



**East Sussex**  
Fire & Rescue Service

# Fuel Tank & Pump Replacements

## Full Business Case

**Prepared by:** Adrian Turner  
**Title:** Senior Estates Surveyor  
**Business area:** Estates  
**Filename:** FBC (v4) for Fuel Tank & Pump Replacements – 05.08.19

## 1. Document Details

### 1.1 Document Location

The source of the document will be found on: G:/PREMISES/

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### 1.2 Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked	Author
0.1	n/a	First draft issue for comment	n/a	Adrian Turner
0.2	24.06.19	Second draft issue for comment	no	Adrian Turner
0.3	10.07.19	Third draft issue for comment	Tracking	Adrian Turner
0.4	05.08.19	Fourth draft issue for comment	Tracking	Adrian Turner

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### 1.3 Approvals

This document requires the following approvals.

Signed approval forms are filed in the Gateway section of the project files.

Line Manager Name	Signature	Role	Date of Issue	Version
Duncan Savage				V4
Maureen Cherry				V4

Governance	Approval Y/N	Date Approved	Version	Comments / Recommendations
SLT	Y	21/8/19	V4	
Mark O'Brien	Y	21/8/19	V4	
Mark Andrews	Y	21/8/19	V4	
Bill Brewster	Y	21/8/19	V4	

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### 1.4 Distribution

Once approved, this document has been distributed to:

Name	Role	Date of Issue	Version
Adrian Turner	Senior Supplier Estates & Project Manager		
Steve E Brown	Senior Supplier Engineering		
PMO	Project Management Scrutiny		

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## 2. Purpose of this document

The purpose of the full business case is to document the justification for the undertaking of a project usually based on the estimated cost of development and implementation against the risks and the anticipated business benefits and savings to be gained. The Full Business Case should define the initiative in a way that will form the basis for decision making around viability laying out key factors for delivery.

Whilst devising the Full Business Case please consider the following;

- Ensure sufficient planning time
- Business benefits must be considered
- Links to strategic objectives must be considered
- Value for money (economy, efficiency and effectiveness, efficiencies should be categorised as cashable or non-cashable)
- Consider all options adequately with enough detail
- Support from key stakeholders where applicable such as Ops, IT, Estates, Comms, HR and Finance
- Project will be properly governed and managed throughout its life cycle
- Who will be accountable and how will the project be measured
- Review the Business Case by someone else with a critical eye

The Executive / Project Owner is responsible for creating the Full Business Case and will get help from other stakeholders / SMEs, such as the Senior User, Senior Supplier and Project Manager/s.

There are two primary uses of the document:

- To ensure that the project is a viable venture for the organisation and that all aspects have been considered
- To support planning and gateway for decision making as part of the PMO Governance structure

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## **4. Full Business Case**

### **4.1 Proposed Project:**

## **ESFRS Fuel Tank & Pump Replacements**

### **4.2 Executive Summary**

The blue light partners (East Sussex Fire and Rescue Service, West Sussex Fire and Rescue Service, Surrey Fire and Rescue Service, Surrey and Sussex Police) across Surrey and Sussex are working together to create an integrated transport function, to improve efficiency and effectiveness of operations.

Following an estate/engineering audit/assessment of the current underground fuel tanks and associated pumps on ESFRS sites agreement is sought to deliver new bunkered above ground fuel tanks and associated civil engineering works to complete the East Sussex Fire Service arrangements to deliver refuelling capability across the wider partnership while maintaining our own business continuity arrangements and to complete the already identified need for asset replacement or upgrade.

The upgraded infrastructure will be new over ground tanks taking a common-sense approach to both environmental issues whilst providing new assets that futureproof any significant estates changes meaning over ground tanks can be freely moved as required and importantly that we manage operational site requirements to minimise the impact of a reduction in usable training space. (ie drill/training yards)

### **4.3 Project Definition**

**Objective:** To provide new 'blue lights' integrated bulk fuel facilities at 10 of our ESFRS premises during 2019-20 with an overall capacity of 77,000 litres. (70,000 litres in 7 sites as at Estates paper of 2013) and decommission all existing old facilities as required.

