



## **EAST SUSSEX FIRE AUTHORITY**

### **URGENCY PANEL**

**24 MARCH 2017 at 15:30 HOURS**

#### **MEMBERS**

##### **East Sussex County Council**

Councillors Barnes, Butler, Howson, Scott and Taylor

##### **Brighton & Hove City Council**

Councillors O'Quinn and Theobald

You are requested to attend this meeting to be held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, at 15:30 hours.

#### **AGENDA**

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|----|---|---|
| 1. | 1 | In relation to matters on the agenda, seek declarations of any disclosable pecuniary interests under Section 30 of the Localism Act 2011. |
| 2. | 1 | Apologies for Absence.  |
| 3. | 1 | Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's business items.        |

(Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chairman before the start of the meeting. In so doing they must state the special circumstances which they consider justify the matter being considered urgently).

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| 4.       | 3        | Non-confidential Minutes of the last Urgency Panel meeting held on 7 July 2016 (copy attached).  |
| 5.       | 2        | Exclusion of the Press and Public.<br><br>To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information. <b>NOTE:</b> Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public. A list and description of the exempt categories are available for public inspection at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, and at Brighton and Hove Town Halls. |
| 6.       | 11       | Service Headquarters Disposal Decision - Review – report of the Chief Fire Officer (copy attached).  |

**ABRAHAM GHEBRE-GHIORGHIS**  
**Monitoring Officer**  
**East Sussex Fire Authority**  
**c/o Brighton & Hove City Council**

## Agenda Item No. 4

### **Minutes of the meeting of the East Sussex Fire Authority URGENCY PANEL held at Fire & Rescue Service Headquarters, Eastbourne on Thursday 7 July 2016 at 10:30 hours.**

Members present: Councillors Barnes, Howson (Chairman), Lambert, O'Quinn and Taylor.

N.B. Councillor Lambert attended the meeting in place of Councillor Butler, having been approved by the Deputy Monitoring Officer. Councillor Pragnell also attended the meeting

**Officers present:** Mr. G. Walsh (Chief Fire Officer & Chief Executive), Ms. D. Whittaker (Deputy Chief Fire Officer), Mr. M. Andrews (Assistant Chief Fire Officer), Mr. D. Savage (Assistant Director Resources/Treasurer), Mrs. L. Ridley (Assistant Director Planning & Improvement), Miss. L. Woodley (Deputy Monitoring Officer), Mr. D. Conti (IMD Manager), Mr. G. Middleton (Spirit Acuity) and Mrs. S. Klein (Clerk to the Fire Authority).

#### **1. DECLARATIONS OF INTEREST**

1.1 It was noted that, in relation to matters on the agenda, no participating Member had any disclosable pecuniary interest under Section 30 of the Localism Act 2011.

#### **2. ELECTION OF CHAIRMAN**

2.1 Councillor Howson was elected Chairman of the Panel for the ensuing year.

#### **3. APOLOGIES FOR ABSENCE**

3.1 Apologies for absence were received from Councillor Butler – Councillor Lambert was welcomed as her substitute.

#### **4. NOTIFICATION OF ITEMS WHICH THE CHAIRMAN CONSIDERS TO BE URGENT**

4.1 There were none.

#### **5. NON-CONFIDENTIAL MINUTES OF THE LAST URGENCY PANEL MEETING HELD ON 20 NOVEMBER 2015**

5.1 **RESOLVED** – That the minutes of the meeting of the Urgency Panel held on 20 November 2015 be approved as a correct record and signed by the Chair. (Copy in Minute Book).

#### **6. IMD TRANSFORMATION**

6.1 Members considered a report of the Chief Fire Officer that presented the outcome of the IMD Transformation procurement process and requested their approval to proceed to Contract Award. (Copy in Minute Book).

6.2 This item had been brought to the Urgency Panel because it was a complex issue, extremely detailed, and needed to be considered before the next meeting of the Fire Authority in September 2016.

6.3 Mr. Conti and Mr. Middleton (Spirit Acuity) were welcomed to the meeting and Members received a presentation which took them through the process from July 2014, when the Fire Authority had agreed to transform the IT infrastructure and services, to the present time (see attached Appendix).

