

SCOTTISH FIRE AND RESCUE SERVICE
The Board of Scottish Fire and Rescue Service



Report No: B/FCS/11-20

Agenda Item: 5

Report to:	THE BOARD OF SCOTTISH FIRE AND RESCUE SERVICE						
Meeting Date:	30 JULY 2020						
Report Title:	WEST ASSET RESOURCE CENTRE (ARC)						
Report Classification:	For Decision	Board/Committee Meetings ONLY For Reports to be held in Private Specify rationale below referring to <u>Board Standing Order 9</u>					
		<u>A</u>	<u>B</u>	<u>C</u>	<u>D</u>	<u>E</u>	<u>F</u>
1	Purpose						
1.1	The purpose of this paper is to seek approval from the Board to proceed with the delivery of the West Asset Resource Centre at Scottish Fire and Rescue Service Headquarters (SFRS HQ) / National Training Centre (NTC), Cambuslang.						
2	Background						
2.1	The Board, at its meeting in June 2018, approved the business case to build a West Asset Resource Centre at Cambuslang, on the same site as the National HQ and Training Centre, at an estimated cost of £5.49million.						
2.2	Following this approval, a project was initiated, and was in the process of being formally established as a Major Project with the Programme Office.						
2.3	Preliminary steps were undertaken to develop a design, appoint a contractor and commence groundworks on site. At that stage, site issues were identified, including ground contamination and the capacity of existing site services (gas/electricity/access). The Stage 1 Report from the contractor in January 2019 identified c.£1.7m of additional cost to rectify these issues, plus a further £0.4m to fully address the brief, which significantly exceeded the project budget. The decision was taken at that stage to pause the project while an alternative site was sought.						
2.4	Property Services were tasked with identifying alternative sites, both vacant land and existing buildings, and assessing the viability and potential cost benefit of developing the West ARC on each, relative to the SFRS site at Cambuslang.						
3	Main Report/Detail						
3.1	This site search/assessment has now been completed and has resulted in a limited number of viable sites being identified within the location parameters, however none that demonstrate any significant cost saving compared to progressing with the remediation works at Cambuslang. A schedule of alternative sites assessed is provided at Appendix A.						
3.2	The original business case to develop a West Asset Resource Centre remains valid and will also enable the sale of a significant portion of the site at Cowcaddens in Glasgow City Centre. An up to date valuation of that site is not currently available however earlier estimates suggest a value around £5million. Meanwhile, the condition of the existing workshop and stores facilities continues to deteriorate.						

3.3	As such it is proposed that the project be recommenced, allowing for the proposed budget of £10.5million, as detailed in paragraph 5.1 below, which includes provision for inflation and risk contingency, as well as environmental improvements as outlined.																												
4	Recommendation																												
4.1	The Board is asked to approve the following recommendation; a) That the West Asset Resource Centre project be recommenced, to be developed on the originally identified vacant ground within the SFRS HQ / National Training Centre site at Cambuslang, with a project budget of £10.5million.																												
5	Key Strategic Implications																												
5.1	Financial																												
5.1.1	It is now estimated that to develop the West Asset Resource Centre at Cambuslang will require total capital investment of £10.5million. The following table illustrates the cost evolution to date;																												
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Narrative</th> <th style="text-align: right;">Original Project Request £</th> <th style="text-align: right;">Cost Estimate January 2019 (Hub SW Stage 1 Report) as reviewed by Cost Consultant £</th> <th style="text-align: right;">Proposed Budget £</th> </tr> </thead> <tbody> <tr> <td>Fees, Prelims, etc:</td> <td style="text-align: right;">1,173,456</td> <td style="text-align: right;">1,979,636</td> <td style="text-align: right;">2,015,230</td> </tr> <tr> <td>Build Cost *</td> <td style="text-align: right;">4,316,588</td> <td style="text-align: right;">6,472,822</td> <td style="text-align: right;">6,379,084</td> </tr> <tr> <td>Additional energy/ environmental items</td> <td></td> <td></td> <td style="text-align: right;">660,000</td> </tr> <tr> <td>Inflation (3%) **</td> <td></td> <td></td> <td style="text-align: right;">271,629</td> </tr> <tr> <td>Risk/Contingency (12.5%) ***</td> <td></td> <td></td> <td style="text-align: right;">1,165,743</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">5,490,044</td> <td style="text-align: right;">8,452,458</td> <td style="text-align: right;">10,491,686</td> </tr> </tbody> </table>	Narrative	Original Project Request £	Cost Estimate January 2019 (Hub SW Stage 1 Report) as reviewed by Cost Consultant £	Proposed Budget £	Fees, Prelims, etc:	1,173,456	1,979,636	2,015,230	Build Cost *	4,316,588	6,472,822	6,379,084	Additional energy/ environmental items			660,000	Inflation (3%) **			271,629	Risk/Contingency (12.5%) ***			1,165,743	TOTAL	5,490,044	8,452,458	10,491,686
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	<p>* Build Cost has been assessed based on the High Level Brief developed in consultation with key stakeholders, from which exemplar layout plans have been produced, alongside room data sheets, schedules and specifications. Cost estimates will be refined on appointment of a contractor.</p> <p>** Inflation is calculated against BCIS rates increase to 3% following Cost Consultant assessment for current market conditions.</p> <p>*** The Risk Contingency has been calculated in line with RICS NRM1 and covers design development, construction risk, employer change risk and employer other risk. The risk contingency level has been established following Cost Consultant assessment against projects with similar risk profile, giving an industry standard 10-15%, with the middle ground being identified at this early stage of the project.</p>																												
5.1.2	It should be noted that the proposed budget of £10.5m does not allow for any contingency sum associated with Covid-19 issues. This will be kept under review and, if necessary, will be highlighted through Capital Monitoring/Programme Office Board.																												
5.1.3	The current Capital Programme 2020-2023 anticipates a total cost of £6.077million over several years. Current slippages reported within the Capital Monitoring Report will allow for sufficient funds to be brought forward this financial year to commence the project.																												

