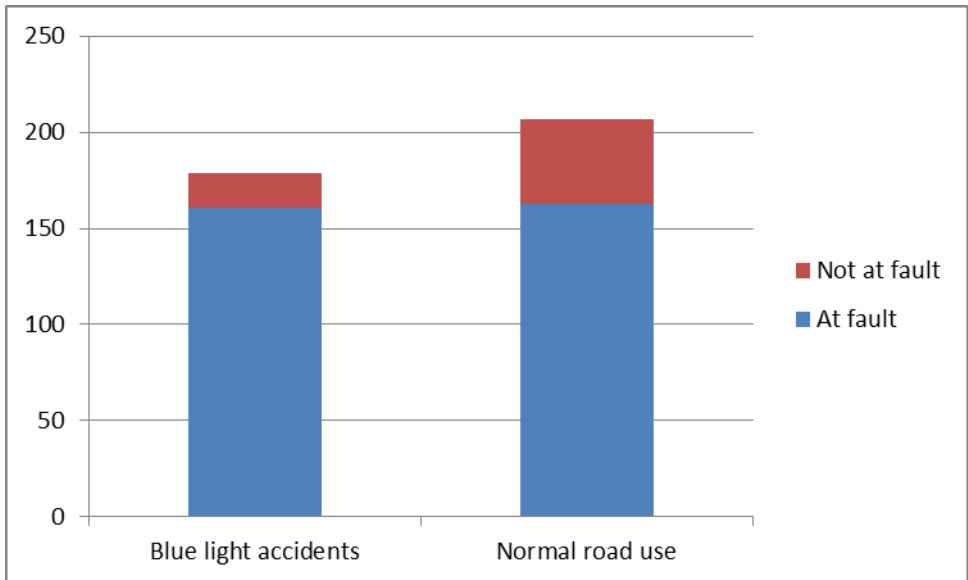
The overall picture of the Service’s accident record is that there has been a decrease in the total number of accidents over the last seven years of 20%. This is primarily due to a decrease in blue-light incidents of 40% over that period, but there has also been an increase in accidents under normal road conditions of 35% over the period. There are a number of ‘unknown’ journey types (i.e. it is not clear whether the accident occurred while on blue-lights), and a further nine accidents have not been considered above as their reports did not contain a date. This raises questions around data quality and it is recommended that CMB task the road risk group with monitoring and reporting on data quality. Measures to address the quality of data recording will be included in the mandatory ‘driver and driving management’ training that CMB agreed to support in the last paper.

Although the total number of accidents under blue-light conditions is showing a steady decline, this is not to say that our standards of driving have been improved. When taking in to account the number of mobilisations (which have also been falling), the rate at which we have been having accidents has remained fairly constant at 0.107%-0.14% (i.e. a range of 1 accident for every 710 (highest frequency, 2008/09) to 934 (lowest frequency, 2009/10) mobilisations).



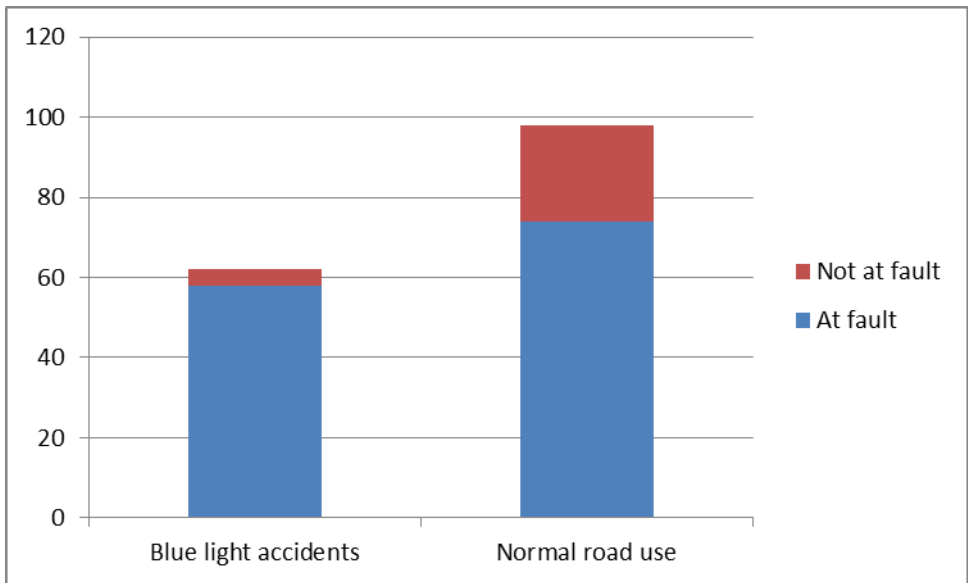
Blue-light accidents as a percentage of mobilisations

Concern has been expressed from within the Service that a falling number of incident calls has resulted in a situation where blue-light drivers are at a higher risk of having an accident due to skills fade resulting from a lack of opportunity to drive. However, the data does not bear this out – there has not been a spike or even a gradual and consistent increase in the rate of blue-light accidents. What we have seen though, is that in addition to the frequency of blue-light accidents remaining relatively constant, there is a worrying trend of an increasing proportion of blue-light accidents being the fault of the Service driver. This dispels some suggestions from within the Service and from other emergency services that there is a need to educate other road users in how to react to the presence of an emergency vehicle on blue-lights.



2007-2014

- Blue light driving, 90% of accidents were own fault
- Normal road conditions, 79% of accidents were own fault
- At fault incidents were split 50% between blue light and normal driving