- 6.4 In 2014, the Fire Authority had embarked upon substantial work to consider a major transformation to the way that the organisation's Information Technology services were to be delivered in the future. Many IT services and systems were reaching the end of their serviceable lives, or were unsuitable to meet the new demands of the Authority's business, and IMD resources were becoming constrained by knowledge and the capacity required to meet the increasingly dynamic and demanding requirements of the business, even at a standstill, based on existing plans.
- 6.5 In May 2015 the Corporate Management Team initiated the IMD Transformation Programme and in April 2016, the Authority completed the extensive process of evaluation of final tenders from the three shortlisted bidders following a Competitive Dialogue procurement exercise. This resulted in telent Technology Services Ltd being identified as the preferred supplier.
- 6.6 Members noted that the actual value of the services would probably vary over time according to the Authority's changing future needs. The Initial Order itself was subject to further detailed refinement but its value was expected to fall between £8.7m and £9.0m, depending on the timing of certain charges.
- 6.7 Councillor Barnes asked a number of questions including to what extent the new IT services would be able to work with the police and ambulance's IT services if the fire and rescue service moves towards further collaboration; how decisions would be made as to what work would be undertaken by the company, telent Technology Services Ltd, and what would be retained in-house; the company's capacity to manage the contract; and, what incentive there was for the company to improve, if they were working for a fixed profit.
- 6.8 Mr. Middleton explained that telent Technology Services Ltd would be working for a fixed profit rate, rather than a fixed profit level, allowing them to make more profit through growing the volume of business or doing the same work at a lower cost. This would be a non-exclusive contract, enabling the company to encourage others, such as the Police, to use the contract.
- 6.9 Mr. Middleton also explained that the user (ESFRS) would decide how work would be split between the company and ESFRS and that the internal Client Function would moderate the business relationship with the company, ensuring that sensible propositions came out of these controls. Members were advised that the contract had been designed to include a contract management role, with the company being obliged to report to the Authority on its own performance.
- 6.10 Mr. Conti explained that telent Technology Services Ltd worked with a number of organisations, and sought to achieve better collaboration between partners, identifying problems that organisations were facing, and the business sitting behind the IT, at the start of the contract so that these could be aligned from the beginning.
- 6.11 Mr. Conti also confirmed that real time communication and scenario planning were advantages that would be realised from the contract award, although accepting that Members would need more detail on growth and transformation.
- 6.12 Councillor Lambert was pleased that Sussex Police could be considered in the contract at this early stage but asked why no savings had yet been identified. She was also concerned for staff who would be affected and asked about TUPE arrangements, and support and training of staff.

- 6.13 Mr. Savage explained that the costs identified were for an 8-year period, as the 7-year contract started mid-way through the financial year. He further explained that there were areas of spend within the contract with telent Technology Services Ltd, and in other Authority IT costs, where it was expected that savings could be made. However, the expectation through the outline strategy was that investment in IT over and above that included in the contract, would enable business change, service improvement and savings elsewhere in the Service. He said that it was likely that IT spend may increase as technology drives out savings in other parts of the Service; these savings would be identified as part of the full IMD strategy and supporting project business cases and a future paper would be brought to the Fire Authority during 2017 to identify these areas.
- 6.14 Mr. Savage also explained that there was a clear TUPE process, and ESFRS would ensure compliance; some informal work had already been completed to identify those staff potentially affected, including meetings with the company. He also explained that there were various elements to the training, including on-going technical training, part of the 'run' part of the package; and broader training to include the assessment of the impact on business, part of the 'transformation' part of the package. The DCFO recognised that, as the Service changed and transformed, she would also want to see competency improved internally, not just with the remaining team. Mr. Middleton confirmed that training for managing contracts had been a requirement in the procurement exercise and contract.
- 6.15 **RESOLVED – That**
- i) authority be delegated to the Chief Fire Officer, in consultation with the Treasurer and Monitoring Officer, to set in place the final Agreement with the supplier, telent Technology Services Ltd, for an Initial Order value of up to £9m over a seven year contract term; and
  - ii) the outline IMD Strategy be noted and it be noted that a final more detailed IMD Strategy will be developed and brought to Members for approval at a future meeting.