5.2 5.2.1	<p>Environmental & Sustainability</p> <p>In support of SFRS's Environmental Policy 2020-2030 and Energy and Carbon Strategy 2020-2030, the following low carbon elements will now be included within the design:</p> <ul style="list-style-type: none"> • Electrical vehicle charging, • solar array / energy storage, • additional measures to assist energy performance / low carbon design goals, for example ground source heat pump, full building management system, improved heating and ventilation controls, daylight sensors etc.
5.3 5.3.1	<p>Workforce</p> <p>The following employee groups will be re-located to the new facility:</p> <ul style="list-style-type: none"> • Fleet Workshops from Cowcaddens • Ladder Workshop from Cowcaddens • Fleet & Fuel Central Support from Hamilton • Stores Facility from Hamilton • ICT Workshops from Hamilton • Property Teams from Hamilton and Johnstone
5.3.2	<p>Effective engagement with subject matter experts, employees, representative bodies, and other relevant stakeholders is essential to the success of the project. A partnership approach to employee relations has been adopted, as aligned to SFRS Working Together Framework, ensuring early engagement with those affected and their representative bodies.</p>
5.4 5.4.1	<p>Health & Safety</p> <p>Delivery of the West ARC at Cambuslang will require extensive site works to be carried out to suitably address the identified contaminated ground. All necessary works will be subject to a risk assessment and the development of method statements including adherence to Building Technical Standards (Scotland), Planning and CDM Regulations, to ensure the safety of all concerned, including to the wider environment.</p>
5.4.2	<p>The provision of a dedicated site access road to the West ARC, separate to that for the HQ / NTC site, will reduce any risk posed from the additional vehicle access requirement that the new West ARC brings to the SFRS facilities at Cambuslang. The new facility has been designed to operate with minimal impact on the NTC and HQ.</p>
5.5 5.5.1	<p>Training</p> <p>All project-based staff will familiarise themselves with the outputs from the West ARC and any requirement for relevant further training will be addressed.</p>
5.5.2	<p>While designed to ensure vehicle access to the new West ARC remains separate from that of the HQ/ NTC site, access to both sites can be accommodated should this be considered necessary, i.e. in the event of a road closure at Westburn Drive, vehicle access to the entire SFRS site can be maintained. New facility has been designed to operate with minimal impact on the NTC and HQ.</p>
5.6 5.6.1	<p>Timing</p> <p>Based on current estimates, and if re-start approved this quarter, it is anticipated the new facility could be ready for occupation in November 2022</p>

5.7	Performance
5.7.1	The project will provide a new West Asset Resource Centre to meet current expectations e.g. modern, comfortable and fit for purpose vehicle and equipment workshop, IT workshop, Stores, Property Services and ICT office accommodation (for those based in West SDA) and ancillary accommodation. Combining these functions into a single purpose-built facility will greatly enhance performance and productivity.
5.7.2	Highlight Reports submitted to the Project Board and Programme Office will include an assessment of performance against budget, time and quality requirements.
5.8	Communications & Engagement
5.8.1	Extensive consultation has been undertaken with user departments to develop an agreed high-level brief and outline design. Ongoing engagement will continue throughout the project to ensure detailed requirements are understood and incorporated.
5.8.2	The project will be managed through a project board at which key stakeholders are represented, including relevant trade unions.
5.8.3	A detailed communications strategy will be developed as part of the project.
5.9	Legal
5.9.1	Delivery of the West ARC will be in strict adherence to all necessary Local Authority Approvals, the building contract, relevant standards and regulations.
5.10	Information Governance
5.10.1	<i>DPIA completed No. There is no personal information contained within this report.</i>
5.11	Risk
5.11.1	A project Risk Register has been developed for this project. The highest risk currently identified relates to the potential impact of post-COVID working practices on the overall timescale and cost.
5.12	Equalities
5.12.1	An Equality Impact Assessment has been undertaken for property development, in conjunction with the Equality and Diversity Manager, and is attached at Appendix B.
5.13	Service Delivery
5.13.1	The Asset Resource Centres have been strategically located to maximise the number of fire stations whereby the appliance can travel to the ARC within one hour. Cambuslang, with its proximity to the motorway network in the West of Scotland, supports this aim.
6	Core Brief
6.1	The Director of Finance and Contractual Services presented a report seeking approval from Board to recommence the project to develop a West Asset Resource Centre at the National HQ/Training Centre site in Cambuslang.
7	Appendices/Further Reading
7.1	Appendix A – West ARC Alternative Sites
7.2	Appendix B – Equality Impact Assessment
7.3	Further Reading – West Asset Resource Centre Business Case, SFRS Board June 2018