**Measure:** A smooth transition from the existing below ground tanks where possible to new above ground tanks, dispensing and fuel management system.

**Baseline Performance:** For completion (as at Estates paper of 2013 without blue lights integration) by the end of 2015.

**Target:** For completion during 2019 - 20 financial year as outlined in the approved 2018 -25 Estates Strategy.

**Update:** On target to complete before Christmas 2019 despite delays with station below ground drainage surveys, with framework procurement options, and with enhanced funding allocation

## 4.4 Background

**The report to CMT-SLT of 17 January 2013** by Julian Salmon (former Estates Manager) gained approval on 30 January as recommended of Option 4: to replace existing underground tanks with above ground tanks with integrated pump unit and fuel management system and to reduce the number of diesel fuel tanks (12 to 7) across ESFRS sites to key locations. The budget established in the paper was £160k and assumed that a 10,000 litres capacity would be provided at each of Hove, Preston Circus, Roedean, Bohemia Road, Eastbourne, Maresfield training centre and at one other location in the north of the county. The Capital Strategic budget at the time had £220k identified for the project but the paper did not mention any collaboration with blue light partners or any common funding source. **The main issues to be resolved by the project were described at the time as: 1) Majority of underground storage tanks and fuel pumps are now over thirty years old and consideration needs to be given to replacement or refurbishment. 2) Limited capability for leak detection with existing installations, resulting in higher risks to ESFRS. 3) Currently have manual paper based recording procedures and monitoring. Increased need for remote fuel management capability.** The rejected options presented at the time were: Option 1: remain as existing, Option 2: reline existing underground tanks and install new pumps with fuel management system, and Option 3: replace existing underground tanks with above ground tanks with integrated pump unit and fuel management system. (Retaining all 12 existing fuel locations)

**The report to P&R panel of 7 July 2016** by Gary Walsh the former CFO (through lead officers Mark O'Brien and Bill Brewster) looked to update panel members on an integrated fuel collaboration project and to seek support to progress with development of this project through the Integrated Transport Function (ITF) of the Emergency Services Collaboration Programme (ESCP) for ESFRS, WSFRS, SFRS, and Surrey & Sussex Police through Transformation Fund grant. The report advised that this grant is held by Surrey as a syndicated grant along with East Sussex Fire Authority and West Sussex County Council and would see the overall number of tanks of the partners reducing from 56 to 49. The report outlined the costs of the transformation at ESFRS to be £198,840 capital and £9,600 revenue out of a total investment implementation cost of £424,900 for all partners and we understand that this part of the fund has been ring fenced ready for our use. The report referenced the previous background paper as approved by CMT-SLT, stating that **'The report concluded that remaining as we are is not an option and that above ground fully bunded tanks provide much better control in the event of failure or damage and the risks of leaks and environmental impacts are significantly reduced.'** The report also referenced the blue lights partners Project Brief of 8 April 2015 by Ian Thompson (ESCP Strategic Lead) for ITF Fuel, and the Business Case of 18 December 2015 by Russell Pearson which stated that an overall partner project of £409k (£340k savings over four years) would be less than 7% of the £5.96m Fire Transformation Fund at that time as governed by the ITF Programme Delivery Board. **The approved ITF Business Case stated goals as re-stated below in 4.6 of 1) to reduce the number of bulk fuel tanks thus reducing risk of environmental impacts, 2) to reduce the overall bulk fuel capacity with no detrimental impact on fuel resilience, 3) through shared access 24/7, to improve fuel resilience, 4) Through a period of transition, improve the administration and management of fuel, 5) to reduce expenditure on fuel infrastructure, 6) Through joint contract frameworks, bulk fuel will be purchased at the best possible price, 7) Through greater shared access to bulk fuel sites, reduce expenditure on (more expensive) fuel purchased at commercial forecourts.**

