

Appendix A – Sussex Police Location Plan & Photos

Location Plan



Site Plan



Training Block



Malling House



HEADS OF TERMS FOR THE LICENCE OF PART GROUND FLOOR, MALLING HOUSE, POLICE HEAD OFFICE, LEWES

Version: 1

Dated: 25th March 2015

Landlord:	Police & Crime Commissioner for Sussex
Landlord's solicitor:	ESCC Legal Services
Tenant:	East Sussex Fire & Rescue Service
Tenant's solicitor:	Brighton & Hove CC Legal Services
Demised Premises:	Part Ground Floor, Malling House, Lewes
Shared Spaces:	Will be covered under a separate SLA. Shared areas will include:
Term:	15 years
Rent:	£7.00 per sq ft for the office accommodation
Repairs:	Covered through service charge and provided by the landlord. Tenant to reinstate as per inventory and photographic schedule of condition.
Alterations:	No structural, non structural subject to landlord's prior consent in writing
Alienation:	Absolute prohibition
'54 Act Security of Tenure:	Outside the act
Break Option:	Mutual break option on the 5 th anniversary of the lease, exercisable with at least 12 months prior notice
Access:	The landlord will have access at anytime (during office hours) to provide the agreed services. The landlord will have access through the property as a means of access to their own offices.
Office Hours:	8am to 6pm, Monday to Friday

Car parking: 4 spaces, undesignated at the front of Malling House, which may be moved elsewhere on specific occasions

Service Charge: List of service charge costs will include, but not be limited to: waste management, cleaning, business rates, buildings insurance, utilities, security, maintenance, staffing costs for provision of services, furniture.

Tenant to pay the service charge in four equal instalments

Landlord to provide a reconciled account with any additional charges/credits issued shortly after the year end

Furniture: Furniture will be provided at the commencement of the lease. An inventory of furniture, fixtures and fittings will be taken prior to the commencement of the term along with a photographic schedule of condition.

ICT: The landlord will provide space in the server room for 6 server cabinets.

DRAFT WITHOUT PREJUDICE

HEADS OF TERMS FOR THE LEASE OF 2ND FLOOR TRAINING BLOCK, POLICE HEAD OFFICE, LEWES

Version: 1

Dated: 25th March 2015

Landlord: Police & Crime Commissioner for Sussex

Landlord's solicitor: ESCC Legal Services

Tenant: East Sussex Fire & Rescue Service

Tenant's solicitor: Brighton & Hove CC Legal Services

Demised Premises: Part 2nd floor, Training Block, PCCS Head Office, Church Lane, Lewes

Term: 15 years

Rent: £12.50 per sq ft (Basic Rent) for the office accommodation
£500 per parking space up to 40 spaces
£TBC for space for 6 server cabinets

Capital payment: The tenant may make a capital upfront payment of £1m. If so, the Basic Rent will be reduced to £TBC.

Repairs: Covered through service charge and provided by the landlord.

Tenant to reinstate as per inventory and photographic schedule of condition.

Alterations: No structural, non structural subject to landlord's prior consent in writing

Tenant to be permitted to fit a split AC unit (such location to be agreed) in order to provide AC to a localised server unit within the demised premises.

Alienation: Absolute prohibition

'54 Act Security of Tenure: Outside the act

Break Option: Mutual break option on the 10th anniversary of the lease, exercisable with at least 12 months prior notice

Break Option 2:	A rolling option exercisable with 12 months prior notice, for the tenant to hand back a maximum area of 30% of the total Net Internal Area of the demised premises, such space to be adjacent to the shared areas on the eastern side of the training block. All associated legal costs and costs of works to enable this will be borne by the tenant.
Access:	<p>The landlord will have access at anytime (during office hours) to provide the agreed services.</p> <p>Access outside office hours will be permitted with reasonable prior notice.</p>
Office Hours:	8am to 6pm, Monday to Friday
Car parking:	40 spaces, undesignated
Service Charge:	<p>List of service charge costs will include, but not be limited to: waste management, cleaning, business rates, buildings insurance, utilities, security, maintenance, staffing costs for provision of services, furniture.</p> <p>Tenant to pay the service charge in four equal instalments</p> <p>Landlord to provide a reconciled account with any additional charges/credits issued shortly after the year end</p>
Furniture:	Furniture will be provided at the commencement of the lease. An inventory of furniture, fixtures and fittings will be taken prior to the commencement of the term along with a photographic schedule of condition.
ICT:	The landlord will provide space in the server room for 6 server cabinets, though this will be a maximum of six units and not in duplication of the 6 units referred to in the Training Block lease.

Vision

We will enable you to work efficiently by:

- Providing you with quality and flexible working environments
- Providing you with access to information when and where needed
- Providing you with the right tools for the right job.

To enable the Service to:

- Become a catalyst for change
- Create a dynamic workforce
- Deliver cost effectiveness
- Be innovative in our approach

How?

Office Accommodation

Rationalise our workplace locations
Design modern work environments
Deliver space that delivers the U-Agile vision.

People

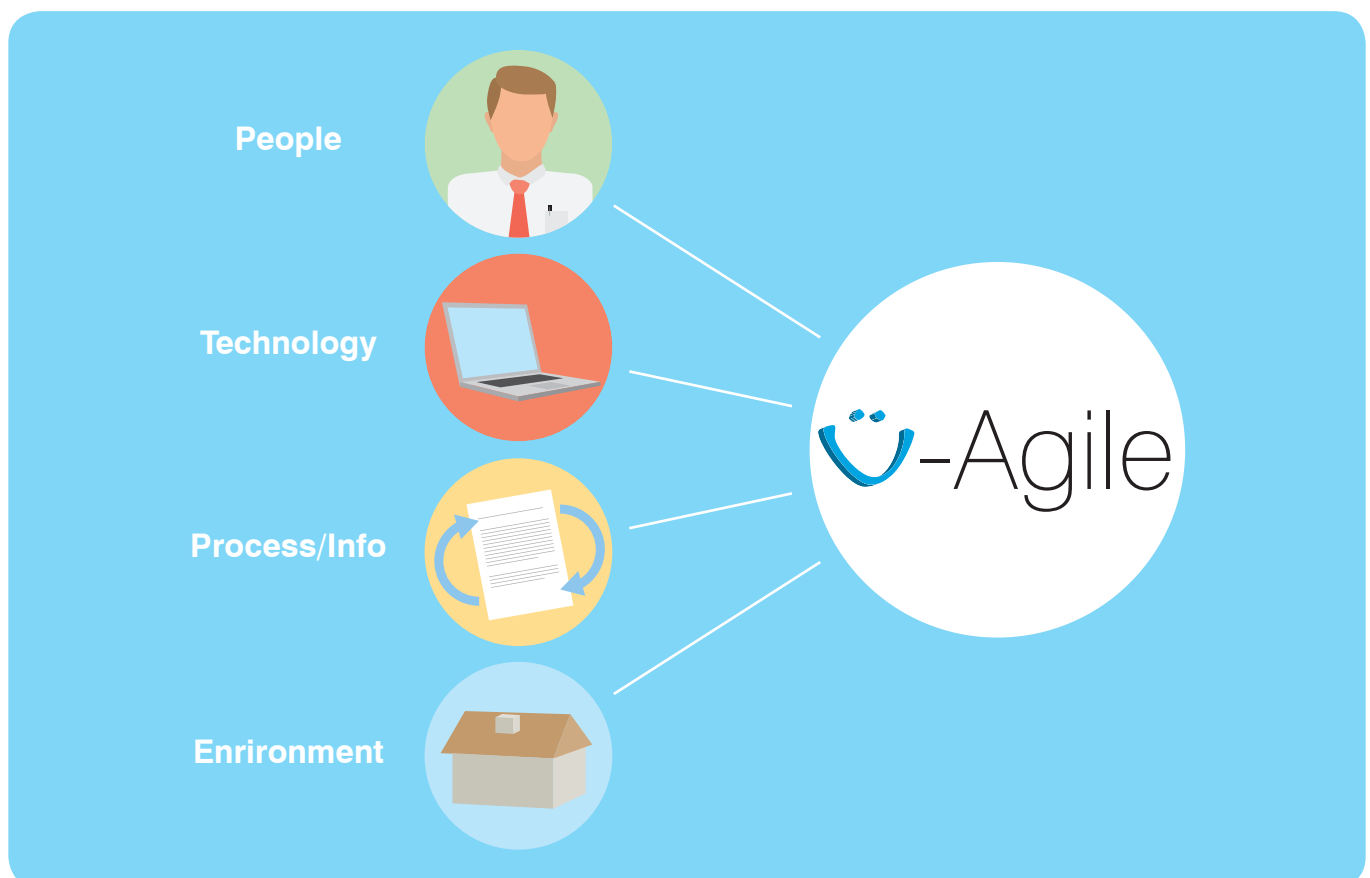
Enable staff to work closer to our partners and community by working anywhere, any place. Improve policy and performance to support our new culture, one that strives for continuous improvement.

To support worker styles that create the U-Agile vision now and in the future.

Processes & Information:

Understand our business processes & information assets to identify opportunities for efficiency savings and maximise our investment in technology automation.

- Clarify what we do, and why we do it so we can deliver our information when and where it is needed.
- Remove duplication by recording information once and once only.
- Achieve a paper lite environment with new levels of continuous improvement around process improvement and information governance.



Technology:

Establish a definitive 'box of tools' for our recognised worker types so they can deliver services effectively and efficiently.

- Electronic records and document management with workflows and electronic forms.
- Follow me desktops, telephone extension mobility and call centre technology.
- Follow me printing, scanning and

character recognition.

- Secure remote access and two factor authentication.
- End point access control, encryption and mobile device management.
- Personal Computers, Tablets, Smartphones and Thin Clients.
- Secure corporate and partner wireless network access.
- Mobile Data (3G & 4G)
- Virtual desktops, applications and bespoke mobile applications.

Working Styles

As a starting point we've developed four different working styles.

Fixed
Desk
Worker



Office
Worker



Flexible
Worker



Field
Worker



ESFRS Future Work Styles

There are a number of assumptions we need to make before considering these;

- Need to assume that specialist ICT applications will be accessible from other workstations – this will be a key ICT requirement as part of the 1st stage.
- There should therefore be relatively few Fixed Desk Workers in your teams.
- The PLUS category under Fixed Office and Flexible should only be used for Senior Management officers. This reflects the need to be able to book small offices/quiet rooms.
- Try not to be confined to the ways we work now, be open to how we will be working in the future.

WORKER STYLE

DESCRIPTION

Fixed Desk Worker



You need a fixed work station because:

- The operational needs of your job mean you need a fixed work station. For example, you work at a fixed location like a reception desk, or you need specialist ICT applications which can't be accessed from other workstations.
or
- You've had specific 'reasonable adjustments' agreed, because you need equipment, software or furniture that means you can't easily work from another station*

What will this mean for me?

- You'll have a fixed work station and access to a personal locker.
- Your work station will have a Desktop PC.
- Your manager will ensure you are supported and managed effectively in your new environment.

Office Worker



You:

- Spend most of your contractual hours working from the same ESFRS office, and attend meetings in the same location.
and
- There's no operational need to work remotely, however you may occasionally work from home or another ESFRS office.

What will this mean for me?

- When you're in the office, you'll be able to use any workstation in your team zone, or elsewhere in the ESFRS estate. You'll also have access to a personal locker.
- Your work station will have a Desktop PC and technology will also allow you to log on from alternative locations.
- Your manager will ensure you are supported and managed effectively in your new environment.