Prepared by:	John Gillies, Property Project Manager Claire Owens, Property Development Manager	
Sponsored by:	Iain Morris, Head of Asset Management	
Presented by:	Sarah O'Donnell, Director of Finance and Contractual Services	
Links to Strategy and Corporate Values		
Objective 4.3 We will invest in and improve our infrastructure to ensure our resources and systems are fit to deliver modern services		
Objective 4.1 We will maximise our contribution to sustainable development through delivery of economic, social and environmental benefits for the communities of Scotland		
Governance Route for Report	Meeting Date	Report Classification/ Comments
<i>Strategic Leadership Team</i>	<i>23 June 2020</i>	<i>For Decision</i>
<i>SFRS Board (Special)</i>	<i>30 July 2020</i>	<i>For Decision</i>

West ARC - Alternative Sites

Appendix A

Sites considered

	Location	Vendor	Status	Summary assessment
1	Belgown St. Bellshill	Clowes Developments	Rejected	While an amended proposal could be accommodated on site, due to the awkward site shape and high cost the site was considered unsuitable.
2	Dalmarnock, Clyde Gateway	Clyde Gateway	Rejected	Initial site size would have accommodated layout, however, the site has since been subdivided and is now considered too small.
3	Glasgow Business Park		Rejected	Outline layouts have been compiled for a number of sites within the Business Park. Seller's proposed procurement route was not considered appropriate for SFRS to progress.
4	Inchinnan Rd, Bellshill		Rejected	A structural assessment of the building identified issues with the raised floor slab that would prevent use as workshop facility.
5	Scottish Power Site, Cambuslang		Rejected	Efforts to obtain information on the availability or otherwise of this site have proving difficult. Ground / site conditions considered similar to adjacent SFRS site, with additional cost of site purchase, considered financially unsuitable.
6	West of HQ Building, Cambuslang		Rejected	While the layout can be accommodated, it would result in restricted yard provision and reduced car parking for HQ. nearby pylons also pose an issue. Made up ground to an increased depth to the initial Cambuslang HQ site make this a less favourable proposal.
7	Gartcosh 3 sites		Rejected	Outline layouts have been compiled for a number of sites within the area. Initial investigation of ground / site conditions identify issues similar to SFRS site, with additional cost of site purchase, considered financially unsuitable.
8	Bogleshole Rd. Cambuslang		Rejected	An amended layout can be accommodated on this irregular shaped site. The site is now not for sale, lease only.
9	Fullarton Dr. Glasgow		Rejected	The site is not for sale, lease only.
10	Cairnmuir Rd. East Kilbride		Rejected	Site removed from market.

Equality & Human Rights Impact Assessment Recording Form Scottish Fire and Rescue Service

PART 1 BASIC INFORMATION

Policy Owner	Sarah O'Donnell – Director of Finance and Contractual Services
E&D Practitioner	Elaine Gerrard, Equality & Diversity Manager
Title (of function/policy to be assessed e.g. name of policy, title of training course)	Strategic Intent 2: Refurbishment and new-build premises (including Dyce and Macdonald Road)
Date Assessment Commenced	Current revision March/April 2020. Originating November 2015 (updated March 2017, June 2018) As an ongoing programme of work this impact assessment is subject to periodic review and revision.

The purpose of the following set of questions is to provide a summary of the function/policy.

Briefly describe the aims, objectives and purpose of the function/policy	To provide a model for the refurbishment and new build of SFRS premises including operational and community fire stations, HQ, office and training facilities that provide a modern, sustainable, efficient and safe working environment for employees and visitors.
Are there any associated objectives of the function/policy (please explain)?	To present an image of the SFRS as a modern, inclusive employer and public service.
Does this function/policy link with any other function/policy?	Strategic Intent Programme of work; Transformation Programme; Strategic Plan; Annual Operating Plan; Fire and Rescue Strategic Framework: SFRS's Response and Resilience policies and procedures; SFRS's Prevention and Protection policies and procedures; SFRS's Heritage Trust and National Fire Museum and People and Organisational Development policies and practices – in particular Dignity and Integrity in the Workplace, Maternity Policy, Code of Conduct and Balancing the Workforce.
Who is intended to benefit from the function/policy and in what way?	SFRS employees through the provision of safe and modern working environment suited to their needs. Partners and communities accessing the premises.
What outcomes are wanted from this function/policy?	Safe, modern, inclusive work spaces that support a transformative culture. A professional environment that enhances the profile of the SFRS amongst its internal workforce, its partners and Scotland's communities. A physical environment that assists the SFRS engage and interact with Scotland's diverse communities.
What factors/forces could contribute/detract from the outcomes?	The success of any working environment or physical space is reliant on all parties cooperating to ensure that the behaviours and attitudes of those access the space

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	and those managing those individuals is in accordance with the values and principles of the SFRS professional standards and code of conduct
Who are the main stakeholders in relation to the function/policy?	SFRS Board, management, employees, representative bodies, Scottish Government, SFRS's partner agencies and Scotland's diverse communities.
Who implements the policy and who is responsible for the function/policy?	Property apply the programme of work.