## 4.5 Summary of Pre-Project Activity

Estates Stage	Deliverable
<b>Inception – Stages 1 &amp; 2</b> <b>RIBA 0 (strategic definition)</b> <b>RIBA 1 (preparation &amp; brief)</b> <b>RIBA 2 (concept design)</b>	Outline Business Case – Completed with earlier CMT-SLT papers of 2013 & 2016 as referenced in section 1.1
	Project Plan – Estates Strategy overall project Gantt chart tracking progress of all capital projects as part appended to this PID (as from March 2019)
	RAID Log – Standard PMO document (as from Oct 2018)
	Project Status Report – Standard PMO document (as from Oct 2018)
	Project Scaling Review – Standard PMO document completed May 2019
	Gateway 1 Approval – Completed with approval of Estates Strategy by SLT and then P&R panel (as from April 2019)
	Project Initiation Document – Standard PMO document (as from August 2019)
	Gateway 2 Approval – Authorisation to proceed as PID by SLT project board key management signatures (due in August 2019)
<b>Delivery – Stages 3 &amp; 4</b> <b>RIBA 3 (developed design)</b> <b>RIBA 4 (technical design)</b> <b>RIBA 5 (construction)</b>	Full Business Case – perhaps an unnecessary duplication of earlier work
	Fully defined and detailed technical design by principle designer (BLB Surveyors) and by principle contractor designate (Oil Tank Supplies) and their sub-contractors as signed off by project manager (due in August 2019)
	‘Tender’ report by BLB confirming costs from all project supply chain and those that would be taken forward into the proposed formal building contract with (Oil Tank Supplies) as reconciled PID first issue together with the agreed main contract program confirming commencement and completion dates for the works across all 12 site locations (due in August 2019)
	Project Initiation Document – Standard PMO document updated from first issue as related to revised costs and program just prior to construction works (due in August 2019)
	Gateway 3 Approval – Authorisation to proceed as updated PID by SLT project board key management signatures (due in August 2019)
	Exception Report - Standard PMO document used during site works
	Highlight Report - Standard PMO document used during site works
	Project Initiation Document – Standard PMO document updated during site works after Highlight and Exception reports confirming any client variations made outside of agreed contingency tolerances outlined in section 5
<b>Closure –</b> <b>RIBA 6 (handover &amp; close out)</b>	‘Snagging’ Quality Inspection – as required before formal handover at each of the completed 12 site locations.

<b>RIBA 7 (in use)</b>	'Handover' – as required certification of completion of the building contract by BLB (due December 2019)
	Lessons Learned review meeting (due in January 2019)
	Lessons Learned report - Standard PMO document
	Project Closure review meeting (due in February 2020)
	Gateway 4 Approval - Project Closure report (standard PMO document)
<b>Defects –</b>	'12 Month Defects' Quality Inspection – as required to release retention monies held under the building contract by BLB (due December 2020)

## 4.6 Business Objective and value

The fuel project is one of a series of initiatives enabling collaboration and integration between blue light partners involved in the Transport element of the Emergency Services Collaboration Programme.

Currently Partners (Surrey FRS, West Sussex FRS, East Sussex FRS, Surrey and Sussex Police) have separate arrangements for buying, storing and managing vehicle fuel. The project will enable one consistent way of working; improve administration; enable financial savings and increasing resilience. The project will:

- Reduce the number of bulk fuel tanks thus reducing the risk of environmental impacts
- Reduce the overall bulk fuel capacity with no detrimental impact on fuel resilience
- Through shared access 24/7, improve fuel resilience
- Through a period of transition, improve the administration and management of fuel
- Reduce revenue expenditure on fuel processing, infrastructure maintenance
- Through joint contract frameworks, bulk fuel is purchased at the best possible price
- Through greater shared access to bulk fuel sites, reduce expenditure on (more expensive) fuel purchased at commercial forecourts.

4.6.1 This project is in a series of coordinated initiatives enabling the collaboration and integration of the Transport functions of 'blue light' partners involved in the wider Emergency Services Collaboration Programme (ESCP), across Sussex and Surrey.