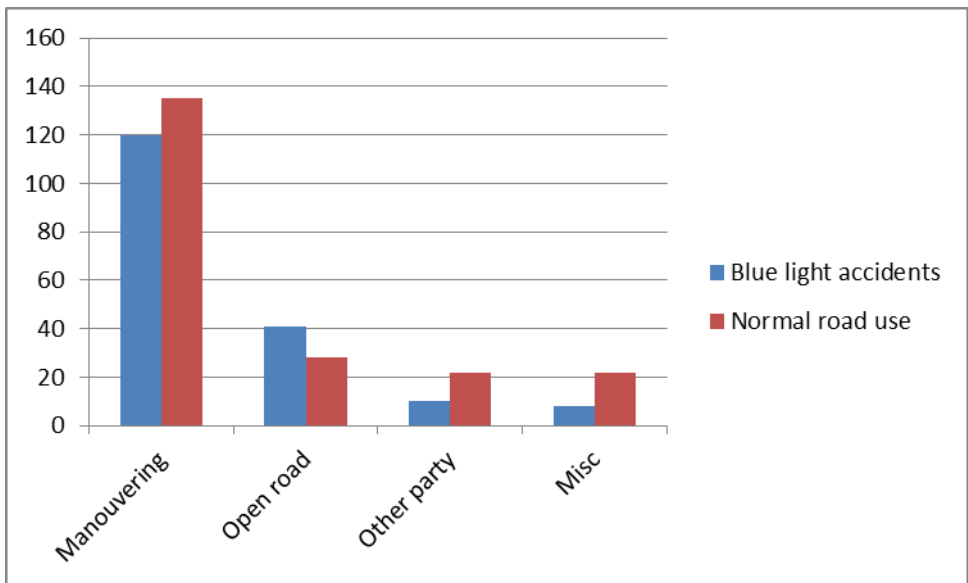
2011-2014

- Blue light driving, 93.5% of accidents were own fault
- Normal road conditions, 75.5% of accidents were own fault
- At fault incidents were split 44% blue light and 56% normal driving

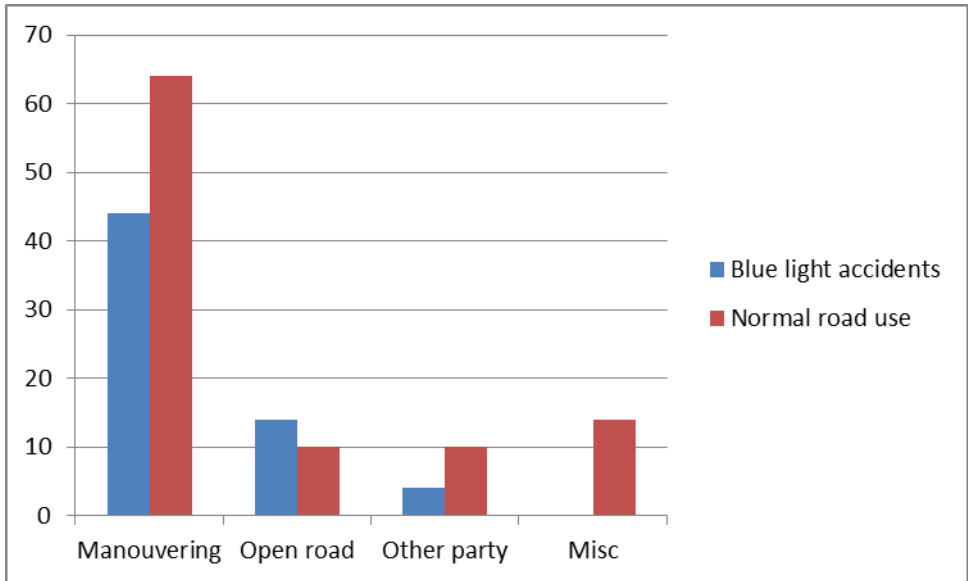
The falling proportion of own-fault accidents under normal road use, coupled with an increasing number of normal road use accidents is indicative of a general decline in driving standards. However, the fact that Service drivers are still at fault for three-quarters of the accidents occurring under normal road use means that we cannot simply point the finger at the general public.

Accident profile

The profile of accidents shows that for both normal road use, and blue light driving, the majority of accidents occur while manoeuvring.

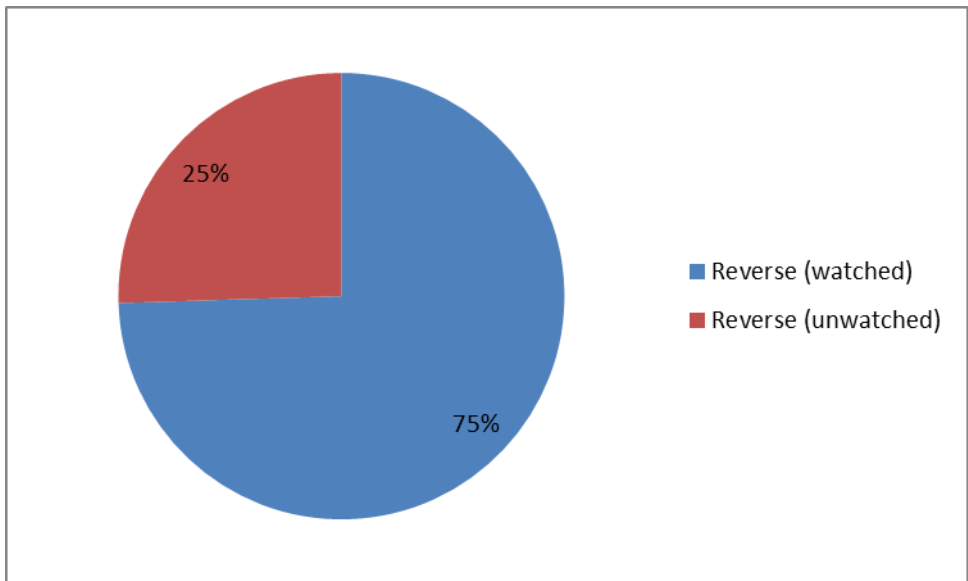


2007-2014

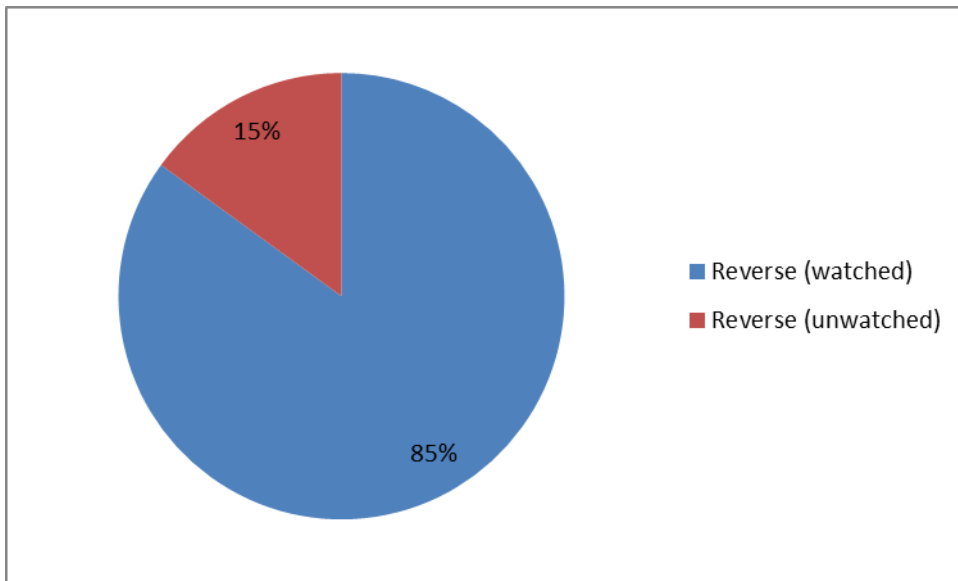


2011-2014

Manoeuvring includes movement around the station (e.g. hitting appliance room doors), reversing, negotiating narrow access and grounding of the vehicle. Manoeuvring is an issue for both blue-light driving and normal road use. These types of accident are indicative of a lack of spatial awareness, observation or mirror use on the part of the driver, and/or failure by the driver, OIC and crew to utilise signallers or some other form of look-out. The most common form of manoeuvring accident is reversing and further analysis has been carried out on that in order to gain a better understanding of the issues.