PART 2 ESTABLISHING RELEVANCE

- This section is designed to determine the relevance of the function/policy to equality.
- This section also fulfils our duty to consider the impact of our activities in relation to Human Rights.
- Initial screening will provide an audit trail of the justification for those functions not deemed relevant for equality impact assessment.
- Throughout the process the evidence and justification behind your decision is more important

Q1. *The function/policy will or is likely to influence SFRs ability to....*

- Eliminate discrimination, victimisation, harassment or other unlawful conduct that is prohibited under the Equality Act 2010 and/or;
- Advance equality of opportunity between people who share a characteristic and those who do not and/or;
- Foster good relations between people who share a relevant protected characteristic and those who do not.

Please tick as appropriate.	Yes/ Potential	No	Don't Know/Don't Have Enough Evidence
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caring responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marriage and civil partnership (answer this only in relation to point a above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Religion and belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sex (gender)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Social and economic disadvantage	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you have selected 'No' for any or all of the characteristics above please provide supporting evidence or justification for your answers.

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to equality.

The protected characteristic of Marriage and Civil Partnership is only relevant to the general equality duty as it relates to employment practices and is therefore not relevant to the project of work associated with refurbishment of SFRS premises and new builds.

There are significant links between the physical environment of the workplace and other

polices and practices such as workplace culture and management. These are detailed in Part 3 Impact Assessment.

Q2. Is the function/policy relevant to the Human Rights Act 1998?

Yes No Don't Know

If you have selected 'No' please provide supporting evidence or justification for your answers

AND,

If you have identified any potential links to other functions/policies please comment on the relationship and relevance to Human Rights.

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Concluding Part 2

Outcome of Establishing Relevance	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input checked="" type="checkbox"/>	Proceed to Part 3 Impact Assessment
It is unclear if there is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 3 Impact Assessment

PART 3 IMPACT ASSESSMENT

Describe and reference:

- relevant issues
- evidence gathered and used
- any relevant resolutions to problems
- assessment and analysis
- decision about implementation
- justification for decision
- potential issues that will require future review
- the results of any consultation required

Characteristic	
Age	<p>There is no evidence to indicate that age would be a relevant characteristic in the design of work premises. However, there may be some relevance to age where community fire stations are utilised by community groups, especially in those locations where there are limited community venues available for public use.</p> <p>The use of fire stations as community hubs and facilities for access by the public will mean that it must function as a safe and welcoming environment for individuals from all age groups and irrespective of the age group – beyond that there are no specific demands placed on the design or utilisation of SFRS premises as it relates to age. SFRS can expect all age groups to seek to access its facilities but typically both the older and younger age groupings would be most likely to seek to access the venues or be invited in as part of an SFRS organised initiative. Individual activities and initiatives hosted within SFRS premises are subject to their own impact assessment to ensure that they are appropriate to the needs of the service user.</p> <p>Older people may be proportionally more likely to have a disability than a younger person but age-related disabilities are covered by the protected characteristic of disability under the Equality Act 2010.</p> <p>Menopause – although the menopause is more likely to affect women in the age range 45 – 60 the full age range of affected women is much broader and for this reason menopause is considered within the scope of sex in the impact assessment process rather than a feature of the protected characteristic of age.</p>
Caring Responsibilities	<p>There is no evidence to support a link between having caring responsibilities or being care experienced and the refurbishment of SFRS premises and new builds either as an employee or a member of the community who may access the facilities. The provision of modern, accessible premises that are known as safe, welcoming community hubs could potentially support the SFRS fulfill its obligations under the Children and Young People (Scotland) Act 2014 Part 9: Corporate Parenting.</p>