4.6.2 The ESCP forms an integral part of the public service reform agenda and its activities are aligned to the published prospectus on Devolution from the three Southern Counties (3SC). These transformational plans provide the opportunity for the emergency services partners to work closer together, improving service to the public, reducing costs, increasing resilience, reducing overlap and responding to the changing pattern of demand. The ESCP strategic board reviewed its vision to concentrate on a three fire principle where closer collaboration of the three fire services within the partnership will seek to align collaborative projects and procurements whilst supporting the work of other blue light partners

4.6.3 The Fuel project will enable a more efficient fuel procurement, distribution and administration system, reducing the administrative burden on individual officers and administrative support. This also supports the ESFRS ambition to remove legacy administrative systems based on manual completion of paperwork.

4.6.4 The availability of bunkered fuel at a much wider range of sites will reduce costs and increase efficiencies in terms of reducing either the miles driven to use bunkered fuel or the increased costs of forecourt fuel purchases.

4.6.5 The increased resilience provided by the development of a strategic network of bunkered fuel sites is a significant benefit.

4.6.6 The availability of bunkered fuel sites throughout Sussex and Surrey available to the ESFRS fleet 24/7.

4.6.7 Enabling staff to have shared access to bulk fuel sites across the region is one of the key drivers in reducing the percentage of (more expensive) fuel being purchased at forecourts. As part of the integrated fuel management system, agreements will need to be reached with other blue light partners to enable a smooth transition through security arrangements.

4.6.8 All planned changes are taken in view of maintaining or enhancing resilience. This includes maintaining sufficient reserve stock levels, enabling 24/7 access at more sites and enhancing supply chain management through improved re-ordering processes.

4.6.9 The proposed changes will see 7 bulk fuel tanks closing, reducing the total number from 56 to 49 and 12 of the remaining 49 tanks will need to be replaced. There is then a varying requirement to upgrade the other associated components at each of the 49 sites to the standard needed to operate an integrated fuel management system.

4.6.10 The required investment will be partially offset by the savings made through the avoidance of future capital and revenue expenditure to maintain and/or remove life expired bulk fuel infrastructure. As well as by purchasing bulk fuel at a cheaper rate from joint contract frameworks, by increasing the percentage of bulk fuel that is used, through shared use of sites, as litre for litre, it is cheaper than fuel purchased at commercial forecourts. Greater savings should be achieved through the further integration that this project enables.

4.6.11 The development of the shared access element of the proposal relates to the need to allow partner organisations access to each-others' bulk fuel sites. Whilst the initial analysis of the proposed 49 sites has not identified any insurmountable issues, a site by site assessment will be undertaken in advance of the infrastructure changes to assess and define any issues.

4.6.12 The proposal of the integrated fuel management system has been approved by the ESCP Strategic Board, in accordance with the Programme's governance arrangements, to utilise the Fire Transformation Fund Grant. This grant is held by Surrey as a syndicated grant with East and West Sussex Fire and Rescue Authorities.

## **4.7 Service / Business Expected Outcome and Benefits**

Please refer to the section 4.4 above and the associated internal and external business cases as mostly relating to the need to replace our aged below ground fuel tanks and the need to collaborate with our blue lights partners through a common hardware/software system and accessible dispensing locations.

According to Triscan Systems there are six essential components for an onsite fuel management system:

Tank for storage of fuel

Pump for dispensing of fuel

Tank gauge

Fuel management system

Fuel access device

Software

The proposed Triscan Systems – Timeplan hardware (Sigma 750) and software (Fuel Manager) offer us:

24hour unmanned fuelling

High security RFID tags

Alpha-numeric keypads

Wireless access option

Mechanical or electrical pump connections

The three main steps of Fuel management are:

- 1) Measuring tank stock levels
- 2) Identifying drivers and vehicles
- 3) Viewing clean data reports

#### **4.8 Expected Dis-benefits**

Loss of fuel capability at The Ridge and Bexhill.

Reduced fuel capability at Eastbourne, Hove, and Roedean.