Office Worker PLUS

You:

- As above, although as a Senior Manager you require access to bookable small offices/quiet rooms to undertake 1-2-1's and focus on specific project work.

What will this mean for me?

- As above but also have access bookable small offices/quiet rooms.

Flexible Worker



You:

- Spend most of your time working at ESFRS sites, but also spend time meeting or working at other partner or client sites, and
- You may sometimes work from home.

What will this mean for me?

- When you're in ESFRS offices, you'll be able to use work stations in your team zone or elsewhere. You'll have access to a personal locker.
- You will have a mobile device (tablet, ultrabook or laptop).
- Your manager will ensure you can keep in touch with the rest of your team, and are managed effectively.

Flexible Worker PLUS

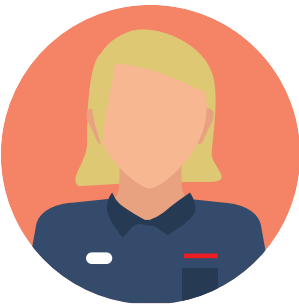
You:

- As above, although as a Senior Manager you require access to bookable small offices/quiet rooms to undertake 1-2-1's and focus on specific project work.

What will this mean for me?

- As above but also have access bookable small offices/quiet rooms

Field Worker



You:

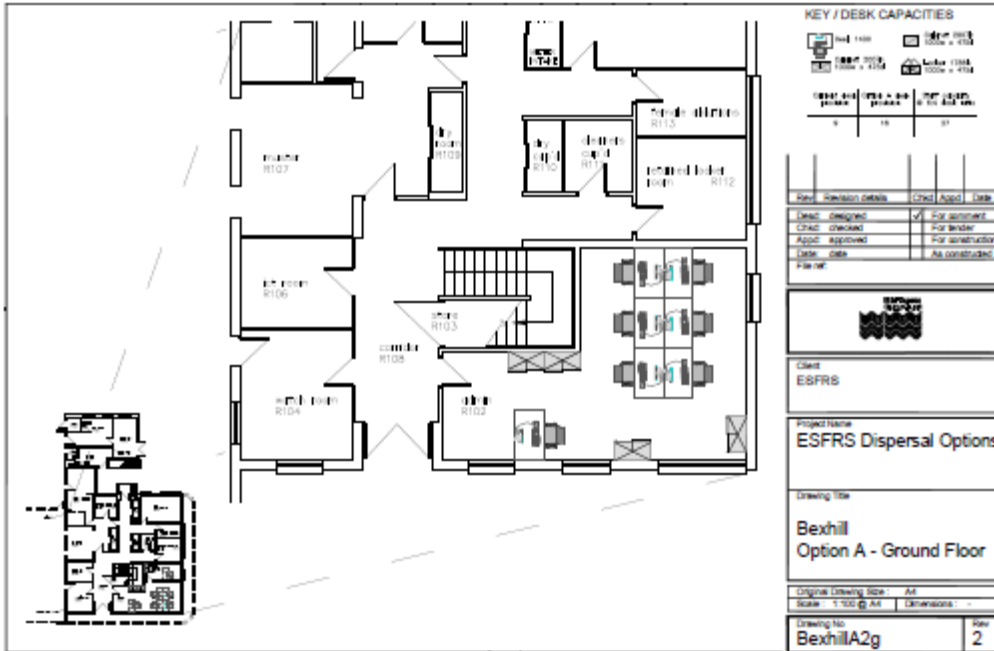
- Spend most of your time working in the field (for example, clients' homes, in the community or at other partner or client sites)
- Come into the office only for meetings or peer support and supervision, and
- You may sometimes work from home.

What will this mean for me?

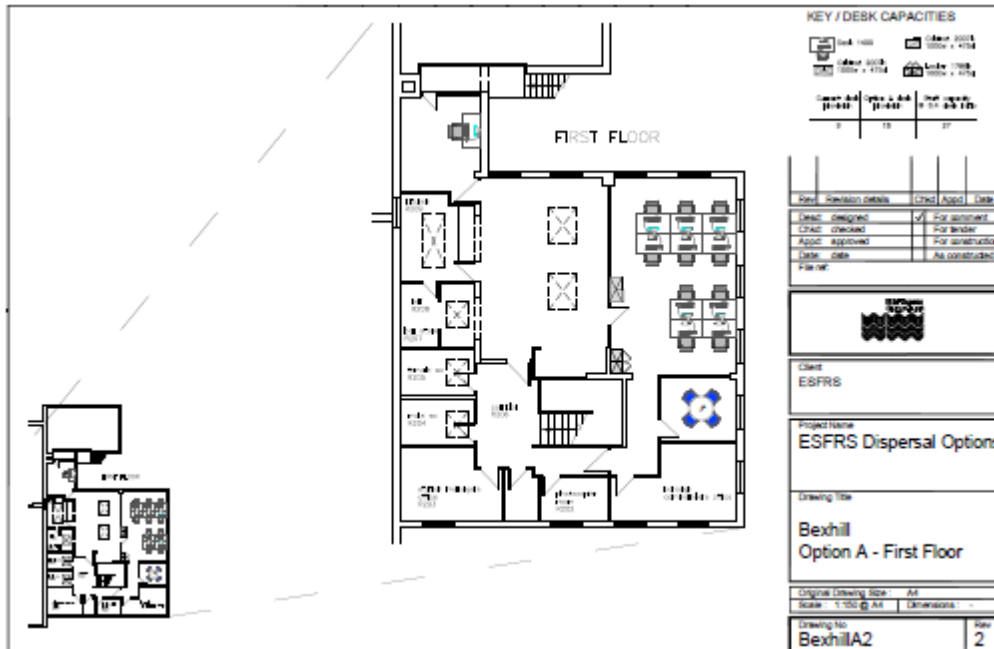
- When you're in ESFRS offices, you'll be able to use work stations in your team zone or elsewhere in the ESFRS estate. You'll have access to a personal locker.
- You will have a mobile device (tablet, ultrabook or laptop).
- Your manager will ensure you can keep in touch with the rest of your team, and are managed effectively

Appendix E – Touchdown Floor Plans

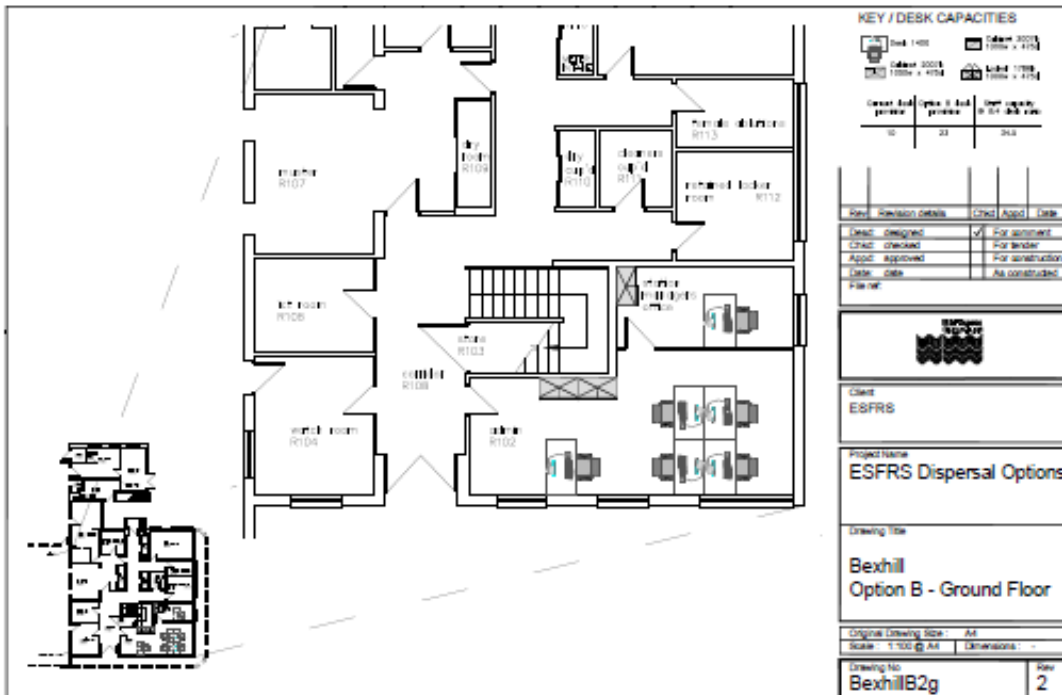
Bexhill Option A – Ground Floor



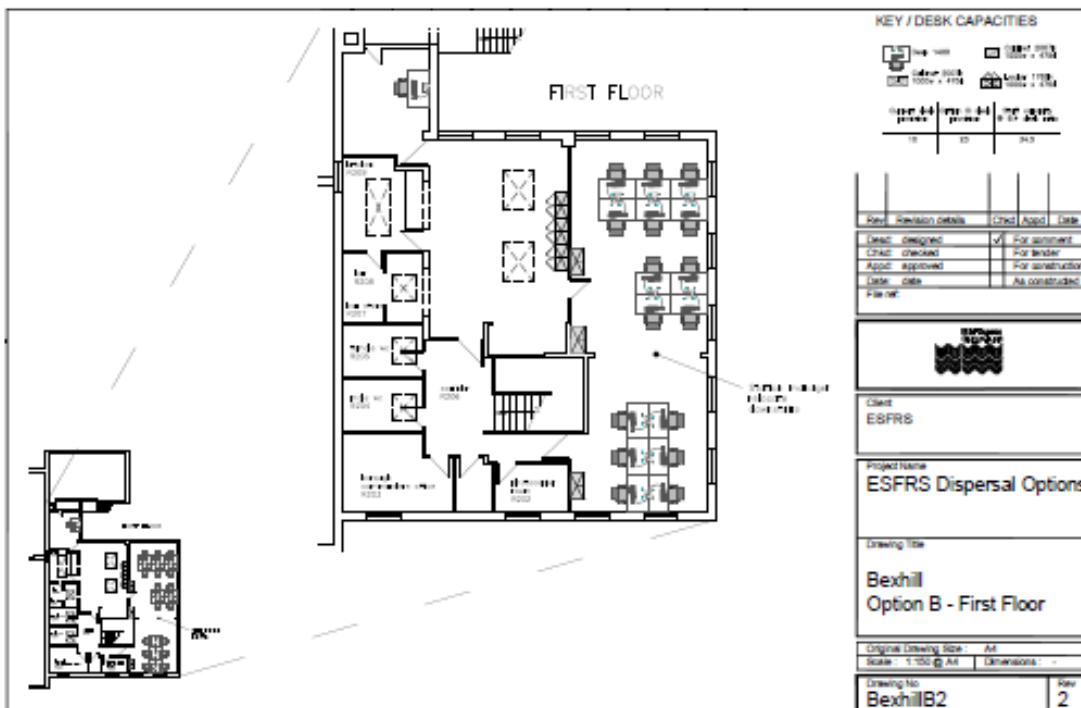
Bexhill Option A – 1st Floor



Bexhill Option B – Ground Floor



Bexhill Option B – 1st Floor



Hastings Bohemia Road Option A

KEY / DESK CAPACITIES

Desk 1400	Desk 3000
1000w x 475d	1000w x 475d
Desk 2000	Locker 1700
1000w x 475d	1000w x 475d

Corner Desk	Open A desk	Open A desk
11	24 (1st Flr)	24 (1st Flr)

Rev	Revision details	Chkd	Appd	Date
Desk	Designed			✓ For approval
Chkd	checked			✓ For tender
Appd	approved			✓ For construction
Date	date			As constructed