<p>Disability</p>	<p>All SFRS premises must comply with strict disability access codes for employees and visitors to premises as part of building regulations. These regulations are extensive in detail and are strictly adhered to by SFRS Property – and can be accessed in the Building (Scotland) Regulation 2004 for non-domestic properties. These extend to access/egress and moving throughout a building, signage, lighting, and toileting facilities. Furthermore, under the Equality Act 2010 there is a requirement for reasonable adjustments to non-permanent infrastructure for employees with a disability such as specialist desks and chairs. The provision of hearing assistance induction loops would be expected in those premises where reception and classroom/auditorium facilities are located either as a permanent feature or a portable system as appropriate to the venue – these may be considered separately to decisions around the physical structure of the building itself but would constitute a feature of the workplace in a discrimination case.</p> <p>The provision of disabled parking bays for visitors to SFRS buildings is a requirement of The Disabled Persons' Parking Places (Scotland) Act 2009. The provision of disabled access parking for employees can be considered separately to the provision of visitor parking and can be provided on a case by case basis under the reasonable adjustment provisions of the Equality Act 2010. Parking arrangements may be considered separately to decisions around the physical structure of the building itself but would constitute a feature of the workplace in a discrimination case.</p> <p>Where an employer has provided a physical working environment that complies with health and safety provisions, including those that contribute towards individual personal dignity, this could be considered a contributing factor in supporting positive mental health and wellbeing – it's absence could potentially contribute towards the reverse for some employees.</p> <p>The provision of a safe and effective physical working space for all employees and visitors, irrespective of any disability they may have, is reliant upon good working practices being maintained and monitored-workplace cultural practices, such as personal standards of behaviour and safe working practices will be required.</p> <p>0.13% of SFRS employees are recorded as having a disability (source: Equal Pay Report 2017). This figure is considered to be smaller than the actual number of employees with a condition that would be classified as a disability under the Equality Act 2010. The range of disabilities that would have relevance to both consideration of the design of physical work spaces as well as workplace practice and culture is considerable – for example, an individual with diabetes may require a private and clean place to inject insulin and access to a fridge, an individual with a visual impairment may require specialist lighting or an individual with restricted mobility may require additional space around their work space. These types of obligations falling on SFRS would likely arise after the refurbishment or construction of premises.</p> <p>The Equality Act 2010 allows the SFRS to treat a disabled person more favorably than a non-disabled person. This recognises that disabled people can face barriers to participating in work and other activities</p>
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	sometimes as a result of the physical environment being inaccessible.
Gender reassignment	<p>The Equality Act 2010 sets out provisions to protect individuals who have, are undergoing or are considering transitioning their gender. Individuals identifying as Transwomen or Transmen are entitled by law to make use of the facilities designated to the gender with which they identify.</p> <p>The legislation around gender recognition is under review by the Scottish Government. This is a complex and sensitive topic with strong and conflicting views held with regards to the point at which a transitioning individual can access the facilities provided for their assumed gender identity. This debate is related to discussions under the protected characteristic of sex on sex/gender having non-binary classifications with some individuals, including some Trans people, having a preference from using non-gender specific facilities. Stonewall and the fire service's LGBT network QUILTBAG advise that toileting facilities should be non-gender specific.</p> <p>There is no legislation that specifies that toileting, sleeping, showering or changing facilities must either be gender neutral or gender specific.</p> <p>Some Trans employees may delay or prevent their transitioning in the workplace where they perceive a barrier to their transitioning process. Gender neutral toileting, showering and changing facilities may have the potential to ease the transitioning process by providing immediate access to private and secure facilities. It can also alleviate the potential concerns of some women of transwomen and of some men of transmen sharing gender specific facilities.</p> <p>In its duty of care to employees the SFRS must provide a physical working environment that supports their wellbeing and safety.</p> <p>There is currently no evidence that there are significant numbers of trans employees within SFRS. However, numerical significance is only one feature of applying the general equality duty – where the number of people affected is low but the impact on that group is substantial then the protected characteristic is considered to have significant relevance when considering the impact of the decision at hand. It is likely that the provision of toileting, showering, sleeping and changing facilities will be of particular concern to trans employees. Moreover, it is highly likely that SFRS premises will be accessed by trans individuals who are visiting SFRS premises.</p> <p>See Sex for further information about other classifications of gender identity.</p>
Marriage and Civil Partnership	Not relevant see Section 2: Establishing Relevance.
Pregnancy and maternity	Returning mothers may choose to breast feed their babies and safe, clean and private facilities along with secure refrigeration units are required to allow breast milk to be expressed and stored. There is no requirement under the Equality Act to provide permanently dedicated suites/fridges to meet this need but in designing premises SFRS must