2007-2014



2011-2014

Surprisingly, over the seven year period, we have seen three times as many reversing accidents taking place with a signaller than without. The picture over the last three years shows that this trend is worsening. There are three possible explanations for this:

1. That drivers have a lack of spatial awareness, and awareness of the size of their own vehicle;
2. That the competence of signallers and/or the current signalling system are poor; or
3. That accident forms are being filled in to show that signallers were being used when in fact they were not.

The Service Evaluations Officer had already reported to the Road Risk Group on the analysis of accident statistics for the period 01/04/07-31/03/13. As part of that report, there was an analysis of the impact of potential additional risk factors such as weather, the road condition and the road layout. What the analysis showed was that additional risk factors had a limited impact on accidents. Key messages from that analysis were:

- 73% of accidents occurred when weather conditions were clear, only 11% of accidents occurred when it was raining
- 70% of accidents occurred on dry road surfaces, 22% occurred when road surfaces were wet
- 50% of accidents occurred on two-way streets
- 35% of accidents occurred on a straight road (note: 22% of accidents were classified as 'other' road configurations, despite 12 other options being available, again highlighting the issue of data quality)
- 70% of accidents occurred on a level surface

Analysis of large-scale incidents:

While the picture for most of the accidents is one of problems associated with manoeuvring and particularly reversing, it is also appropriate to consider the large-scale accidents that the Service has been involved in.

- Tuxford, 2007 – appliance rolled after a series of over steer slides while responding to an emergency call. Excessive speed for the prevailing road conditions (wet) compounded by a failure to react properly to a hazardous situation – poor decision-making.
- Ashfield 2009 – appliance skidded on slippery road surface and crashed sideways in to a wall while responding to an emergency call. Excessive speed for the prevailing road conditions – although the OIC, crew and investigating officer all believed that the speed was reasonable, despite all identifying the slippery nature of the road conditions.
- Central 2009 – appliance turned right across the path of an overtaking motorcyclist without indicating while traveling to revisit an incident scene. Poor use of mirrors and indicators by driver.
- Stockhill, 2011 – appliance crashed into a parade of shops while responding to an emergency call. Excessive speed for the prevailing road conditions, although the OIC did believe that the speed was reasonable. CCTV footage showed that prior to the actual accident, the driver failed to respond appropriately to a number of hazards.

All three of the accidents that occurred under blue-light conditions were caused by inappropriate speed on wet or slippery road surfaces. In all three cases, the appliances failed to attend the incident to which they were mobilised and were unavailable for significant periods of time while they were being repaired. All three of the blue-light incidents had the potential to seriously injure or kill members of the crew or public, while the accident under blue-light conditions did result in serious injury to the motorcyclist. All four accidents were the fault of the Service drivers.



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Finance and Resources Committee

NOTTINGHAMSHIRE FIRE AND RESCUE SERVICE PROPERTY STRATEGY

Report of the Chief Fire Officer

Date: 10 October 2014

Purpose of Report:

To present the Nottinghamshire Fire and Rescue Service Property Strategy to the Finance and Resources Committee for approval.

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1. BACKGROUND

- 1.1 This report is to present to Members the Nottinghamshire Fire and Rescue Service (NFRS) Property Strategy for approval.
- 1.2 Previously the strategic direction for the development NFRS's property portfolio was under the Sustainable Capital Plans 2008. This document provided the high level funding framework within which the Estate was to be developed for the future.
- 1.3 Since the writing of the Sustainable Capital Plans 2008 there have been a number of significant events affecting NFRS. Two of these have been the fire cover review and more recently the austerity measures imposed across the Public Sector.
- 1.4 These two drivers have prompted a review of the way NFRS are to deal with its longer term future property portfolio.
- 1.5 The Property Strategy has been agreed through the Corporate Management Board and has completed a twenty eight day consultation period.

2. REPORT

- 2.1 The Property Strategy is at Appendix A to this report and is intended, once adopted, to replace the current Sustainable Capital Plans 2008.
- 2.2 The strategy itself is aimed at providing a flexible framework in which the NFRS Estate will be developed into the future; it's intended to provide the agility to accept the constantly changing environment and to be able to adapt to both internal and external influences.

3. FINANCIAL IMPLICATIONS

The high level estimated capital expenditure related to the property strategy is detailed in the Property Strategy itself.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no known implications to the Human Resources and Learning and Development at this stage.

5. EQUALITIES IMPLICATIONS

There are no known equality implications arising directly from this report at this stage.

6. CRIME AND DISORDER IMPLICATIONS

There are no known implications relating to crime and disorder arising from this report.

7. LEGAL IMPLICATIONS

There are no known legal implications arising directly from this report.

8. RISK MANAGEMENT IMPLICATIONS

There are a number of risks inherent in the development of the strategy and the medium term plan and will be dealt with through the use of project controls and risk registers dealing with the individual projects.

9. RECOMMENDATIONS

That Members agree the Property Strategy at Appendix A.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER



Property Strategy

Scope:

This strategy is mandatory.

Summary: This strategy sets out the future property aims and objectives of Nottinghamshire Fire and Rescue Service.