File Ref:

Client: ESFRS

Project Name: ESFRS Dispersal Options

Drawing Title: Bohemia Road Option A

Original Drawing Size: A4
Scale: 1:200 @ A4
Dimensions: -

Drawing No: BohemiaA2	Rev: 2
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Hastings Bohemia Road Option B

KEY

Desk 1400	Desk 3000
1000w x 475d	1000w x 475d
Desk 2000	Locker 1700
1000w x 475d	1000w x 475d

Corner Desk	Open A desk	Open A desk
11	24 (1st Flr)	24 (1st Flr)

Rev	Revision details	Chkd	Appd	Date
Desk	Designed			✓ For approval
Chkd	checked			✓ For tender
Appd	approved			✓ For construction
Date	date			As constructed

File Ref:

Client: ESFRS

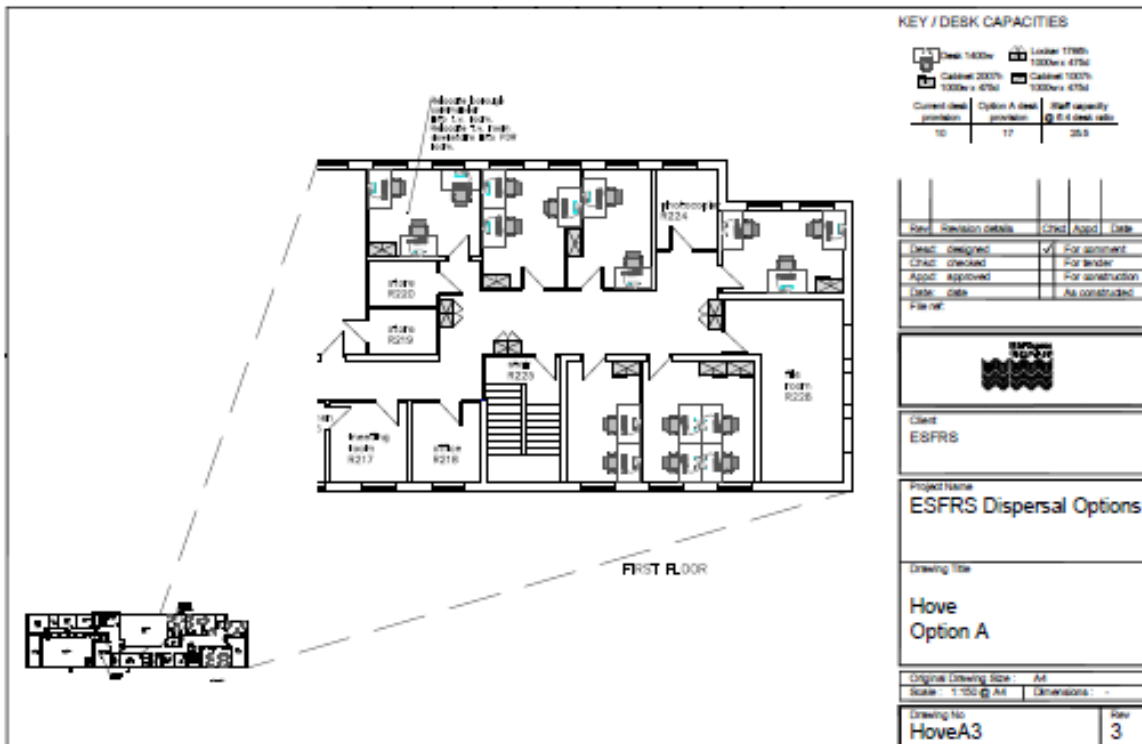
Project Name: ESFRS Dispersal Options

Drawing Title: Bohemia Road Option B

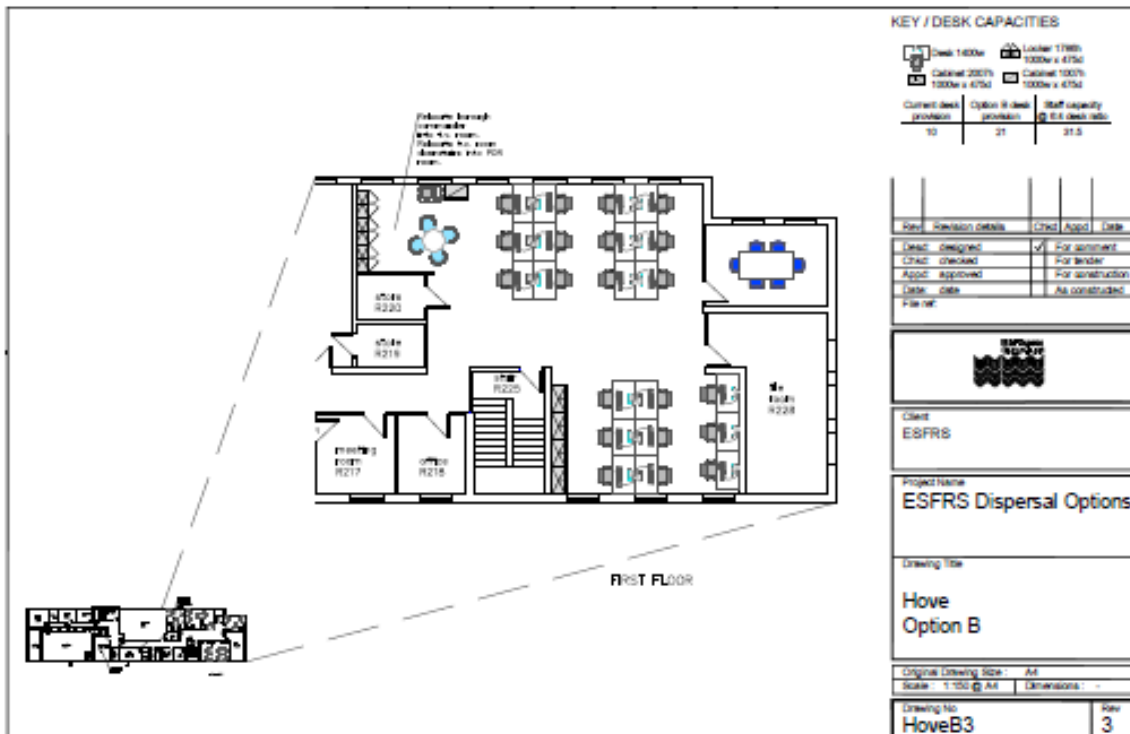
Original Drawing Size: A4
Scale: 1:200 @ A4
Dimensions: -

Drawing No: BohemiaB2	Rev: 2
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Hove Option A



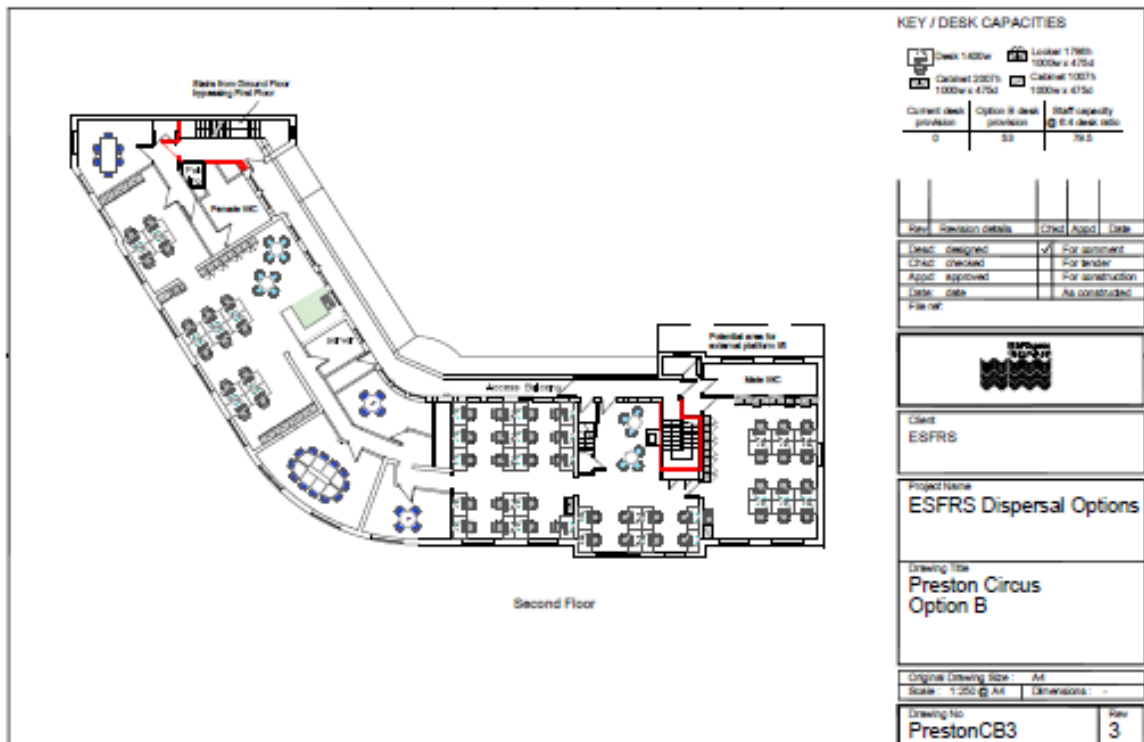
Hove Option B



Brighton Preston Circus Option A



Brighton Preston Circus Option B





Information Storage Audit Report

Executive Summary

4th June 2015



Prepared by: Ed Marshall
Filename: ESFR Report Executive Summary.doc

Document details

Version history

Version	Date	Changed by	Nature of amendment
1.0	04/06/2015	Ed. Marshall	Issue to Client

Purpose of this document

This report details the Executive Summary of the findings of the Information Storage Audit (ISA) conducted on behalf of East Sussex Fire and Rescue Service (ESF&R) by Agile Data Solutions Ltd.

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1 Introduction

1.1 Project Background

Agile Data Solutions Ltd (Agile) have been contracted by ESF&R to carry out an audit of a number of their locations in order to identify the amount of documentation currently stored at these locations.

The locations chosen for this exercise are detailed in the table below.

Building	Location
Headquarters	Eastbourne
Hove Fire Station	Hove
Uckfield Fire Station	Uckfield
Hailsham Fire Station	Hailsham

The aim of the audit was to identify the amount of linear metres of storage currently exist at the given locations and assess the following:

- Document locations
- Document types
- Relevance
- Duplication status
- Suitability for future electronic space saving solutions
- Retention requirements
- Possible immediate and long term storage space reductions

2 Executive Summary

2.1 Introduction

The Information Storage Audit's goal is to establish what ESF&R actually have in terms of information (business records) and the current physical storage requirements.

This information will be used to make informed decisions on the future approach taken.

This report is the high level view of the current situation, the detail is included in the accompanying spreadsheet titled East Sussex Fire & Rescue Audit.xls.

This spreadsheet contains the recommended next steps for records audited i.e. scan, store, scrap, or review.

2.2 Approach Taken

An audit team consisting of the following Agile personnel:

Edmund Marshall	-	Audit Manager
Lee Jordan	-	Auditor
Lucia Jordan	-	Assistant Auditor

was briefed and carried out their initial planning during the week of 23rd 27th March 2015.

The approach taken was to audit all service areas/offices in the Eastbourne HQ building first, followed by Uckfield and Hailsham Fire Stations.

This was accomplished between 2nd to 6th March 2015.

Hove Fire Station was audited on 12th March 2015.

Prior to the arrival of the audit teams at ESF&R sites internal communications informing their staff that the audit was taking place had been carried out and all relevant personnel were aware of the requirements and had "bought into" the aims.