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	<p>make adequate provision for these facilities to be readily and easily available when required.</p> <p>Line managers have a duty to communicate with women while on maternity leave and this includes involving them in any consultation or informing them of changes being proposed to their normal place of work during their maternity leave.</p>																																		
Race	<p>There is no evidence currently to identify a direct and substantial link between race, nationality and ethnicity and the refurbishment of SFRS premises and new builds.</p> <p>In its duty of care to employees the SFRS must provide a physical working environment that supports their wellbeing and safety.</p> <p>Those fire stations that act as community hubs and some other premises may provide space for groups of people from different racial, national or ethnic groups to interact and therefore have an indirect relevance on the grounds of promoting good relations.</p>																																		
Religion and Belief	<p>There is no legal requirement to provide space within a workplace for the observance of religious beliefs. An employee has the right to request the allocation of space and/or time for the purposes of observing religious beliefs and for this request to be given due consideration.</p> <p>Where self-catering facilities, including fridges, are provided there will be the potential for individuals with religious observance requirements to have a need to separate their food and drink items from other items. This is out with the scope of the physical structure of the buildings but is relevant to SFRS working practices and should be highlighted for consideration.</p>																																		
Sex (gender)	<p>The SFRS has accurate data for the number of men and women employed by the SFRS. The SFRS keeps the appropriate records for individuals who have disclosed their intention to progress with gender reassignment. It is unclear from current data the number of employees who would prefer to identify as non-binary or some other gender-neutral terminology. While the current legislation does not recognise non-binary and other gender-neutral identification there is ongoing discussion within legislative bodies on this topic.</p> <p>Current SFRS workforce profile of SFRS:</p> <table border="1" data-bbox="453 1709 1401 2018"> <thead> <tr> <th rowspan="2">Staffing Group</th> <th rowspan="2">Percentage of Workforce</th> <th colspan="2">Percentage</th> <th colspan="2">Number</th> </tr> <tr> <th>Male</th> <th>Female</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>All Staff</td> <td>100%</td> <td>86.75%</td> <td>13.25%</td> <td>6850</td> <td>1046</td> </tr> <tr> <td>Support Staff</td> <td>9.94%</td> <td>44.46%</td> <td>55.54%</td> <td>349</td> <td>436</td> </tr> <tr> <td>Uniformed (Wholetime)</td> <td>46.14%</td> <td>94.54%</td> <td>5.46%</td> <td>3444</td> <td>199</td> </tr> <tr> <td>Uniformed (Control)</td> <td>2.49%</td> <td>17.26%</td> <td>82.74%</td> <td>34</td> <td>163</td> </tr> </tbody> </table>	Staffing Group	Percentage of Workforce	Percentage		Number		Male	Female	Male	Female	All Staff	100%	86.75%	13.25%	6850	1046	Support Staff	9.94%	44.46%	55.54%	349	436	Uniformed (Wholetime)	46.14%	94.54%	5.46%	3444	199	Uniformed (Control)	2.49%	17.26%	82.74%	34	163
Staffing Group	Percentage of Workforce			Percentage		Number																													
		Male	Female	Male	Female																														
All Staff	100%	86.75%	13.25%	6850	1046																														
Support Staff	9.94%	44.46%	55.54%	349	436																														
Uniformed (Wholetime)	46.14%	94.54%	5.46%	3444	199																														
Uniformed (Control)	2.49%	17.26%	82.74%	34	163																														

Appendix B

Uniformed (Retained)	37.3%	93.41%	6.59%	2751	194
Uniformed (Volunteer)	4.13%	83.44%	16.56%	272	54

Source Gender Pay Gap Report 2019

The SFRS has a Positive Action Strategy which sets out the ambitions to address the under-representation of some protected characteristic and there is a particular emphasis on increasing the number of women in operational firefighting roles and at all levels of management. This is pertinent to the process of redeveloping existing or new build SFRS premises in relation to the potential impact on the grounds of sex.

There is no legislation that stipulates that the provision of physical spaces for work related activities should be either gender specific or gender neutral. To apply the principles of the Equality Act 2010 it is expected that an employer and service provider will provide an appropriate and safe physical environment for individuals of both sexes - in practice this means that facilities such as the provision of adequate sanitary disposal units, where showering and changing facilities are provided that these should meet the needs of women who are experiencing the menopause, for overnight stays or long periods of attendance then facilities to all men to shave should be provided. To meet the obligations of the Act it is sufficient that these provisions are made for individual employees, but it does not require the designation of those facilities to be for the sole use of people identifying as a particular sex. What is a legal requirement is that neither men nor women should be disadvantaged because of their sex either directly or indirectly through application of a working practice unless there is a strong and legally justifiable objective justification for the difference in treatment. Moreover, any action that leads to preferential treatment of either men or women could be subject to challenge on the grounds of sex discrimination unless it can be objectively justified.

During the various consultation exercises held between SFRS and trade union representatives, the Fire Brigades Union's position was that where dignified facilities are provided these should be clearly delineated between men and women and that lockers and showering facilities should be designated male or female. This voiced concern was particularly relevant for women going through menopause. Stonewall and QUILTBAG both advise the use of non-gender (and, therefore non-sex) specific facilities to best meet the needs of those individuals identifying as non-binary in sex categorisation. Designs, including the standard station design for new build projects implemented by SFRS, seek to address the dignity of each and every individual employee. Whilst acknowledging that where works are proposed to an existing premise it may not always be possible to achieve the criteria set out in the standard station design due to the existing station configuration, SFRS will endeavor to meet this standard where possible.

Both men and women, as well as those individuals not identifying as either, should be able to expect a modern, safe working environment that meets their individual needs. All facilities should ensure the safety, well-being and dignity of the individual.

