



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.

CONTACT

Name : Neil Timms
Strategic Director of Finance and Resources

Tel : 0115 967 0880

Email : neil.timms@notts-fire.gov.uk

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

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



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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>								

<p>3a)</p>	<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>
<p>4.</p>	<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