The audit team visited each department/service area/office and carried out a physical check of the documentation present.

They recorded the following:

- 1 Storage locations
- 2 Linear metreage
- 3 Document/File types

Each nominated ESF&R contact was interviewed and as well as recording the day to day activities and storage customs, wherever possible their estimation of what percentage of their storage could be immediately removed was ascertained and this percentage became the basis for the calculation that produced the "Scrap" figure.

After recording the information it was then analysed to produce the following high level categories:

- 1 Scan
- 2 Store
- 3 Scrap
- 4 Review

Review was added to capture records that require more careful inspection before making a decision.

We would take this opportunity to thank all of the ESF&R personnel who assisted us with this audit and place on record the fact that they were all very helpful and that we encountered no negativity from anyone.

2.3 Overview of Audit Findings

A high level overview of storage volumes at each audited location audited is as follows:

Building	Total Storage (m)
HQ Eastbourne	962.47
Uckfield Fire Station	98.35
Hailsham Fire Station	7.00
Hove Fire Station	295.68
Total	1,363.50

After initial analysis the following was produced:

<i>Action</i>	<i>Linear Metres</i>	<i>% of Total</i>
Scan	488.16	36
Scrap	309.20	23
Review	566.14	41
<i>Total</i>	<i>1,363.50</i>	<i>100</i>

After applying an estimated 35% figure which represents the percentage of the reviewed files which do not require to be on site, the following was produced:

<i>Action</i>	<i>Linear Metres</i>	<i>% of Total</i>
Scan	488.16	36
Store	198.15	14
Scrap	309.20	23
Retain	367.99	27
<i>Total</i>	<i>1,363.50</i>	<i>100</i>

The totals above are fully detailed in the report spreadsheets which form part of the main report. The overview is on the following page.

Overview of Information Storage Audit Findings

Building	Floor	Dept/Service Area/Office	Total (M)	Retain and Review (M)	Scrap (M)	Potential Scan Savings (M)	Savings Available before Review (M)	Retained after Review (M)	Offsite Storage after Review (M)	Savings Available after Review (M)
HQ	Basement	Community Risk Management	13.72	-	-	13.72	13.72	-	-	13.72
HQ	1st	Business Services	17.66	13.25	4.41	-	4.41	8.61	4.64	9.05
HQ	1st	Information Management	32.40	8.10	24.30	-	24.30	5.27	2.84	27.14
HQ	1st	Occupational Health	6.25	4.69	1.56	-	1.56	3.05	1.64	3.20
HQ	2nd	Health and Safety	31.40	15.70	5.23	10.47	15.70	10.21	5.50	21.20
HQ	3rd	Special Projects	18.65	1.87	16.78	-	16.78	1.22	0.65	17.43
HQ	4th	Community Risk Management	55.54	28.31	9.44	17.79	27.23	18.40	9.91	37.14
HQ	4th	Office - Community Risk Management Manager	11.42	8.57	2.85	-	2.85	5.57	3.00	5.85
HQ	4th	Business Safety	119.43	32.42	10.81	76.20	87.01	21.07	11.35	98.36
HQ	4th	Office - Business Safety Manager	5.70	4.28	1.42	-	1.42	2.78	1.50	2.92
HQ	4th	Operational Planning and Policy	35.99	26.99	9.00	-	9.00	17.54	9.45	18.45
HQ	4th	Office - Operational Planning and Policy Manager	9.23	6.92	2.31	-	2.31	4.50	2.42	4.73
HQ	4th	Office - Operational Planning and Policy	13.66	10.25	3.41	-	3.41	6.66	3.59	7.00
HQ	4th	Office - Executive Support to DCFO	2.38	1.79	0.59	-	0.59	1.16	0.63	1.22
HQ	4th	Learning and Organisational Development	42.31	3.19	28.72	10.40	39.12	2.07	1.12	40.24
HQ	4th	Office - Learning and Operational Development Manager	9.25	0.93	8.32	-	8.32	0.60	0.33	8.65
HQ	5th	Performance Management	23.26	0.90	17.16	5.20	22.36	0.59	0.32	22.68
HQ	5th	Estates	36.15	25.31	10.84	-	10.84	16.45	8.86	19.70
HQ	5th	Office - Estates Manager	5.50	2.63	2.87	-	2.87	1.71	0.92	3.79
HQ	5th	Engineering	55.48	19.84	10.53	25.11	35.64	12.90	6.94	42.58
HQ	5th	Procurement	22.79	11.40	11.39	-	11.39	7.41	3.99	15.38
HQ	5th	Finance	96.91	54.10	42.81	-	42.81	35.17	18.94	61.75
HQ	5th	Human Resources	79.22	21.11	3.72	54.39	58.11	13.72	7.39	65.50
HQ	5th	Payroll	13.49	11.47	2.02	-	2.02	7.46	4.01	6.03
HQ	5th	Office - Support to Senior Managers	3.97	3.37	0.60	-	0.60	2.19	1.18	1.78
HQ	5th	Office - Head of Information Management	5.56	4.45	1.11	-	1.11	2.89	1.56	2.67
HQ	5th	Office - Head of Engineering Services	6.82	5.46	1.36	-	1.36	3.55	1.91	3.27
HQ	5th	Office - Head of Finance and Procurement	9.20	7.36	1.84	-	1.84	4.78	2.58	4.42
HQ	5th	Office - Treasurer to the Fire Authority	7.84	6.27	1.57	-	1.57	4.08	2.19	3.76
HQ	5th	Office - Head of Performance Management	11.58	9.26	2.32	-	2.32	6.02	3.24	5.56
HQ	5th	Office - Director of Response and Resilience	7.85	6.28	1.57	-	1.57	4.08	2.20	3.77
HQ	5th	Office - Temp. Director of Protection and Protection	5.86	4.69	1.17	-	1.17	3.05	1.64	2.81
HQ	5th	Office - Head of Human Resources	7.60	6.08	1.52	-	1.52	3.95	2.13	3.65
HQ	6th	Clerks to the Fire Authority	23.25	19.76	3.49	-	3.49	12.84	6.92	10.41
HQ	6th	Filing/Library Room	27.45	15.10	12.35	-	12.35	9.82	5.29	17.64
HQ	6th	Office - Principal Officers Support	7.56	6.05	1.51	-	1.51	3.93	2.12	3.63
HQ	6th	Members Room	28.22	15.52	12.70	-	12.70	10.09	5.43	18.13
HQ	6th	Office - CFO and Chief Executive	17.21	13.77	3.44	-	3.44	8.95	4.82	8.26
HQ	6th	Office - DCFO	12.32	9.86	2.46	-	2.46	6.41	3.45	5.91
HQ	6th	Office - ACFO	12.51	10.01	2.50	-	2.50	6.51	3.50	6.00
HQ	6th	Office - ACO	9.88	7.90	1.98	-	1.98	5.14	2.77	4.75
Hailsham	Ground	Station Office	3.00	2.40	0.60	-	0.60	1.56	0.84	1.44
Hailsham	Ground	Recreation Room	4.00	3.20	0.80	-	0.80	2.08	1.12	1.92
Uckfield	Ground	Community Safety Advisor	2.65	2.12	0.53	-	0.53	1.38	0.74	1.27
Uckfield	Ground	Staff Office	25.11	20.09	5.02	-	5.02	13.06	7.03	12.05
Uckfield	Ground	Watch Room	11.82	9.46	2.36	-	2.36	6.15	3.31	5.67
Uckfield	Ground	Communications Room	1.00	0.80	0.20	-	0.20	0.52	0.28	0.48
Uckfield	1st	Borough Commander	5.12	4.10	1.02	-	1.02	2.67	1.44	2.46
Uckfield	1st	Station Commander	4.30	3.44	0.86	-	0.86	2.24	1.20	2.06
Uckfield	1st	Recreation Room	1.55	1.24	0.31	-	0.31	0.81	0.43	0.74
Uckfield	1st	Corridor	46.80	-	-	46.80	46.80	-	-	46.80
Hove	Ground	Community Fire Safety	7.52	6.02	1.50	-	1.50	3.91	2.11	3.61
Hove	Ground	Watch Room	18.63	14.90	3.73	-	3.73	9.69	5.22	8.95
Hove	1st	Corridor	1.07	0.86	0.21	-	0.21	0.56	0.30	0.51
Hove	1st	Filing Rooms 1, 2 and 3	226.36	-	-	226.36	226.36	-	-	226.36
Hove	1st	Borough Commander	7.40	5.92	1.48	-	1.48	3.85	2.07	3.55
Hove	1st	Fire Safety Inspector	6.10	4.88	1.22	-	1.22	3.17	1.71	2.93
Hove	1st	Business Safety Manager	7.10	5.68	1.42	-	1.42	3.69	1.99	3.41
Hove	1st	Fire Safety Inspector	4.29	3.43	0.86	-	0.86	2.23	1.20	2.06
Hove	1st	Fire Safety Admin Office	3.81	3.05	0.76	-	0.76	1.98	1.07	1.83
Hove	1st	Fire Safety Inspector	4.34	2.10	0.52	1.72	2.24	1.37	0.74	2.98
Hove	1st	Borough Support Office	3.38	2.70	0.68	-	0.68	1.76	0.95	1.63
Hove	1st	Station Commander	5.68	4.54	1.14	-	1.14	2.95	1.59	2.73
		TOTALS	1,363.50	566.14	309.20	488.16	797.36	367.99	198.15	995.51

2.3.1 Physical Hardcopy Filing

Different departments have widely differing requirements for hardcopy filing space.

Some teams have areas designated to the formal filing of the same document types, Engineering, Finance and HR being prime examples of this.

Where this is the case, it is relatively simple to make an accurate estimation of the metrage of particular document types and in these instances they have been clearly defined in the report spreadsheet.

However, a large proportion of the documentation found is present within department and individuals own working file storage units.

In these cases, documents are stored together by ownership rather than by document type and where this is the case they have been highlighted on the report spreadsheet at the high level "Various" with a total metrage allocated and then supporting information on the document types found is listed below each high level entry.

High level entries are shaded blue in the report spreadsheet.

It is worth noting that all ESF&R personnel, without exception, identified that their storage footprint could be dramatically reduced, in some cases by up to 90%, by the implementation of an internal rationalization exercise designed to remove known duplication, irrelevance and non-essentials.

The relevant ESF&R personnel know which files and documents would form part of this reduction exercise but confirmed that they do not have the time or manpower to carry it out without experiencing an adverse effect upon their day to day responsibilities.

If a rationalization exercise was to be carried out the expected reductions would be achieved by the deep archiving or destruction of the relevant documents and files.

2.3.2 Archiving and the ESF&R

Please note the work of ESRC and the archiving processes around it were out of scope of this project. However, during the audit, the following was noted:

- For some teams archiving is part of the normal business
- For some teams archiving is done as and when required
- For some teams archiving is done when time and resource permits
- For some teams there is no archiving just file storage onsite until destroyed
- Some teams state that they need immediate access to all records, even non-current records.

2.3.3 Scanning

All ESF&R personnel, with the exception of Finance, stated that they would like to see scanning solutions adopted in the future.

A couple of teams currently undertake scanning internally, when time permits but this does not form part of a structured or quality controlled operation.

It is worth noting that although highly commendable for initiative, this inconsistency of process and quality doesn't conform to BS10008 Evidential Weight and Legal Admissibility of Electronic Information.

As well as increased efficiency, there are also significant storage savings to be made by considering the introduction of additional scanning solutions, moving to an electronic HR

file, for example, would introduce over 54 metres of storage savings.