Version Control:

<i>Person Responsible:</i>	<i>Version</i>	<i>Date</i>
Head of Procurement & Estates		
Revisions		

Review Date: October 2015

CONTENTS:	Page
INTRODUCTION.....	3
OVERALL AIMS AND OBJECTIVES OF THE PROPERTY STRATEGY.....	4
THE MEDIUM TERM PLAN.....	4
PRINCIPLES AND STANDARDS.....	5
ESTABLISHING AND DEVELOPING THE NEED	5
THE OPERATIONAL ROLE	6
COST AND AFFORDABILITY.....	6
THE HUB AND SPOKE PRINCIPLE.....	6
ESTATE RATIONALISATION AND SPACE UTILISATION.....	6
CO-LOCATION AND COLLABORATION.....	7
COMMUNITY ENGAGEMENT AND ACCESSIBILITY.....	7
BUSINESS CONTINUITY MANAGEMENT	7
ENVIRONMENTAL SUSTAINABILITY MEASURES	8
ACCOMMODATING THE RESERVE FLEET AND SPECIALIST FIRE VEHICLES .	8
TRAINING.....	9
PROGRAMMING AND TIMELINES	9
FLEXIBLE AND MOBILE WORKING.....	9
PART TWO – THE FUNDING OF THE PROPERTY STRATEGY	10
FUNDING BACKGROUND.....	10
SOURCES OF CAPITAL FUNDING.....	10
REVENUE IMPACT OF CAPITAL FUNDING	10
CURRENT FINANCING PLANS.....	11
APPENDIX A	13
APPENDIX B	18

INTRODUCTION

1. The reasons for the development and the implementation of a property strategy are well established in setting out the long term goals, aims and aspirations for the organisation's property portfolio. The property strategy sets the overall policy for the effective management of Nottinghamshire Fire and Rescue Service's Estate and incorporates the wider organisation's strategic aims and operational objectives.
2. The property strategy (the strategy) is so written to provide the necessary agility and flexibility to adapt to the changing influences and circumstances impacting on NFRS's operations. The strategy provides an overarching framework and policy to allow the medium term property plan to be developed, implemented and maintained.
3. The strategy sets out to provide NFRS with a long term, sustainable and affordable property portfolio in order to provide fire and rescue services throughout Nottinghamshire.
4. This strategy comprises two parts; the first, the overall aims and objectives, the 'what is to be done'. The second part of the strategy is the 'how the strategy is to be financed'.
5. Part Two of this strategy document supersedes the Sustainable Capital Plans 2008 document (the previous financial strategy).

PART ONE – THE PROPERTY STRATEGY

OVERALL AIMS AND OBJECTIVES OF THE PROPERTY STRATEGY

6. The strategic long term planning for the future of NFRS's building stock is in itself a challenging task. Future fire stations and their locations will largely be determined around what is expected to be a dynamic and fluid future operational need. However, the planning process necessary for the development of fire cover reviews will always be influenced, to a greater or lesser degree, on the extant building stock and to a large degree on affordability.
7. For these reasons operational and property planning must be carried out in harmony to ensure that the NFRS operational goals and objectives can be realistically achieved through its property portfolio.
8. The overall aims and objectives of this strategy are to define the future development of the Estate and are as follows:
 - 8.1. Ensure operational effectiveness through NFRS's property stock
 - 8.2. The provision of an accessible, flexible and safe working environment that is fit for purpose
 - 8.3. The provision of long term value for money
 - 8.4. To provide a sustainable building stock
9. It should be noted that the strategy primarily focuses on the future development of the NFRS Estate and not on the annual cyclic and reactive maintenance. Annual maintenance, because of its nature, is dealt with through the annual budgeting process, cyclical inspection regime and the Pre-planned Maintenance Plan (PMP).
10. The Property Strategy is to be reviewed annually.

THE MEDIUM TERM PLAN

11. As part of implementing the strategy a rolling medium term plan (up to 5 years) must be in place; this plan provides the detail necessary to facilitate and implement the aims and objectives of the property strategy.
12. In developing the medium term plan and to meet the aims and objectives of the strategy the planning must address the following:
 - 12.1. The assessment of the future potential requirements with the primary focus over the long term
 - 12.2. The review and assessment of the existing property portfolio in relationship with operational needs
 - 12.3. The development of the medium term plan to facilitate achieving the overall strategic aims and objectives on a rolling basis
 - 12.4. The annual review of the medium term plan in line with strategy

- 12.5. The general condition of the existing building stock
13. The medium term plan is to be authorised through the Corporate Management Board (CMB) and is to be a contiguous rolling plan reviewed and updated each year.
14. In order to achieve the overall aims and objectives of the Property Strategy and in development of the medium term plan there are a number of overarching principles and standards that are to be followed.

PRINCIPLES AND STANDARDS

15. The following section covers the range of principles and standards to be applied to the development of new fire stations and other properties. These principles and standards will also apply to refurbishment and major renovation projects to the existing building stock where practicable.
16. Where possible these principles and standards are also to be applied to non-operational buildings and premises.
17. All new fire stations and major refurbishment of fire stations will be based on a standard design concept where the primary focus will be on the operational function of the station; essentially this is to be the core business of accommodating and mobilising fire crews and assets. This will be the starting point of any new station design or major refurbishment and this concept is set out in the following narrative.

ESTABLISHING AND DEVELOPING THE NEED

18. When developing the need for a new replacement fire station or for major refurbishments there are a number of principles that are to be considered. These principles are to determine the form and the function of fire stations and other properties, these will include:
 - 18.1. The operational role (fire stations)
 - 18.2. Cost and affordability
 - 18.3. The use of a Hub and Spoke model in order to maximise the use of NFRS properties and to allow consolidation of functions across NFRS sites
 - 18.4. Space utilisation across the NFRS Estate
 - 18.5. The co-location and collaboration with other organisations
 - 18.6. The needs related to engagement with the Community and other partners
 - 18.7. The need to facilitate Business Continuity Management
 - 18.8. The environmental sustainability
 - 18.9. *Accommodation for the frontline operational vehicles, the reserve appliance fleet and specialist front line operational fire vehicles
 - 18.10. Training and the need for operational training at a local level on fire stations, at Training Hubs and at the Service Development Centre

18.11. Programming and timelines

18.12. Flexible and mobile working

*Accommodation is to be provided for front line operational vehicles. This excludes the light vehicle fleet, co-responding vehicles and other support vehicles.

THE OPERATIONAL ROLE

19. The primary focus for all new fire stations and major refurbishments will be on the operational function of the station.
20. The standard design concept will include the provision of a set of standard features and facilities to ensure the operational capability of the fire station is met. The schedule of these features and facilities is at Appendix A.
21. Any additional requirements or aspirations over and above the schedule at Appendix A and the narrative below will require a full written justification and business case. This business case must be agreed by CMB.
22. Focusing on the operational role of the stations allows the potential to reduce the physical size of fire station buildings compared with the older historical designs; this and modern building techniques will make them more cost effective to build and run.