Appendix B

	<p>Adequate and appropriate showering, changing, sleeping and toileting facilities should be available to all irrespective of their sex. Toileting facilities should have adequate space for the disposal of sanitary products.</p> <p>The provision of office accommodation, gym facilities, catering and facilities for use by external persons is less likely to be relevant on the grounds of sex providing that there are sufficient and clearly identifiable toileting facilities.</p> <p>Where a SFRS premise is also operating as an HQ or has some other function that requires a formal reception area that is open to the public it is worth noting that the overwhelming majority of reception/ administrative staff are women and their security is paramount in designing the physical structure of the reception area.</p> <p>Please see above for points on pregnancy and maternity and transgender matters.</p>
<p>Sexual Orientation</p>	<p>There no evidence currently to identify a direct and/or substantial link between sexual orientation and the refurbishment of SFRS premises.</p> <p>In its duty of care to employees the SFRS must provide a physical working environment that supports their wellbeing and safety.</p> <p>Those fire stations and other premises such as HQ buildings that act as community hubs may provide space for groups for people from LGBT communities and therefore have an indirect relevance to the general equality duty on the grounds of promoting good relations.</p>
<p>Social and economic disadvantage</p>	<p>With respects to employees there is no evidence of a link between social and economic disadvantage and the refurbishment of or building of new SFRS premises. There may, however, be some relevance where stations and other SFRS premises are operating as community hubs and accessible by members of the public. There is the potential to make a positive contribution to encourage and enable participation in public life for all groups within the local community including those that are identified as socially and/or economically disadvantaged. This may be particularly relevant in rural communities where access to good quality facilities may be limited.</p> <p>There is a potential link to SFRS's Corporate Parenting obligations (see Caring Responsibilities above) and obligations under the Community Justice Act (see below).</p>
<p>Human Rights</p>	<p>The Human Rights Act 1998 protects individual rights irrespective of any protected characteristic the individual may hold. Where protected characteristics and human rights overlap is in the application of the UN Conventions on Human Rights. It is the Human Rights Act 1998 that is applied in the context of an Equality and Human Rights Impact Assessment.</p> <p>The relationship with the application of the Human Rights Act is indirect in that the protection of a right to privacy and dignity can be facilitated or</p>

	<p>hampered by the physical working environment but for the most part is more likely to be affected by the working practices and culture of the workplace. The provision of private space for changing, showering, toileting for an individual and the conducting of sensitive conversations as well as disability access is accommodated within all physical works but the actual working practices will potentially have a greater bearing. In providing the physical environment personal dignity (e.g. privacy) and security (e.g. being able to lock private spaces) are key measures of fulfilling obligations for human rights around safety and a right to privacy and dignity.</p>
<p>Impact on People in General not covered by specific characteristics</p>	<p>Individuals and groups are entitled to expect a physical working environment that meets their needs either because of a protected characteristic or irrespective of it.</p>

Summary and Conclusion of Impact Assessment

This impact assessment is primarily focused on the physical features of SFRS premises where relevance to all three elements of the general equality duty are noted (removal of unlawful discrimination, promotion of equality of opportunity and promotion of good relations). The most significant impact on a protected characteristic is with respects to disability and the requirement to have accessible premises across a range of disabilities. In addition to this there is particular relevance on the grounds of sex, pregnancy and maternity and religion and belief as well as on general principles of human rights.

In assessing the potential impact of the physical features of a building on the grounds of equality and human rights a few things should be taken into account by those responsible for making the decision on standards of SFRS design:

1. The physical attributes of a workspace are only one component of what constitutes a working environment – SFRS policy, practice and culture are as important in providing a safe and welcoming workspace appropriate to the needs of SFRS employees. Colleagues will wish to consider the current management and workplace systems and culture in place that would enhance or hinder the implementation of any particular design. In particular this may be relevant on the grounds of sex and transgender, although it will also apply to other characteristics such as sexual orientation and religion and belief.

The fire service has a legacy of under representation of women in operational roles. This has meant that in some places there has been inadequate accommodation, particularly for women, in fire stations in the provision of toileting, showering, changing or sleeping facilities. It is understandable that where improvements were made and adequate provision of separate facilities for women and men did come into place the potential for these to be replaced by non-gender specific facilities could be viewed as a loss of something hard won. The term uni-sex can be used in pejorative terms as it can be used to describe something that has not been designed with all users' needs thought through. Moreover, there may be a perception that facilities that are not designated by sex are therefore shared by both sexes. It is understandable that groups of men and women would not wish to share with groups of the opposite sex. This is not what is being proposed. It is more accurate to describe the proposed provisions as individual, private spaces, meeting the needs of personnel at the individual level which goes further than providing these facilities at the group level.

The proposals provide for individuals to have their own personal private space for toileting, changing, showering and sleeping.

There are some proposals to consider clustering of these individual spaces in zones for access only by one or other of the sexes. In reaching a decision about progressing with the standard design for refurbishment and new build premises colleagues will wish to consider the need, if any, to cluster groups of private spaces into gender specific zones either on a permanent or temporary basis and set out a plan for ensuring that workplace practices and culture can support the model adopted. Moreover, it will be key to achieving successful use of premises that SFRS personnel engaged and informed throughout the refurbishment/ new build process.