The report spreadsheet identifies the document/file types that are candidates for a scanning exercise

2.4 Summary

ESF&R is about to enter a challenging management programme during their proposed move of location.

Office space will be at a premium if more staff are expected to work from the same or smaller space, this means that removing as much storage from the office areas is paramount to success.

The most effective way to achieve this is to carry out the recommendations at Section 7 of the main report.

Appendix G - Financial Options Appraisal Overview

Option	Desks/Nos	Area m ²	Area/Desk	Area ft ²	Refurbishment Costs & Planned Maint.	Fit Out	Rent/ft ²	Rent/m ²	Rent	Service Charge Rate £/sq ft	Service Charge	Business Rates
AS EXISTING												
Upperton Road	150	3500	23.33	37,674	£3,658,600.00	£276,000.00					£268,000.00	Inc
POLICE WITH TOUCHDOWN SPACE												
Training Block A	81	581	7.17	6,254	£10,000.00	£112,868.00	£12.50	£134.55	£78,172.90	£10.50	£65,665.23	Inc
Malling House	14	411	29.36	4,424	£20,000.00	£36,271.00	£7.00	£75.35	£30,967.77	£10.50	£46,451.65	Inc
Parking	45								£18,000.00			
Bexhill Option B	13	119	9.15	1,281	£83,675.00	£23,700.00						
Eastbourne	20	183	9.15	1,970	£130,000.00	£40,000.00						
Total	128	1,294		13,928	£243,675	£212,839			£127,141		£112,117	
POLICE WITHOUT TOUCHDOWN SPACE												
Training Block A	126	731	5.80	7,868	£10,000.00	£135,442.00	£12.50	£134.55	£98,355.23	£10.50	£82,618.39	Inc
Malling House	14	411	29.36	4,424	£20,000.00	£36,271.00	£7.00	£75.35	£30,967.77	£10.50	£46,451.65	Inc
Parking	45								£18,000.00			
Total	140	1,142		12,292	£30,000	£171,713			£147,323		£129,070	

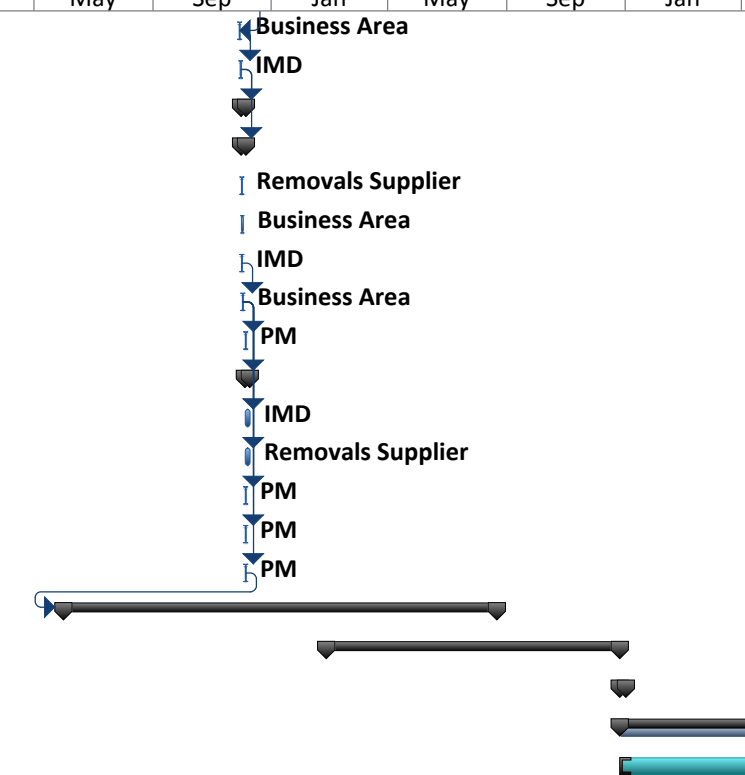
ID	Task Name	Duration	Start	Finish	2016						2018			
					Jan	May	Sep	Jan	May	Sep	Jan	May	Sep	Jan
1	ESFRS Implementation Plan													
2	Phase 0	74 days	Wed 04/03/15	Mon 15/06/15										
3	Prerequisites	223 days?	Tue 03/02/15	Thu 10/12/15										
4	HL Resourcing and programme design	46 days	Tue 03/02/15	Tue 07/04/15										
9	Agile Vision and Strategy	45 days	Wed 04/03/15	Tue 05/05/15										
15	Workstyle development	40 days	Wed 04/02/15	Tue 31/03/15										
19	IMD Strategy	223 days	Tue 03/02/15	Thu 10/12/15										
44	Document Management Strategy (Information Management)	27 days	Mon 02/03/15	Tue 07/04/15										
52	ESCC Accommodation Design New ESFRS HQ	32 days	Wed 18/02/15	Thu 02/04/15										
58	People Change and comms strategy	115 days?	Wed 04/03/15	Tue 11/08/15										
59	As is	83 days	Wed 04/03/15	Fri 26/06/15										
67	EQIA	96 days?	Tue 31/03/15	Tue 11/08/15										
71	To Be	48 days	Wed 20/05/15	Fri 24/07/15										
72	Training Course Design	20 days	Mon 29/06/15	Fri 24/07/15										
73	Refreshed Flexible Working Policies review	30 days	Wed 20/05/15	Tue 30/06/15										
74	Refreshed Remote Working Policy	30 days	Wed 20/05/15	Tue 30/06/15										
75	Refreshed Health and Safety Policy	30 days	Wed 20/05/15	Tue 30/06/15										
76	Phase 1 Consultation	150 days	Wed 22/04/15	Tue 17/11/15										
77	Union	150 days	Wed 22/04/15	Tue 17/11/15										
78	Staff	150 days	Wed 22/04/15	Tue 17/11/15										
79	Business Case Prep.	26 days	Wed 04/03/15	Wed 08/04/15										
80	Agile business case preparation	20 days	Wed 04/03/15	Tue 31/03/15										
81	Continue to develop elements of the business case- Worker types/styles agreed and identified; Police plans and HoTs, Finance commercial appraisal, dispersal feasibility and costings, storage audit, HR assessment and implications, HQ dispersal strategy	20 days	Wed 04/03/15	Tue 31/03/15										
82	Provide SMT with opportunities to review and feed into the business case	3 days	Wed 01/04/15	Fri 03/04/15										
83	Enhanced communication with SMT- they require: foreknowledge of possible impacts on ops division, more information about dispersal options (how many people are to be accommodated), and upskilling on what Agile working means to ensure a consistent message,	19 days	Wed 04/03/15	Mon 30/03/15										
84	Agile business case socialisation with GF	3 days	Mon 06/04/15	Wed 08/04/15										
85	Business Case Approval	51 days	Thu 09/04/15	Fri 19/06/15										
86	CMT approval process	9 days	Thu 09/04/15	Wed 22/04/15										
92	Policy and Resources (P&R) Approval	15 days	Fri 08/05/15	Fri 29/05/15										
96	Fire Authority Meeting	10 days	Fri 05/06/15	Fri 19/06/15										
100	Programme resource appointment	30 days	Fri 19/06/15	Thu 30/07/15										
101	Programme lead appointed	5 days	Fri 19/06/15	Thu 25/06/15										
102	Programme resources secured	10 days	Fri 26/06/15	Thu 09/07/15										
103	Programme team in place	0 days	Fri 10/07/15	Fri 10/07/15										
104	Upskilling of members of the project team to use shared project and change management tools	15 days	Fri 10/07/15	Thu 30/07/15										
105	Supplier Procurement	36 days	Fri 19/06/15	Fri 07/08/15										
106	Backscanning partner	36 days	Fri 19/06/15	Fri 07/08/15										
107	Construction	36 days	Fri 19/06/15	Fri 07/08/15										
108	FFE	36 days	Fri 19/06/15	Fri 07/08/15										

Project: PLANV2 Date: Fri 10/04/15	Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
	Split		External Tasks		Inactive Summary		Manual Summary		Progress	
	Milestone		External Milestone		Manual Task		Start-only			
	Summary		Inactive Task		Duration-only		Finish-only			

ID	Task Name	Duration	Start	Finish	2016									2018		
					Jan	May	Sep	Jan	May	Sep	Jan	May	Sep	Jan		
					Gantt Chart											
109	Removals	36 days	Fri 19/06/15	Fri 07/08/15	[Gantt bar]											
110	IMD 1st Wave projects	200 days	Wed 22/04/15	Tue 26/01/16	[Gantt bar]											
111	Remote access	200 days	Wed 22/04/15	Tue 26/01/16	[Gantt bar]											
112	Thin Client	200 days	Wed 22/04/15	Tue 26/01/16	[Gantt bar]											
113	Mobile IT Solution reflects worker style needs	200 days	Wed 22/04/15	Tue 26/01/16	[Gantt bar]											
114	Phase 1 Move to New HQ	244 days?	Tue 05/01/16	Fri 09/12/16	[Gantt bar]											
115	Pre Move preparation	11 days	Tue 05/01/16	Tue 19/01/16	[Gantt bar]											
116	Reopen Change Requests	1 day	Tue 05/01/16	Tue 05/01/16	[Gantt bar]											
117	Review change requests with business unit- Confirm floor plan	10 days	Wed 06/01/16	Tue 19/01/16	[Gantt bar]											
118	Fine Grained Planning	74 days?	Wed 20/01/16	Mon 02/05/16	[Gantt bar]											
119	Identify Team locations	1 day	Wed 20/01/16	Wed 20/01/16	[Gantt bar]											
120	Plan clearance of HQ offices	3 days	Thu 21/01/16	Mon 25/01/16	[Gantt bar]											
121	Identify items to retain and dispose from HQ	5 days	Tue 26/01/16	Mon 01/02/16	[Gantt bar]											
122	Confirm works requirements	2 days	Tue 02/02/16	Wed 03/02/16	[Gantt bar]											
123	Draft move plan including staff engagement	14 days	Wed 20/01/16	Mon 08/02/16	[Gantt bar]											
124	PM signs off on engagement plan	8 days	Tue 09/02/16	Thu 18/02/16	[Gantt bar]											
125	PM checks scope changes against budget- Approve/Challenge	8 days	Tue 09/02/16	Thu 18/02/16	[Gantt bar]											
126	Confirm scope of works with Surveyors	8 days	Fri 19/02/16	Tue 01/03/16	[Gantt bar]											
127	Surveyors instructs construction contractor to provide costs for element	0 days	Tue 01/03/16	Tue 01/03/16	[Gantt bar]											
128	Construction costs provided by supplier- PM approve/challenge	0 days	Tue 08/03/16	Tue 08/03/16	[Gantt bar]											
129	Instruction to proceed to Suppliers - PM confirms start date	1 day?	Wed 09/03/16	Wed 09/03/16	[Gantt bar]											
130	Place furniture Order	10 days	Fri 19/02/16	Thu 03/03/16	[Gantt bar]											
131	Receive Confirmation of Furniture Delivery Date	3 days	Fri 04/03/16	Tue 08/03/16	[Gantt bar]											
132	Approve date	1 day?	Fri 04/03/16	Fri 04/03/16	[Gantt bar]											
133	Minimum Furniture lead in period	40 days	Fri 04/03/16	Thu 28/04/16	[Gantt bar]											
134	Update Cost Schedule - Prog finance	1 day?	Fri 29/04/16	Fri 29/04/16	[Gantt bar]											
135	Confrim ICT resources- refurb, move, post-move support	1 day?	Mon 02/05/16	Mon 02/05/16	[Gantt bar]											
136	Priority Scanning,Storage and Scrapping	200 days	Tue 02/02/16	Mon 07/11/16	[Gantt bar]											
137	Backscanning Implementation	200 days	Tue 02/02/16	Mon 07/11/16	[Gantt bar]											
138	Storage Implementation	200 days	Tue 02/02/16	Mon 07/11/16	[Gantt bar]											
139	Scrapping Implementation	200 days	Tue 02/02/16	Mon 07/11/16	[Gantt bar]											
140	New HQ Works	138 days	Wed 01/06/16	Fri 09/12/16	[Gantt bar]											
141	New HQ Works/Furniture Fit out	125 days?	Wed 01/06/16	Tue 22/11/16	[Gantt bar]											
156	Engagement and move preperation	32 days?	Tue 18/10/16	Wed 30/11/16	[Gantt bar]											
157	Develop move calendar with Business teams relocating from HQ	21 days	Tue 18/10/16	Tue 15/11/16	[Gantt bar]											
158	Confirm Crate Requirements	12 days	Tue 18/10/16	Wed 02/11/16	[Gantt bar]											
159	Check Crate stock if required	12 days	Tue 18/10/16	Wed 02/11/16	[Gantt bar]											
160	Order Additional if required	12 days	Tue 18/10/16	Wed 02/11/16	[Gantt bar]											
161	Book Date for delivery of crates	1 day	Thu 03/11/16	Thu 03/11/16	[Gantt bar]											
162	Agile environment upskilling with team	12 days	Tue 25/10/16	Wed 09/11/16	[Gantt bar]											
163	Ditch it Day - Business Preparation for move (disposal of unnecessary items)	2 days	Fri 11/11/16	Mon 14/11/16	[Gantt bar]											
164	Crates delivered	1 day	Tue 15/11/16	Tue 15/11/16	[Gantt bar]											
165	Teams Packing (business)	10 days	Wed 16/11/16	Tue 29/11/16	[Gantt bar]											