COST AND AFFORDABILITY

23. The costs and affordability will be a major determining factor in all future new build and refurbishment works including the anticipated premises future running costs.
24. Whole-life costing must be the main driver relating to the cost and affordability for the design and construction of all new and refurbishment of all NFRS properties. The whole-life costs must strike a balance between the costs to build (or refurbish) and the costs to run and maintain the premises in the future.
25. The impact of the capital cost for the rebuilding and refurbishment programme is covered in Part Two of the strategy.

THE HUB AND SPOKE PRINCIPLE

26. The concept of the hub & spoke model has been in use and put into practice throughout NFRS Estate, though this model was not formally identified as such nor given this as a title. This strategy will continue to be developed as part of the future property planning in order to maximise the use of facilities and sites across the Estate.
27. An example of the NFRS hub and spoke principle is at Appendix B; this is a snapshot of the functional provision and will be subject to change as strategies are developed to meet the operational requirements and fire cover review processes. The hub and spoke principles must form a part of the planning process in order to assist in the rationalisation and space utilisation throughout the NFRS Estate.

ESTATE RATIONALISATION AND SPACE UTILISATION

28. The planning process is to include consideration to any existing or future potential for estate rationalisation and for maximising the use of any existing building stock before building new. This is to say that when the need arises for the building of new

accommodation, all efforts are to be made to ensure that the planning process takes into account the existing building stock in order to ensure its full utilisation wherever practicable.

29. As part of maximising the use of space across the existing estate and in any proposed new building stock consideration is to be given for dual use of buildings or parts of buildings to ensure the effective use of assets. An example of this is the dual role of meeting rooms for training and community use.

CO-LOCATION AND COLLABORATION

30. Wherever opportunities arise NFRS are to seek to share and co-locate with other partners whenever practicable. In practice this may require that the short and medium term planning be changed at relatively short notice. This may entail plans to be either pushed back or brought forward to facilitate any co-location or collaborative projects in order to harmonise programming with potential partners.
31. Proposed co-location or collaboration opportunities are to be carefully considered as to the merit and mutual benefits of any such opportunity; however any proposed co-location or collaboration should not put NFRS at either a financial nor operational disadvantage.

COMMUNITY ENGAGEMENT AND ACCESSIBILITY

32. The NFRS remains committed to engaging with its communities in order to meet its core objective of creating safer communities in Nottingham and Nottinghamshire. NFRS seeks to ensure that its fire stations can be used in order to help engagement with the community to deliver the required interventions. However, it is also accepted that community engagement doesn't necessarily mean the provision of purpose built and extensive community facilities into new or refurbished stations on the same scale as stations such as Carlton and Highfields. Community engagement can be done as effectively within the community itself at other venues not owned by NFRS.
33. With this in mind NFRS are still committed to provide a community facility on its stations and other premises (where practicable) through the provision of a dual use training room / meeting room bookable for the wider community engagement and NFRS sponsored community events.
34. The principle of accessibility for all remains a core value within the NFRS ethos when designing, refurbishing and building fire stations. The implementation of NFRS's Accessible Buildings Policy ensures that disabled as well as non-disabled users are able to access our buildings.

BUSINESS CONTINUITY MANAGEMENT

35. The NFRS Estate is spread across the County and the City of Nottingham in order to carry out the function as a fire and rescue service. This diversity within the organisation's building stock in itself provides a short term capacity in the event of a business crisis.

36. The need to maintain this business continuity capacity across the estate must be balanced with the need to better utilise the available space across the property portfolio.

ENVIRONMENTAL SUSTAINABILITY MEASURES

37. Whenever available NFRS should always consider the inclusion of Government sponsored green and sustainable initiatives such as the energy feed in tariff, the renewable heating incentive or other financially aided schemes.
38. The use of energy saving (or energy producing) technologies must always be considered for new build, refurbishment and future maintenance; this is to be balanced with the whole-life cost and the potential reduction of the environmental impact when using these technologies.
39. The aim for all new build and refurbishment projects is to provide sustainable and energy efficient buildings with the long term view to reduce the running and maintenance costs. This will require NFRS to look further in the future with regards to building standards and therefore, subject to affordability, construct buildings that exceed the extant Building Regulations or codes of practice.

ACCOMMODATING THE RESERVE FLEET AND SPECIALIST FIRE VEHICLES

40. There will continue to be a need across the NFRS Estate to provide sufficient flexibility in order to house the reserve fire appliance fleet and the front line specialist fire vehicles such as the Aerial Ladder Platform, the Environmental Protection Unit, Incident Command Unit, Specialist Rescue Vehicles and other 'specials'. These vehicles along with the front line pumping appliances require purpose built garaging in what is termed colloquially within NFRS as appliance bays. These bays are built to a comparatively high specification and designed for immediate emergency response by fire crews.
41. Other vehicles such as national resilience vehicles (High Volume Pump, Decontamination Vehicle and similar), Community Outreach Vehicle and other vehicles with a second line operational support function (where the urgency to deploy these vehicle would be lesser than that of an operational front line vehicle) can be accommodated in a simpler garage.
42. The guidance for the scale in the provision of appliance bays for whole-time stations and whole-time stations with an RDS will be as follows:
 - 42.1. For a station with a single front line pumping appliance – One appliance bay and one bay for a special or reserve appliance capability
 - 42.2. For a station with two front line pumping appliances – Two appliance bay and one bay for a special or reserve appliance capability
43. Stations designated as a standalone Retained Duty Section fire station only will normally accommodate a single fire appliance.

TRAINING

44. The Services training needs are to be included within the overall strategy and property planning. Training facilities are generally provided through the NFRS properties on a three tier system as follows:
 - 44.1. Centralised at the Service Development Centre
 - 44.2. Enhanced training at station based Training Hubs
 - 44.3. Local training at individual fire stations
45. The Service Development Centre (SDC) will cater for centralised organisational wide training and provide specialist facilities.
46. Enhanced training facilities are provided across the estate at specific Training Hubs; these hubs will provide a higher level of training facility than a standard fire station and provide additional training capacity at key locations across the county.
47. Operational fire stations will in the main be provided with the basic provision for fire fighter training; this will include:
 - 47.1. An area of hard standing for static training
 - 47.2. A training tower for the pitching of ladders, water application and a limited rope rescue facility
 - 47.3. A fenced area for road traffic collision rescue training

PROGRAMMING AND TIMELINES

48. It must be acknowledged that the very nature of construction projects usually have prolonged timelines often measured in years. The design, development and the construction of a new fire station for instance can take up to 2 years; this subject to there being no complications or third party involvement. In practice, especially if working with other agencies / partners or when buying a new site, these timescales can extend out to 3 to 5 years. Planning must be cognisant of these time and programming horizons and should include these factors into the programme for property development.