2. Colleagues will note the large portfolio of SFRS property and the relatively small number of premises covered by plans for refurbishment or newbuild and will want to give separate consideration to how we meet the needs of employees based in those premises that fall out with the scope of the planned building works.
3. Colleagues will also want to consider the potential for changing societal standards and expectations of what workspaces look like and what services are provided by SFRS. Some of these changes may be relevant to equality, e.g. changing perceptions to gender identity whereas others may not be, such as meeting the requirements for climate change targets.
4. The range of premises covered by the impact assessment is broad covering stations, HQs and training facilities. The types of activities that need to be covered include decontamination of equipment, cleaning, catering, reception, learning space, gym facilities, office space, storage space, public access areas as well as areas to initiate operational activities.

As with point 1 above, colleagues will wish to consider current workplace practices and culture which may need to be reviewed if a space is to be utilised in a different manner to how personnel are accustomed to using that space. Of particular note is locker facilities in fire stations. It is not SFRS policy that the areas locating lockers should also be used as changing rooms, however, in some areas local practices have allowed this custom to emerge. Colleagues will wish to be confident that appropriate communication and local management practices can ensure that all SFRS spaces are used for their intended purpose only.

In conclusion, there is significant relevance to the protected characteristic of disability in arriving at a standard approach to refurbishment and new build premises. Disability access provision is a highly regulated feature of building design code and this will always be adhered to by the SFRS Property function. Where there is a potential for departure from good practice and even legislative compliance is in the working practices and culture that emerge within the workplace. Indeed, across all of the relevant protected characteristics, and especially on the grounds of sex, it is the working practices and culture that have the potential to lead to discriminatory habits to emerge or for personnel or visitors to feel uncomfortable or insecure in the physical environment rather than the physical features of the building.

As noted above the ambition to establish a standard template for refurbishment and new build is relevant to all three elements of the general equality duty.

The refurbishment of SFRS premises has an associated ambition of making a positive impact on the culture of the organisation as a workplace of tomorrow as well as today – reflecting the potential for a more diverse workforce profile to be accommodated. It is noted

that the physical changes in facilities are insufficient in themselves to make cultural change and employees, management and representative bodies will need to collaborate to affect the optimum standards of behaviour and attitudes required for operating in a modern, professional workplace. Cultural change and the operating and management arrangements, policies and procedures that create healthy workplace fall out with the scope of this impact assessment but are nevertheless recognised as key to the success of the project.

This impact assessment is applicable to refurbishment and new build premises including fire stations, HQ buildings, office spaces and training facilities. It should be considered alongside the following policies and processes which may in turn require review to best provide a safe, modern and welcoming workspace for colleagues and visitors:

- Policies relating to the provision of disabled parking
- Policy/practice for the installation, use and maintenance of hearing induction loops
- Maternity – as it relates to planning for a return from maternity leave
- Provision of sanitary products and their disposal
- Storage of food and drink
- The application of Health and Safety procedures in relation to uncluttered work spaces and ease of access/egress/exit especially as it relates to individuals with a disability
- Code of Conduct and standards of professional behaviour – including management practices, leadership training and monitoring of managing attendance, bullying and harassment and grievances.

Concluding Part 3

Impact Assessment	Please Tick	Next Steps
There is no relevance to Equality or the Human Rights Act 1998	<input type="checkbox"/>	Proceed to Part 4 Monitoring
There is relevance to some or all of the Equality characteristics and/or the Human Rights Act 1998 and relevant actions are recorded above in Summary and Conclusion	<input checked="" type="checkbox"/>	Proceed to Part 4 Monitoring

PART 4 MONITORING & REVIEW

- The purpose of this section is to show how you will monitor the impact of the function/policy.
- The reason for monitoring is to determine if the actual impact of the function/policy is the same as the expected and intended impact.
- A statement on monitoring is required for all functions/policies regardless of whether there is any relevance to Equality or the Human Rights Act.
- The extent of your answer will depend upon the scope of the function/policy to impact on Equality and Human Rights issues.

If you have provided evidence or justification for believing there is no relevance to Equality or the Human Rights Act in Section 2 Establishing Relevance or Section 3 Impact Assessment:

Q1 How do you intend to monitor and review the function/policy?

If you have provided evidence or justification for believing there is relevance to Equality or the Human Rights Act:

Q2 What will be monitored?

The views of employees and other people accessing the premises will continue to be sought through the development stages and following completion of the works to ensure that the premises continue to meet the needs of those accessing the site. Management inspections of premises can provide a means to ensure that health and safety is being adhered to and that facilities are being used as intended.

This will include but is not limited to: complaints and maintenance requests raised; bullying and harassment cases; results of staff engagement including exit interviews

Q3 How will monitoring take place?

As part of the project of work and thereafter through common channels of employee/management and representative body communication.

Q4 What is the frequency of monitoring?

On-going as issues/needs arise. We will be refreshing our suitability assessment of the Estate this year when we have an agreed standardized fire station design and it will be a Key performance indicator reported annually

Q5 How will monitoring information be used?

To make improvements to the physical resources of SFRS to provide a modern and safe working environment that is welcoming and inclusive to employees, partner agencies and members of the community.

**PART 5
APPROVAL**

This Equality and Human Rights Impact Assessment was completed by:

Name	Elaine Gerrard
Date	December 2015; June 2018, April 2020

This Equality and Human Rights Impact Assessment was approved by:

Name	
Date	