Project: PLANV2 Date: Fri 10/04/15	Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
	Split		External Tasks		Inactive Summary		Manual Summary		Progress	
	Milestone		External Milestone		Manual Task		Start-only			
	Summary		Inactive Task		Duration-only		Finish-only			

ID	Task Name	Duration	Start	Finish	Gantt Chart																	
					2016						2018											
					Jan	May	Sep	Jan	May	Sep	Jan	May	Sep	Jan								
166	Teams Packing (business) completes	1 day	Tue 29/11/16	Tue 29/11/16																		
167	ICT Resources Pack ICT Equipment	1 day?	Wed 30/11/16	Wed 30/11/16																		
168	Move Execution	3 days?	Thu 01/12/16	Mon 05/12/16																		
169	Decant Business teams to New HQ	3 days?	Thu 01/12/16	Mon 05/12/16																		
170	Removals Move crates	1 day	Thu 01/12/16	Thu 01/12/16																		
171	Team using alternate working arrangements	2 days	Thu 01/12/16	Fri 02/12/16																		
172	ICT set up kit	1 day	Thu 01/12/16	Thu 01/12/16																		
173	Business teams operational in New HQ	1 day?	Fri 02/12/16	Fri 02/12/16																		
174	Inform Facilities - Cleaning and Post changes	1 day	Mon 05/12/16	Mon 05/12/16																		
175	Post-move support	5 days?	Mon 05/12/16	Fri 09/12/16																		
176	ICT move support	5 days?	Mon 05/12/16	Fri 09/12/16																		
177	Pickfords move support	5 days	Mon 05/12/16	Fri 09/12/16																		
178	Property post move meeting	1 day?	Mon 05/12/16	Mon 05/12/16																		
179	Lessons Capture	1 day?	Mon 05/12/16	Mon 05/12/16																		
180	Update Cost Schedule - Prog finance	1 day?	Mon 05/12/16	Mon 05/12/16																		
181	Phase 2 - Design of Agile Working optimisation and broader organisational roll out	319 days	Wed 01/06/16	Mon 21/08/17																		
219	Phase 2 Implementation of agile across organisaiton (Repeatable process)	217 days	Mon 27/02/17	Tue 26/12/17																		
262	Programme Closure	4 days	Wed 27/12/17	Mon 01/01/18																		
265	Benefits Realisation	250 days	Wed 27/12/17	Tue 11/12/18																		
266	Benefits Realisation	250 days	Wed 27/12/17	Tue 11/12/18																		



Project: PLANV2 Date: Fri 10/04/15	Task		Project Summary		Inactive Milestone		Manual Summary Rollup		Deadline	
	Split		External Tasks		Inactive Summary		Manual Summary		Progress	
	Milestone		External Milestone		Manual Task		Start-only			
	Summary		Inactive Task		Duration-only		Finish-only			

Proposal to relocate Service Headquarters – HR implications

Objective:

The Service has considered a range of options in relation to the future of the existing Service HQ building in Upperton Road, Eastbourne. The option being investigated further at this time is the relocation of all HQ based staff to Sussex Police Headquarter premises, based in Lewes.

Other agile working options are being considered, however the purpose of this report is to present and consider the HR issues arising from consideration of a HQ relocation from Eastbourne to Lewes. Some of the information contained herein will be relevant should other locations/working options be subsequently decided upon.

Related documents:

NJC for Local Authority Fire and Rescue Service Scheme of Conditions of Service (the Grey Book)

NJC for Local Government Service National Agreement on Pay and Conditions of Service (Green Book)

NJC for Brigade Managers of Fire and Rescue Services Constitution and Scheme of Conditions of Service (Gold Book)

ESFRS HR Manual Notes

- Requests for Part Time Working and Flexible Working Procedure
- Redundancy, Redeployment and Managing Change
- Management of Internal Transfers

Contracts of Employment

Employment Rights Act 1996

Equality Act 2010

Overview of HR issues:

1. Contractual

There are currently 124 personnel whose work location is Service Headquarters, Eastbourne.

Work location is a contractual issue. It is likely, due to various revisions to Gold, Grey and Green Book employment contracts, that the wording around work locations has several variations. However, it is believed (subject to checking all contracts concerned individually) that they all contain mobility clauses.

Roles within the Grey Book establishment at SHQ range from Crew Manager to Area Manager. On appointment to post or upon temporary or substantive promotion, Grey Book employees are contractually written to stating:

You will be based at Service Headquarters however you can be required to serve at any of the Authority's establishments, in any post appropriate to your role and on any duty system operating in the Service, following consultation with you in accordance with national conditions of service.

Similarly, Green Book contracts contain clauses:

On appointment your administrative centre will be Service Headquarters, 20 Upperton Road, Eastbourne, but the Service reserves the right, after consultation with you, to change the post appropriate to your grade and/or your place of employment.

Therefore we legally have the right to vary the workplace of employees (where mobility clauses are contained within contracts) and it is not believed that this will constitute a contract variation or dismissal. However, as stipulated in the contract clauses above, this will only be the case following a period of consultation. The consultation period, in this sense, is not defined in law (as no redundancies will result), but should be of reasonable length to ensure that (a) all 124 employees have had the opportunity to express their views and (b) in order to demonstrate that the consultation was meaningful.

A suggested approach would be to hold group consultations (e.g. by directorate or department) initially, outlining the move and implications of that and then offer the opportunity to staff to have an individual consultation meeting (as a minimum it should be anticipated that those who feel disadvantaged by the relocation of HQ would request this).

Once consultations have been completed and answers to queries considered and fed back, we would then confirm the moves in writing, giving a reasonable amount of notice of the move to enable people to put arrangements in place e.g. travel or childcare.

2. Relocation allowance

A rough estimate of the cost of relocation allowances for all 124 staff from their current Eastbourne site to the proposed Lewes site has been undertaken. Based on the principles contained within the Management of Internal Transfers policy, the Service would be required to pay approximately £221,552.00 to employees. It should be noted that the aforementioned policy currently states it applies solely to Grey Book staff, so a more broad policy covering all staff groups may wish to be adopted in advance of any relocation of SHQ. This work is currently being undertaken by HR.

3. Equality Impact Assessment (EIA)

An EIA is underway to assess whether the relocation of HQ would negatively affect or indirectly discriminate against a group of staff with a shared protected characteristic. The outcomes of the EIA will be carefully considered in relation to options available for the negatively affected staff. It may be anticipated that it will be this group of staff who would request individual consultation meetings, in the main. The current version of the Equality Raid Log is available at Appendix M.

4. Flexible Working Requests

If the relocation of Service Headquarters is agreed, it should be anticipated that existing staff may make requests for flexible working or to amend their working hours. For example, an existing part time member of staff who lives in Lewes may request to increase their working hours as they will have reduced travel time. There is already a manual note in place for dealing with such requests and statutory time periods for responding to requests.

5. Voluntary Redundancy

The Service may wish to consider running a voluntary redundancy scheme for those staff who do not wish to undertake additional travel as a result of the relocation of HQ. This may tie in with other proposals with department restructures. It should be noted that there is a cost associated with voluntary redundancies. There may be an opportunity to do 'bumped redundancies', if staff currently working at SHQ would prefer an alternative job based at a fire station located closer to their home. This may tie in with points 3 and 4 above.

6. Induction

If staff are relocated to Lewes, on Sussex Police premises, there will likely be a requirement to conduct site inductions, covering health and safety and security issues. Sussex Police may have a premises policy dictating requirements before site access is given e.g. CRB checking.

7. Culture/policy

The relocation of SHQ or agile working options will represent a culture shift for most staff. To facilitate a smooth transition to new ways of working, all departments should consider what they can do to embed this culture change.

One such change that is planned to begin to encourage a positive attitude towards new ways of working is the introduction of the Support Staff Flexitime Manual Note, which has been agreed with the UNISON reps. This manual note provides clarity on the use of and parameters for flexitime. It also removes the traditional 'core hours', replacing the emphasis from presenteeism to meeting the fluctuating service delivery requirements.

8. Other

- Consider the Occupational Health contract provision (Head Office located in Ringmer)
- Additional HR resource required (depending on other workstreams) to undertake work associated with the relocation of SHQ

Risks:

The following HR/employment related risks should be considered, some of which are highlighted in the high-level EIA:

1. Staff unwilling to relocate to Lewes either resign or claim they are being made redundant¹, leaving skills/experience gaps prior to the relocation of SHQ,
2. The Service see an increase in staff turnover within the first two years of the relocation of SHQ, due to the high proportion of staff incurring additional mileage,
3. Ill ease of adoption of culture change represented in agile working and relocation options by both staff and managers,
4. Successful claims of redundancy dismissals where contracts do not contain a mobility clause.

¹ Redundancy defined in the ERA 1996 as a dismissal attributable wholly or in part to 'the fact that the employer (a) has ceased or intends to cease (i) to carry on the business for the purposes of which the employee has employed by him, or (ii) to carry on the business for the purposes of which the employee was so employed, or the fact that (b) the requirements of that business – (i) for employees to carry out work of a particular kind, or (ii) for employees to carry out work of a particular kind in the place where the employee was employed by the employer, have ceased or diminished or are expected to cease or diminish. Where mobility clauses exist in contract, it is believed it would be difficult to argue that a redundancy dismissal had occurred.