FLEXIBLE AND MOBILE WORKING

49. In the development of the medium term plan, the aims and objectives of the flexible and mobile working policies are to be considered. These policies will influence the future need for, and the amount of accommodation required to sustain the functions of the Service; this will be primarily in the utilisation of space and the rationalisation of accommodation.

PART TWO – THE FUNDING OF THE PROPERTY STRATEGY

FUNDING BACKGROUND

50. The property strategy is by its nature a long term view. It sets out the standards to which property will be procured and/or constructed but does not specifically address the detail of individual properties. This is an issue for the medium term plan. Nevertheless it is important that the property strategy is aligned with the capital resources of the organisation such that the strategy is actually achievable rather than aspirational.
51. The introduction of the Prudential Code in 2003 creates the freedom for the Authority to properly plan and control the use of capital resources and essentially allows the Authority to spend as much as it can afford on capital assets. In reality however this is not a blank cheque and the Authority must continue to assess its capital needs against the backdrop of tightening revenue resources.
52. The authority has determined that the revenue cost of capital (debt servicing, interest payments and MRP) should not exceed 8% of the revenue resources of the organisation. This is a measure of prudence and affordability but is essentially self-imposed and could be varied if required.

SOURCES OF CAPITAL FUNDING

53. In the past the Authority has used three methods of capital funding:
 - 53.1. Directly from Revenue (single annual charge RCCO)
 - 53.2. Loan from PWLB or external lender
 - 53.3. Government Grant
54. The Authority makes little use of other vehicles such as operational or finance leasing although these may again play a role in the future albeit not for property assets.
55. The Private Finance Initiative is a much debated form of capital financing but one which the Authority has not considered appropriate for a variety of reasons not least of which are some of the legacy issues which early adopters of this process are experiencing.

REVENUE IMPACT OF CAPITAL FUNDING

56. Government Grant has no revenue impact either in the short or medium term however in the long term it may create a problem. Whilst government funding for assets may seem an attractive option in the short term these assets will inevitably require replacement and will place both an unplanned and immediate burden on both capital and revenue budgets in the future.
57. The same is largely true of Revenue funded capital expenditure which again will require replacement in future years for which there will be no revenue cover.
58. Financing from loan has some advantages in this respect but of course requires revenue support from the beginning. It must also be remembered that cheap loans now may become expensive loans when they need to be replaced.

59. The issue of Minimum Revenue Provision must also not be overlooked when considering loan finance.
60. MRP is a charge that is required to be made to the revenue account in respect of the principal repayments of loans. This is a relatively small charge in respect of property due to the relatively long life of these assets but this itself raises an issue.
61. Property assets are long term and fire stations are generally unattractive sites. A decision to sell a fire station before the MRP is fully covered and which loses money will result in charges to the revenue account which will be significant and damaging to revenue plans. Property decisions need to be taken carefully and with the long term in mind.
62. The 8% limit applies to all of the Authorities capital assets including property, fleet and ICT which is why it is essential that strategy documents are produced.

CURRENT FINANCING PLANS

63. A general guide the financial plans for property currently under consideration and for which budget has either been set aside or will be required are as follows:
 - 63.1. FY 15/16 – New London Road Fire Station @ circa £2.5m (= £5m less £2.5m capital receipt for Central Fire Station)
 - 63.2. FY 16/17 – New Whole-time Fire Station @ circa £3.25m (potentially Newark Fire Station with a vehicle hub)
 - 63.3. FY 17/18 – New Whole-time Fire Station @ circa £2.75m (potentially Worksop Fire Station)
 - 63.4. FY 18/19 – New Retained Fire Station @ circa £1.75m (potentially Hucknall Fire Station)
 - 63.5. FY 19/20 – New Retained Fire Station @ circa £1.75m (potentially Eastwood Fire Station)
 - 63.6. FY 20/21/22 New Whole-time Fire Station @ circa £2.75m (potentially Arnold Fire Station)
 - 63.7. FY22/23/24 – New HQ @ circa £3.5m
 - 63.8. FY 24/25/26 – New or major refurbish Stockhill up to circa £2.75m
64. The above figures are based today's estimated construction costs taken at mid-point 2014.
65. As stated above however, these plans are only a general guide and more work is required on the detailed medium term plan to consider the actual capital requirements of the entire asset base before the final schedule can be drawn up. It is also likely that whilst the overall capital requirements may be set out, the actual detail of which building and when, may become a little more vague as the plan stretches out into the future.

66. This is simply because the impacts of future IRMP and fire cover reviews are unknown at present and also that the overall capital financing requirement will need to be adjusted and “massaged” to contain capital expectations within affordable limits.

APPENDIX A

The Schedule of Features and Facilities for Whole-time Fire Stations (WTS) and Whole-time Fire Stations with a Retained Duty Section (WTS/RDS)

The following features and facilities apply to new Whole-time fire station or major refurbishments subject to affordability and the operational role:

- The installation, where feasible and affordable, of sustainable technologies for the production of electricity and heating, in order to attract the feed in tariff (FiT), the renewable heating incentive (RHI) or other Government environmental incentives
- An emphasis in the design and installation of energy efficient plant and equipment in order to minimise future maintenance and energy costs
- The use of a high level of passive energy conservation measures where practicable
- Provision of the legal requirement for the Equality Act, Building Regulations and the NFRS accessibility standards
- Appliance bays to the scale as detailed previously
- Male and female toilets
- The provision of a fitness room and associated fitness training equipment
- The provision of locker and showering facilities using the Pod arrangement, one Pod to be designed to accommodate disabled shower. The scale of Pods are as the Memorandum of Understanding
- The provision of sufficient kit lockers (colloquially known as boot lockers) for operational crew members based at the fire station
- A dual use Training / Meeting / Community Room (to accommodate up to 25 people auditorium style)
- Fitted domestic standard kitchen with associated food storage provision for use by the operational crews under local messing arrangements, this to include chill and frozen storage
- A Station Manager's office
- A general crew office with a moderate allowance of office storage
- A District Administrator's office where a District Administrator is to be based at the station
- A dual use private study room / quiet room / prayer room
- A Muster bay area immediately adjacent to the kit room and appliance bay
- Fire Kit Room for the storage of protective fire clothing including the kit racks sufficient for the station ridership

The Schedule of Features and Facilities for Whole-time Fire Stations (WTS) and Whole-time Fire Stations with a Retained Duty Section (WTS/RDS) – (Continued)