7. **EXCLUSION OF PRESS AND PUBLIC**

- 7.1 **RESOLVED – That** item 8 be exempt under paragraphs 3 and 5 of Schedule 12A to the Local Government (Access to Information) (Variation) Order 2006 and accordingly is not open for public inspection on the grounds that if the public and press were present there would be disclosure to them of exempt information, i.e. that it includes information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

8. **CONFIDENTIAL MINUTES OF THE LAST URGENCY PANEL MEETING HELD ON 20 NOVEMBER 2015 (EXEMPT CATEGORIES 3 and 5)**

- 8.1 **RESOLVED – That** the confidential minutes of the meeting of the Urgency Panel held on 20 November be approved as a correct record and signed by the Chairman. (Copy in Minute Book).

The meeting concluded at 11:27 hours.

Signed

Chairman

Dated this

day of

# IMD Transformation

Urgency Panel 7 July 2016

## Recommendations

- Delegate authority to the Chief Fire Officer, in consultation with the Treasurer and Monitoring Officer, to set in place the final Agreement with the supplier, telent Technology Services Ltd, for an Initial Order value of up to £9m over a seven year contract term.
- Note the outline IMD Strategy and that a final more detailed IMD Strategy will be developed and brought to Members for approval at a future meeting.

Select the right suppliers to transform our IT services to meet the changing needs of the business with certainty that our selection represents the best value possible.

## What are we trying to achieve?

- Strong requirement for IT to enable business transformation – will increase in the future
- Current IT platform not reliable enough to meet business requirements – not suitable foundation for future business requirements
- CFA decision to transform IT infrastructure & services (July 2014)
- Identify an expert supplier who can deliver our current and future IT needs
  
- Authority retains responsibility for IMD strategy, contract management, business engagement, information management.

## Programme objective

## How did we get here?

- Engaged with Market and Peers
- Designed Procurement
- Engaged with Business
- Developed Specification
- Ran OJEU Competitive Dialogue Procurement
  - 15 bidders at PQQ, 5 bidders at Phase 1, 3 bidders selected for Face to Face Dialogue
  - Individual & Moderated Scoring – telent lowest cost & best quality
  - Standstill period ended midnight 18<sup>th</sup> April without challenge
- Completed Due Diligence and Contract Refinement

## Who will we work with?

- telent Technology Services Ltd
- Annual turnover = £400m
- 1,800 staff UK / RoI
- Leading technology company
- Customers across public & private sectors:
  - Merseyside FRA
  - North West Fire Control
  - Metropolitan Police
  - East Sussex CC – traffic light services

## What will the new world look like?

- Resilient environment
- Improved mobility
- Improved security & compliance
- A more joined up organisation
- Better able to work with partners & suppliers
- A more agile / responsive IT service
  
- Run – Grow - Transform



## Contract overview

- Service Level Agreements
  - Milestones and Delay Payments
  - SLAs and Service Credits
  - Progressive enforcement of remedies
- Best Value
  - Annual Best Value test, Benchmarking, Gainshare backstop
  - Obligation to charge no more than other public sector clients
- Transparency
  - Annual Statement of costs,
  - Clear financial model
  - Fixed markups
- Extensibility & Flexibility
  - Process to add and change services
  - Ability for other customers to use the contract with ESFRS consent
  - Termination for convenience

## Contract overview - financials

### Cost of IMD 2016/17 – 2023/24

	Total	%
<b>Sources of Funding</b>		
IMD Revenue Budget	£ 27,677,300	93%
IMD Transformation Reserve	£ 2,000,000	7%
<b>Total Funding</b>	<b>£ 29,677,300</b>	
<b>Costs</b>		
Authority Staff	£ 3,193,227	11%
Other Authority Costs	£ 12,448,059	42%
telent Contract Costs	£ 9,563,174	32%
Project Costs	£ 4,472,840	15%
<b>Total Costs</b>	<b>£ 29,677,300</b>	<b>100%</b>
Variance	£ -	

Cost of IMD team

Cost of other 3<sup>rd</sup> party contracts

telent contract costs (Extrapolated)

Set aside to meet future business requirements

## Next steps

- Urgency Panel approve award of contract (today)
  - Complete due diligence & contract refinement
  - Contract signature
  - Contract mobilisation
  - Transition (incl TUPE) – Q4 2016
  - Phase 1 Transformation Q1 2017
- 
- Finalise / refine Outline IMD Strategy for member approval Q1 2017