Example Implementation Schedule:

Assuming CMT and the Fire Authority agree to progress with the relocation of SHQ from Eastbourne to Lewes:

1. Arrange and conduct meetings with representative bodies outlining the scale of change, the implications for staff and service delivery and what mechanisms will be put into place to support staff/mitigate risks and negative effects – **2 weeks**²
2. Conduct group consultation meetings with staff by team/directorate to outline the scale of change, options and support available. Invite them to arrange individual consultations – **4 weeks**
3. Conduct individual consultation meetings with those who have requested them – **8 weeks**
4. Consider outcomes and impacts of consultations - **2 weeks**
5. Confirm move with staff – **allow 12 weeks**' notice period (incase staff do not have mobility clauses in their contracts and require dismissal with notice and re-engagement on new contract)
6. Relocate SHQ

Total time required – 28 weeks (6.5 months)

² Should staff not have mobility clauses in their contracts (number to be determined on examination of each SHQ contract) this may have to be a collective consultation meeting which will be for a legally determined period of up to 45 days (depending on the number of staff to whom this applies).

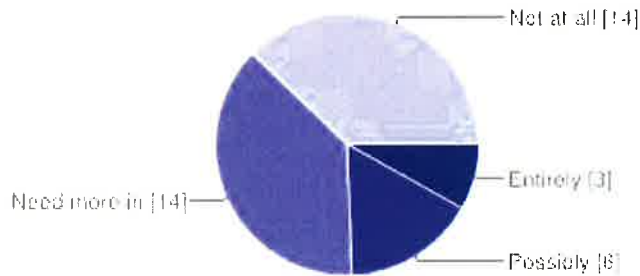
41 responses

[View all responses](#) [Publish analytics](#)

Summary

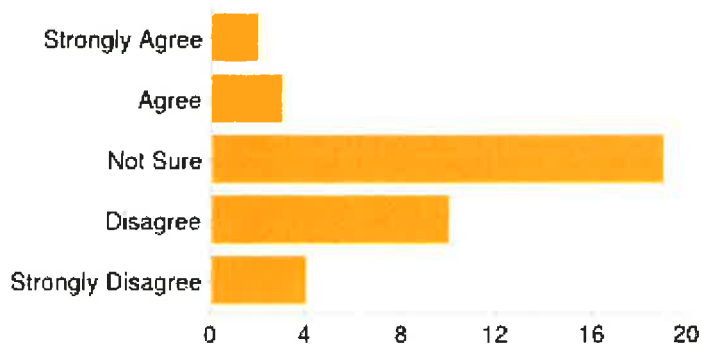
All attendees are urged to complete a feedback form.

Q1 - Overall, do you agree that this appears to be the right move for ESFRS?



Entirely	3	7.3%
Possibly	6	14.6%
Need more information	14	34.1%
Not at all	14	34.1%

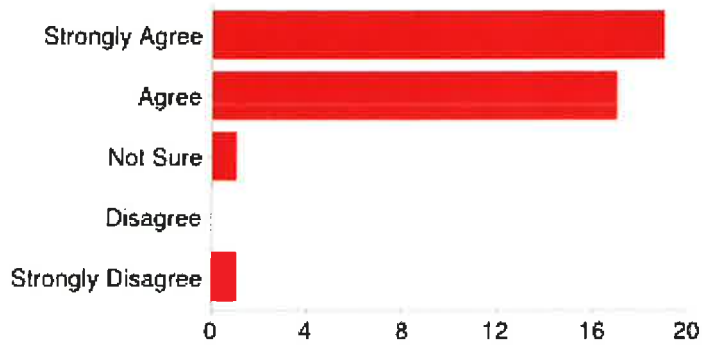
The proposals being developed will ensure that ESFRS continue to deliver services at best value and will allow ESFRS to work more efficiently in the future [Q1b - Tell us what you think about the following statements]



Strongly Agree	2	4.9%
Agree	3	7.3%

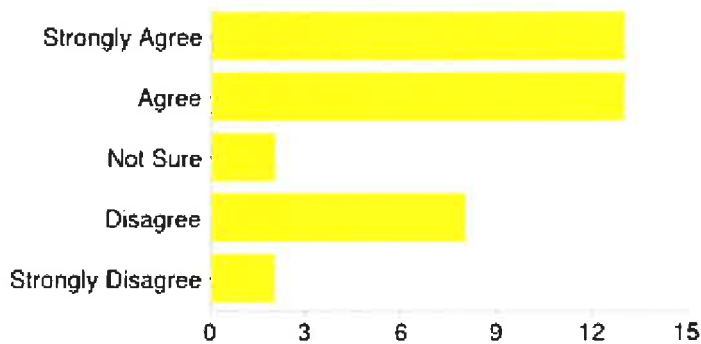
Not Sure	19	46.3%
Disagree	10	24.4%
Strongly Disagree	4	9.8%

I can see the need for ESFRS to reduce the current amount of space provided in HQ [Q1b - Tell us what you think about the following statements]



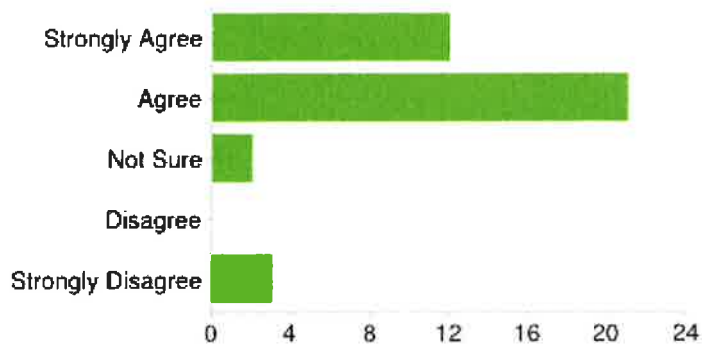
Strongly Agree	19	46.3%
Agree	17	41.5%
Not Sure	1	2.4%
Disagree	0	0%
Strongly Disagree	1	2.4%

Our current working environment is outdated and needs to modernise [Q1b - Tell us what you think about the following statements]



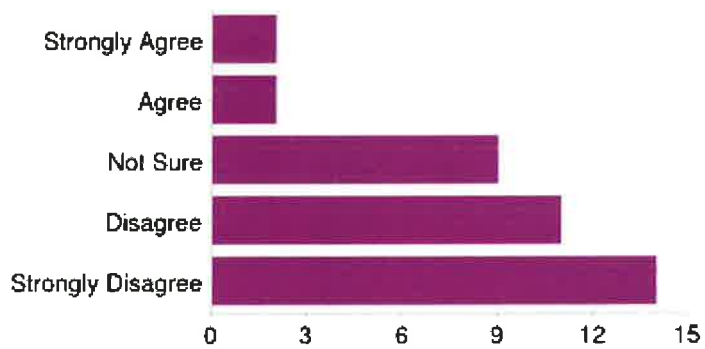
Strongly Agree	13	31.7%
Agree	13	31.7%
Not Sure	2	4.9%
Disagree	8	19.5%
Strongly Disagree	2	4.9%

I understand the need to adopt more agile working principles [Q1b - Tell us what you think about the following statements]



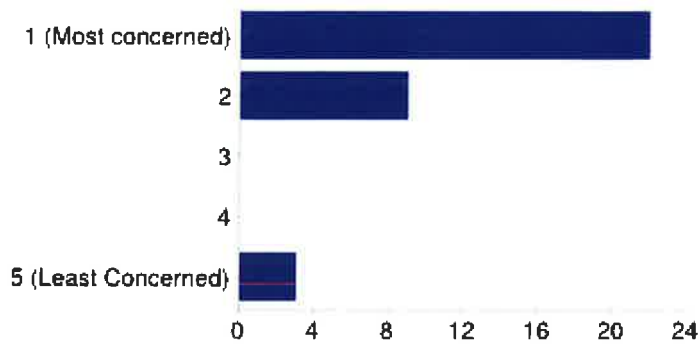
Strongly Agree	12	29.3%
Agree	21	51.2%
Not Sure	2	4.9%
Disagree	0	0%
Strongly Disagree	3	7.3%

I can see the opportunities that a move to Lewes would create for our organisation [Q1b - Tell us what you think about the following statements]



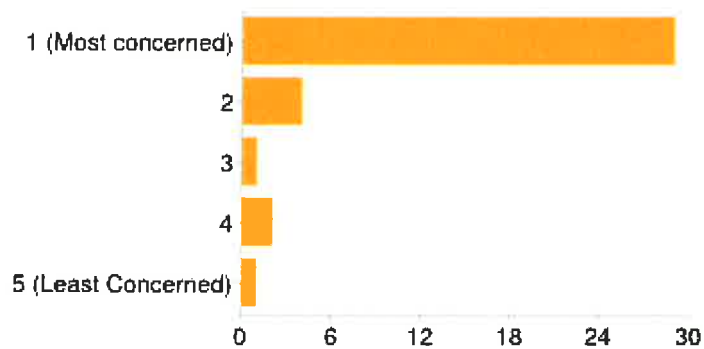
Strongly Agree	2	4.9%
Agree	2	4.9%
Not Sure	9	22%
Disagree	11	26.8%
Strongly Disagree	14	34.1%

Increased cost of getting to work [Q2 - Do you have any concerns about the proposed move? If so, you must tell us]



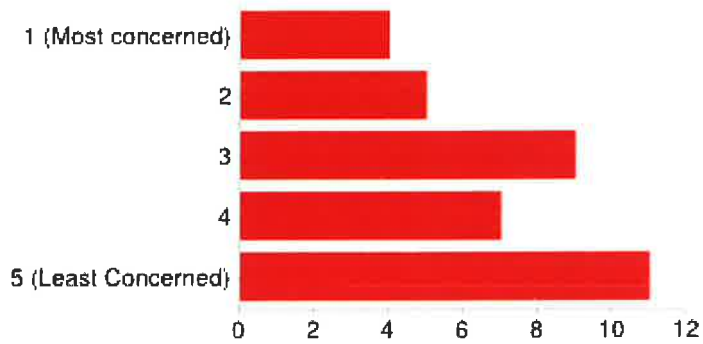
1 (Most concerned)	22	53.7%
2	9	22%
3	0	0%
4	0	0%
5 (Least Concerned)	3	7.3%

Available parking near to work [Q2 - Do you have any concerns about the proposed move? If so, you must tell us]



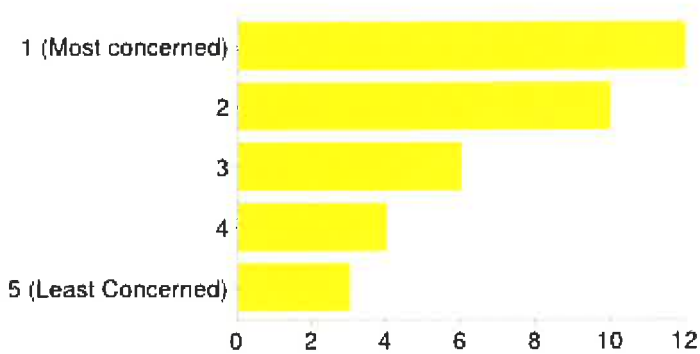
1 (Most concerned)	29	70.7%
2	4	9.8%
3	1	2.4%
4	2	4.9%
5 (Least Concerned)	1	2.4%

Change to more agile working environment [Q2 - Do you have any concerns about the proposed move? If so, you must tell us]