- A Breathing Apparatus (BA) maintenance, cleaning and preparation room and separate Breathing Apparatus compressor room
- Laundry and drying facilities
- Store room for general station use
- Non-mobile store (off the appliance bay area)
- Appliance equipment store
- Rest Room / TV Room for stand down time with a provision of reclining chairs subject to the watch ridership
- Full internal ICT infrastructure, wireless network capability and server room
- The infrastructure and cabling relating to the emergency mobilisation capabilities but excluding the mobilisation system itself (mobilisation equipment provided by others)
- Greenwave capability to allow traffic management on the activation of a fire call (where applicable)
- Rear canopy to at least one appliance bay
- Vehicle (HGV) wash-down facilities
- A fenced and gated RTC training compound
- One way HGV circuit wherever possible and the site layout / configuration allows
- Security fence to the entire site including secure pedestrian and vehicle access gate(s)
- CCTV coverage and recording
- Electronic access control using the NFRS card access system
- A basic training tower up to 4 storeys
- Sufficient on-site staff parking
- Visitor parking (including disabled) outside of the security fence
- Station Reception area
- On-site bulk re-fuelling tank and dispenser (up to 10,000 litres)
- Standby generator for the provision of emergency power
- Cleaners cupboard(s) / room, plant room(s), wheel chair refuge(s) and the like as appropriate for the building function

The Schedule of Features and Facilities for Whole-time Fire Stations (WTS) and Whole-time Fire Stations with a Retained Duty Section (WTS/RDS) – (Continued)

- Any statutory requirements under Building Regulations or other statute directly related to property or buildings

The inclusion of comfort cooling or air conditioning is restricted to fitness rooms and ICT server rooms unless fully justifiable reasons are agreed through the business case procedure.

Standalone Retained Duty Section Fire Stations (RDS)

The features and facilities apply to new standalone Retained Duty Section fire stations or major refurbishments.

The following will be subject to affordability and the operational role:

- The installation, where feasible and affordable, of sustainable technologies for the production of electricity and heating, in order to attract the feed in tariff (FiT), the renewable heating incentive (RHI) or other Government environmental incentives
- An emphasis in the design and installation of energy efficient plant and equipment in order to minimise future maintenance and energy costs
- The use of a high level of passive energy conservation measures where practicable
- Provision of the legal requirement for DDA, Building Regulations and the NFRS accessibility standards
- One appliance bay
- The provision of a fitness room and associated fitness training equipment
- The provision of lockable stacked cube lockers (minimum 300x300x300mm size) one per RDS staff member
- Toilet and showering facilities similar to the Pod system less the locker room. Two facilities to be provided
- A dual use Training / Meeting / Community Room (to accommodate up to 20 people auditorium style)
- Small food and beverage preparation room with associated storage provision including microwave
- A Watch Manager's office
- A general crew office (to accommodate two workstations) with a moderate allowance of office storage
- Fire Kit Room for the storage of protective fire clothing including the kit racks sufficient for the station ridership
- A Breathing Apparatus (BA) maintenance, cleaning and preparation room and combined Breathing Apparatus compressor enclosure (sound proofed)
- Laundry and drying facilities
- Store room for general station use
- Non-mobile storage
- Appliance equipment storage

The features and facilities apply to new standalone Retained Duty Section fire stations or major refurbishments (continued)

- Full internal ICT infrastructure, wireless network capability and server room
- The infrastructure and cabling relating to the emergency mobilisation capabilities but excluding the mobilisation system itself (mobilisation equipment provided by others)
- Greenwave capability to allow traffic management on the activation of a fire call (where applicable)
- Vehicle (HGV) wash-down facilities
- A fenced and gated RTC training compound
- One way HGV circuit wherever possible and the site layout / configuration allows
- Security fence to the entire site including secure pedestrian and vehicle access gate(s)
- CCTV coverage and recording
- Electronic access control using the NFRS card access system
- A basic training tower up to 4 storeys
- Sufficient on-site staff parking
- Visitor parking (including disabled) outside of the security fence
- Cleaners cupboard(s) / room, plant room(s), wheel chair refuge(s) and the like as appropriate for the building function
- Any statutory requirements under Building Regulations or other statute directly related to property or buildings

The inclusion of comfort cooling or air conditioning is restricted to fitness rooms and ICT server rooms unless fully justifiable reasons are agreed through the business case procedure.

Appendix B

Whole-time Stations – Hub & Spoke (Existing or proposed as at July 2014)

Station	Operational Training Hub	Reserve Vehicle Garaging	FP Hub	Community Safety Hub	Vehicle Servicing Hub	ICT Training Hub	Stores Hub	BCM Alternative Accommodation	Support Services Hub	Shared Site	Emergency Planning	Potential Specials Location
Stn. 1 – Mansfield		•	•	•			•	•		■		■
Stn. 5 – Ashfield		•						•		•		■
Stn. 6 – Edwinstowe					•			•	•	■		
Stn. 8 – Worksop								•		■		■
Stn. 12 – Retford	•	•			•			•		■		■
Stn. 13 – Tuxford								•		■		■
Stn. 16 – Newark		•					•	•		■		■
Stn. 18 – London Road		•						•		•	■	■
Stn. 19 – West Bridgford		•						•		•		■
Stn. 20 – Stockhill		•						•	•	■		■
Stn. 26 – Arnold								•		■		■
Stn. 27 – Carlton	•	•			•	•		•		■		■
Stn. 29 – Highfields		•	•	•	•			•	•	•	•	■
Headquarters							•	•	•	■		
SDC	•					•		•		■		
Clifton Community Centre	Leased to Nottinghamshire Police under a 5 to 10 year lease starting from 2012											

Retained Stations – Hub & Spoke (Existing or proposed as at July 2014)

Station	Operational Training Hub	Reserve Vehicle Garaging	FP Hub	Community Safety Hub	Vehicle Servicing Hub	ICT Training Hub	Storage Hub	BCM Alternative Accommodation	Support Services Hub	Shared Site	City Emergency Planning Team
Stn. 2 – Blidworth								●		■	
Stn. 7 – Warsop								●		■	
Stn. 10 – Harworth								●		■	
Stn. 11 – Misterton								●		■	
Stn. 14 – Southwell								●		■	
Stn. 15 – Collingham								●		■	
Stn. 17 – Bingham								●		●	
Stn. 23 – Stapleford								●		●	
Stn. 24 – Eastwood								●		●	
Stn. 25 – Hucknall								●	●	■	
Stn. 28 – East Leake								●		■	

Legend:

- Existing or proposed function
- Potential function

Initial Equality Impact Assessment.