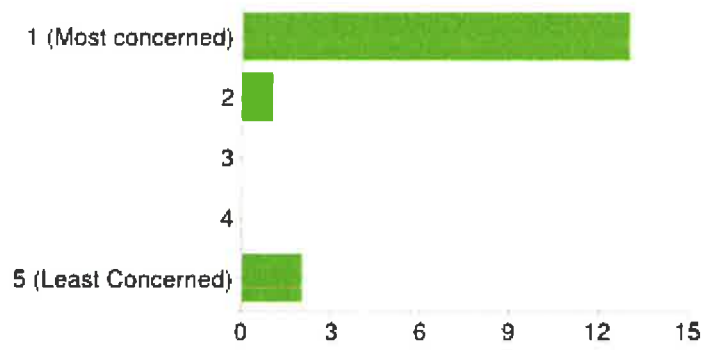
1 (Most concerned)	4	9.8%
2	5	12.2%
3	9	22%
4	7	17.1%
5 (Least Concerned)	11	26.8%

Personal needs being identified and catered for [Q2 - Do you have any concerns about the proposed move? If so, you must tell us]



1 (Most concerned)	12	29.3%
2	10	24.4%
3	6	14.6%
4	4	9.8%
5 (Least Concerned)	3	7.3%

Other [Q2 - Do you have any concerns about the proposed move? If so, you must tell us]



1 (Most concerned)	13	31.7%
2	1	2.4%
3	0	0%
4	0	0%
5 (Least Concerned)	2	4.9%

Latest changes shown in red

Risk	Date Identified	Date Reviewed	Risk Description	Likelihood Certain - 4 V. likely - 3 Low - 2 Unlikely - 1	Impact Critical - 4 Serious - 3 Significant - 2 Minor - 1	Score (1-16) ↓ ↑	Action Required / Mitigation	Residual Risk (4x4)			Owner	Action
								Likelihood	Impact	Score		
R1 Age	17/03/2015		Relocation has a negative effect on people of a particular age. Older people: possible driving / vision problems, distance of location from public transport. Carers: difficulties with child care, and other caring arrangements.	3	3	9	A transport strategy will be developed as part of the detailed planning stage. This will take account of impacts on people with protected characteristics, and their needs.	2	3	6	Estates Manager	Circulate transport strategy to equality representatives and Equality & Diversity Manager when available. (JS)
R2 Disability	17/03/2015		Relocation has a negative effect on people who are disabled. <ul style="list-style-type: none"> Disabled people are more likely to be non-drivers and have problems with travel and with distance between public transport and site. Users of speech recognition software may find an open plan environment difficult to cope with. Individual adjustments may be lost in a bulk transfer of staff to new location. Managers may not understand the need for flexible arrangements. 	3	4	12	<ul style="list-style-type: none"> A transport strategy will be developed as part of the detailed planning stage. This will take account of impacts on people with protected characteristics, and their needs. The building is already in use by the Police and will therefore comply with current accessibility requirements. Meeting rooms can be booked by people who need a different working environment for a few hours, and there will be a quiet room. HR is collecting data on staff journeys to work and at the detailed planning stage, will also assist in ensuring adjustments for individual staff. The aim is to equip the new location with eg chairs of a standard that most people with disabilities will find they are suitable and comfortable The use of splash points could mitigate adverse effects by providing flexible working locations 	2	4	8	Estates Manager	Circulate transport strategy to equality representatives and Equality & Diversity Manager when available. (JS) Compile report on work / travel patterns (LB)
R3 Gender	17/03/2015		Relocation has a negative effect on employees of a particular gender, male or female. <ul style="list-style-type: none"> Travelling costs disproportionately impact those who work part-time, or only on certain days, and who tend to be female. Female employees using public transport may feel at risk walking alone on dark nights between the site and the station. Facilities for employees with different levels of heat tolerance, should be provided on a gender-neutral basis. 	3	4	12	<ul style="list-style-type: none"> Travelling costs to be realistically mitigated during the transition period. Acknowledgement of the disproportionate effect on female "grey book" staff of a) fares and b) travelling time. Transport strategy referred to above, should take fears of lone walking at night into account. Temperature adjustment should be available – eg desk fans supplied on request. 	2	4	8	Estates Manager	Add safety at night to transport strategy (JS).

Risk	Date Identified	Date Reviewed	Risk Description	Likelihood	Impact	Score	↓ ↑	Action Required / Mitigation	Residual Risk (4x4)			Owner	Action
R4 Maternity Pregnancy Marital Status Civil Pship	17/03/2015		<p>Relocation has a negative effect on employees who:</p> <p>Have babies, older children, or are on maternity leave</p> <p>Are pregnant or in process of adopting</p> <p>Are of a particular marital or civil partnership status .</p> <ul style="list-style-type: none"> Breastfeeding mothers who need to express milk may find there is no suitable space to do this, or no fridge to store the milk in. Water and refreshments must be available to avoid dehydration for breastfeeding employees. Pregnant women may find the walk from the station to the site difficult 	3	4	12		<ul style="list-style-type: none"> Transport strategy referred to above, should ensure that pregnant women's needs are taken into account. The Quiet Room should be available for breastfeeding women to express milk and should therefore have a lock. Water coolers and fridges should be included as facilities. The use of splash points/touch down space could mitigate adverse effects by providing flexible working locations. 	2	4	8	Estates Manager	<p>Consider pregnant women when drafting the transport strategy (JS).</p> <p>Ensure Quiet Room is available. (JS)</p>
R5 Lesbian, Gay, Bisexual	17/03/2015		<p>Relocation has a negative effect on employees who are lesbian, gay or bisexual.</p>	1	3	3		<ul style="list-style-type: none"> It is possible that sharing a site with a bigger uniformed service, with its own larger LGB networks, may make some employees feel less isolated. 	1	3	3	Estates Manager	Contact ESFRS LGB network co-ordinator to ask for any adverse impacts (NT).
R6 Race	17/03/2015		<p>Relocation has a negative effect on employees who are black or from minority ethnic communities.</p>	2	2	4			2	2	4	Estates Manager	Contact ESFRS Race and Minority Ethnic Co-ordinator (Raj Bakshi) to discuss for any adverse impacts (NT).
R7 Religion or Belief	17/03/2015		<p>Relocation has a negative effect on employees who have a certain religion or belief.</p>	1	1	1		<ul style="list-style-type: none"> There will be a quiet room for those who wish to pray. Chaplains will continue to be available on the same basis as in the current location. The site is open 365 days a year, so those wishing to vary holidays because of religion may find it easier. 	1	1	1	Estates Manager	No action.
R8 Trans	17/03/2015		<p>Relocation has a negative effect on employees who are transgendered or undergoing gender reassignment</p>	2	2	4		<ul style="list-style-type: none"> No apparent reason why relocation would impact transgendered employees and others whose identity / expression does not match their assigned sex. 	2	2	4	Estates Manager	Check with police that any employee changing sex can be given a new security pass etc (JS)
R9 Privacy Data sharing	17/03/2015		<p>Relocation involves police authorities having access to data on ESFRS employees which may impact their privacy, eg for security purposes.</p>	4	3	12		<ul style="list-style-type: none"> A full Privacy Impact Assessment must be prepared and signed off. Employees must give permission for data sharing, if this is required. 	2	4	8	Estates Manager	JS and DL to prepare PIA if and when the scheme is approved.
R10 Criminal con- victions	17/03/2015		<p>Security checks and requirements are higher on the new site, because of police presence. This may mean that some ESFRS employees with convictions do not pass the checks and are not admitted to the site.</p>	3	4	12		<ul style="list-style-type: none"> It might be possible for any such employee to be based on a different site. 	3	2	6	Estates Manager	JS to discuss employee security screening with the police.
R11 Rurality	17/03/2015		<p>Employees who find the travelling difficult may find themselves unable to move to Lewes or the surrounding</p>	3	4	12		<ul style="list-style-type: none"> Realistic mileage allowances during the transitional period. Transparent and consistent expenses 	3	3	9		

Risk	Date Identified	Date Reviewed	Risk Description	Likelihood	Impact	Score	↓ ↑	Action Required / Mitigation	Residual Risk (4x4)			Owner	Action
			countryside as it is a more expensive area. <ul style="list-style-type: none"> Travelling costs become a major expense for some employees. 					policies, which are fair to all employees.					

Document Log

Version before change	Date	Change	Change made by	Version after change
V0	March 2015	First draft	H. George	V1
V1	26/03/2015	Change to mitigation on R4 added by J. Salmon	H. George	V2

PEST Analysis

Appendix N

Situation being analysed: **SHQ Relocation to Lewes Sussex Police Site**

PEST analysis (political, economical, social, technological)

<p>Political</p> <ul style="list-style-type: none">• Change of Government –<ul style="list-style-type: none">○ removal of PCC○ shift or change of local objectives• Change of FA Members<ul style="list-style-type: none">○ need for knowledge share of previous position○ shift or change of focus and objectives• Lack of Political desire for relocation• Strong Political desire to relocate into another town/area• Local Political desire for ESFRS to remain in Eastbourne• Concerns of existing building remaining dormant for long periods of time• Sussex Police's requirements change	<p>Economical</p> <ul style="list-style-type: none">• ESFRS grant settlement changes and either increases or decreases need for savings and therefore the requirements of any move• Downturn in local commercial market, reduces potential capital receipt from sale of Upperton Road or leads to delayed sale• Local economy improves together with employment opportunities for staff – loss of staff to other employers
<p>Social</p> <ul style="list-style-type: none">• Staff choose not to relocate, leading to loss of staff and specialist knowledge• Relocation and new ways of working lead to loss of identity• Police site environment is not conducive to ESFRS and leads to 'them and us' culture• Lack of engagement and information sharing leads staff to feel alienated from the process• Relocation Policy does not adequately contribute to staff costs of travel• Travel arrangements and costs impact negatively on part-time staff or those with dependants	<p>Technological</p> <ul style="list-style-type: none">• IMD Strategy does not align with relocation timescales• Technological core requirements are too costly to implement• Technological core requirements cannot be implemented within timescale• Technology solution does not deliver staff's aspiration of requirements• Space requirements for IMD infrastructure are too onerous

SWOT Analysis

Situation being analysed: **SHQ Relocation to Lewes Sussex Police Site**

SWOT analysis (strengths, weaknesses, opportunities, threat)

<p>Strengths</p> <ul style="list-style-type: none"> • Delivers flexibility for future strategies and needs of the Authority • Supports closer collaborative working with Sussex Police • Reduces capital investment liabilities for the existing SHQ • Improves efficiency of space within the ESFRS estate • Supports more flexible working arrangements for staff • New ways of working will foster a more output based focus to the way we deliver our services • Greater efficiency of space by shared use of facilities, such as; meeting rooms, training facilities and welfare facilities 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Potential to negatively impact on staff in respect of travel cost and time • Impact of travel plan will not be fully known until formal consultation with staff has been completed • There will be a period of time whereby staff could become distracted from their day-to-day work activities • Tenant status in new location will come with restrictions as to what we can and can't do on the site • Critical reliance of Sussex Police's continuing support for the project
<p>Opportunities</p> <ul style="list-style-type: none"> • Collaborative working will enhance the service we deliver to our communities • Creates opportunity to align Property, IT and People needs for the Service • Closer collaboration could lead to shared service opportunities in some areas • Sets out the IT and Property future requirements against a longer term vision for the Service • Development of touchdown or dispersal space elsewhere in the estate could support collaborative workspace for other Partners in the future 	<p>Threats</p> <ul style="list-style-type: none"> • Downturn in local commercial market could negatively impact on forecast capital receipt from sale of Upperton Road site • Lack of local demand in Eastbourne could lead to a prolonged period of time whereby the existing SHQ lays empty, leading to increased running costs and delayed capital receipt • Change of Political makeup could shift focus or requirements for the Service • Changes within the Corporate Management team structure could shift focus of requirements for the Service • Poor planning and engagement could lead to drop in moral and staff commitment