This questionnaire will enable you to decide whether or not the new or proposed policy or service needs to go through a full Equality Impact Assessment.

Title of policy, function, theme or service:		Property Strategy	
Name of employee completing assessment:		Ian Pritchard (Head of Procurement & Estates)	Department and section: Procurement & Estates
1.	<p>State the purpose and aims of the policy or service and who will be responsible for implementing it.</p> <p>The Property Strategy seeks to set out the long term goals, aims and aspirations for the organisation’s property portfolio. The property strategy sets the overall policy for the effective management of Nottinghamshire Fire and Rescue Service’s Estate and incorporates the wider organisation’s strategic aims and operational objectives. The strategy sets out to provide NFRS with a long term, sustainable and affordable property portfolio in order to provide fire and rescue services throughout Nottinghamshire.</p> <p>The overall aims and objectives of this strategy are to define the future development of the Estate and are as follows:</p> <ul style="list-style-type: none"> ○ Ensure operational effectiveness through NFRS’s property stock ○ The provision of an accessible, flexible and safe working environment that is fit for purpose for employees, members of the public and other stakeholders ○ The provision of long term value for money ○ To provide a sustainable building stock 		

2.	Please indicate below if the effect of the policy, function, theme or service will be positive, negative, neutral or unknown.								
	Age	Disability	Family status	Gender	Race	Sexual Orientation	Religion and Belief	Vulnerability	Rurality
Employees		Neutral Potentially positive		Neutral					
Public		Neutral Potentially positive							
3.	<p>Please explain the impact you have identified.</p> <p>Disability – Access and use of NFRS buildings by disabled staff and visitors:</p> <p>The Service has a range of policies in place to encourage applications from, and the employment of, disabled people. In order to complement this, its working environments also need to be accessible. In addition to this, some of our target group in terms of risk reduction work are disabled people, so it helps if our fire stations are accessible for these stakeholders. The Accessible Buildings Policy (cited below) is used by the Procurement and Estates Department to ensure contractors are designing and building accessible buildings for employees and members of the public. These standards generally aim to take us above the requirements of building regulations, which is why we have suggested that this is potentially positive for disabled employees and public.</p> <p>Gender – Changing and showering facilities of staff:</p> <p>Provides flexibility for a changing workforce. In order to ensure that fire stations can reduce the need for employees to get changed in front of one another in the shower/changing rooms and to accommodate a more diverse workforce (particularly in terms of gender), a non-gender specific pod system has been introduced to all new and refurbished fire stations.</p> <p>There is a memorandum of understanding (cited below) which was reviewed and agreed in 2013. This allows the provision for managers to designate the use of the Pods to accommodate any specific needs of staff appropriate to gender. Pod facilities may also be helpful for staff undergoing gender re-assignment.</p>								

3a)	<p>Please explain any steps you have taken or may take to address the impact you have identified.</p> <p>Disability Access Policy (POL: 2072) in place and used when refurbishing and rebuilding properties. The policy deals with access standards and aims to ensure that disabled people have access to employment and services at Nottinghamshire Fire and Rescue Service including the building stock.</p> <p>Accessible Buildings Policy (POL: 2074) for the provision of good access to buildings and forms part of a range of support mechanisms designed to ensure that full consideration is given to the needs of staff, visitors and the general public many of whom, through some personal condition, have mobility difficulties. The policy enables all people, particularly those with a disability, to gain equality of access to employment and the goods and services offered by NFRS. This policy applies to all new and refurbished buildings occupied by NFRS.</p> <p>The Memorandum of Understanding (MoU) for the design and specification of showering and changing (Pods) for all new and refurbished stations. Through the MoU the Service recognises supports and maintains respect and dignity for its entire staff in the workplace, this is of particular prominence for operational staff who require the facilities to change clothing and use the ablution facilities as part of their daily routine. Nottinghamshire Fire and Rescue Service provide Pods in all new and refurbished whole-time fire stations as it is committed to the provision of respect and dignity to its staff. The layout and design of Pods fully meet the requirements of the equalities impact assessment in the provision of respect and dignity.</p>
4.	<p>Identify the individuals and organisations that are likely to have an interest in, or be affected by the policy, function, theme or service. <i>This should identify the persons/organisations that may need to be consulted about the policy or service and its impact.</i></p> <p>All staff and visitors.</p>

5.	Has consultation (with the public, managers, employees, TUs etc) on the policy, function, theme or service been undertaken?	Yes		No	
5a.	<p>Please provide details for your answer including information regarding when consultation will take place if you have ticked yes.</p> <p>Consultation has taken place through the introduction of the documents listed at 3a above. These documents have been in place for a number of years and are currently extant.</p> <p>Comments will be sought on this strategy from the usual group of consultees and the Employee Equality Network.</p>				
6.	Has the Equality and Diversity Officer been contacted?	Yes			
6a.	<p>If Yes please outline below the outcomes/concerns highlighted in the discussion.</p> <p>As highlighted above. The Equality and Diversity Officer agreed that the Strategy should be made available for comment to the standard group of consultees and the Employee Equality Network.</p>				
If No please ensure that the Equality and Diversity Officer is contacted.					
If Yes , Please record here the date the Equality and Diversity Officer was contacted regarding this initial equality impact assessment.					
Date: 21/7/2014					

7.	Has monitoring been undertaken? Yes	Yes		No	
8.	What does this monitoring show? The monitoring shows that NFRS are fully compliant with the policies in place. This has been validated within the last 10 months with the successful Excellent Level Peer Challenge.				
9.	If you have answered no to question 7 can a monitoring system be established to check for impact on the protected characteristics?	Yes		No	
10.	Please describe how monitoring can be undertaken and identify this monitoring system as an objective when completing the action plan below. Monitoring takes place through the project governance for the construction of new fire stations and the refurbishment of existing buildings. Through the project governance the E&D Officer forms part of the project team and in doing so assists the design development of construction and refurbishment projects to ensure that equality is included within project outcomes. The monitoring is carried out throughout the project by the E&D Officer and an externally appointed access consultant who in turn provide management reports to confirm that the policies at 3a above are being met. This has also been validated in a Peer Challenge review carried out within the last 10 months where one of the focus areas was the NFRS properties.				
11.	If a monitoring system cannot be established please explain why this is. N/A				

12.	Did the Equality and Diversity Officer advise to proceed with a full EIA? Please provide full details of the decision.				
13.	Proceed to full Equality Impact Assessment?			No	

Initial Equality Impact Assessment Action Plan (as referred to in question 10)

Equality Objective	Action	Person Responsible	By When	Resource Implications