Loss of a car parking space at most of the stations to accommodate the new above ground tank.

Disruption of yard activities when other 'blue lights' partners fill their vehicles.

Granting of yard access to other 'blue lights' partners involving distribution of barrier keys/fobs.

#### **4.9 Project Description**

**The scope of the project includes:**

**Generally:**

To supply and install a new single phase 230v ac electrical supply from local distribution board with new RCD protection on light duty galvanised tray.

To supply and install a new stainless fill cabinet with lockable roller shutter including fill pipe assembly, all valves including PRV, and interconnecting 28mm stainless steel mapress pipework.

To supply and install safety barriers for the new tanks and dispensing to protect them from vehicular damage.

To supply and install new dispenser and sigma 750 head into end mounted cabinet and install all interconnecting pipework.

To supply and install cat 5e data cable from station network to new dispenser head.

To mark out re-fuelling zone with yellow hatching.

Liaise with site, isolate existing pump supplies and pipework, disconnect then remove and dispose of existing dispenser. Make good all surfaces. (only when new facility is operational)

To uplift tank bottoms and dispose of at a licensed waste recycling facility. (only when new facility is operational)

### **Bohemia Road: (dual dispensing installation with new interceptor)**

Rear of premises –

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Supply and install new 20,000 ltr above ground integrally bunded steel tank complete with bund alarm, overflow alarm, and light. Location to be agreed with station manager beside the existing generator fuel tank.

Foam fill and decommission existing below ground tank 9,000 ltr and vents. (only when new facility is operational)

Front of premises –

Liaise with site, cut back vegetation to front left of station forecourt and excavate to form a new dispenser base adjacent to the forecourt. Form the new dispenser base from reinforced concrete.

Supply and install Pressure Regulating Valve to cabinet as environmental protection.

Adapt below ground drainage runs to incorporate a new 20,000 ltr Enviroceptor oil/water separator used to protect the front refuelling point and new tank/pump.

Supply and install new ACO drainage around the new front fuelling point as detailed on the drawing and connect via 150mm pipework to adapted drainage. Backfill and make good.

### **Bexhill: (decommission only)**

Liaise with site, isolate existing pump supplies and pipework, disconnect then remove and dispose of existing dispenser. Foam fill and decommission existing below ground tank 4,500 ltr and vents. Make good all surfaces.

**Broad Oak: (dispensing only)**

Liaise with site, isolate dispenser electrical supplies, disconnect pipework and remove for disposal off site at a licensed waste handling facility.

Form a small concrete dispenser base adjacent to existing wall mounted dispenser position.

Supply and install new dispenser and sigma 750 head into end mounted cabinet and install all interconnecting pipework to the existing 2,500 ltr above ground tank.

Reconnect wiring and test.

**Eastbourne:**

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Supply and install new 10,000 ltr above ground integrally banded steel tank complete with bund alarm and end mounted dispenser cabinet with lockable roller shutter. Location to be agreed with station manager beside the existing car training compound.

Foam fill and decommission existing below ground tank 13,500ltr and vents. (only when new facility is operational)

**Hove:**

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Supply and install new 5,000 ltr above ground integrally banded steel tank complete with bund alarm, overfill alarm, light and lockable end mounted dispenser cabinet from existing electrical supply. Location to be agreed with station manager outside the existing gym building.

Foam fill and decommission existing below ground tank 9,000 ltr and vents. Dismantle, remove and dispose of the two dispensers and break out concrete base. (only when new facility is operational)

**Preston Circus:**

Isolate pump supplies and pipework, disconnect, remove and dispose of existing dispenser. Make good concrete.

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Supply and install new 10,000 ltr above ground integrally banded steel tank complete with bund alarm, overfill alarm, and light. Location to be agreed with station manager adjacent to the existing generator building.

Foam fill and decommission existing below ground tank 9,000ltr and vents. (only when new facility is operational)

**The Ridge: (decommission only)**

Liaise with site, uplift tank bottoms and dispose of at a licensed waste recycling facility.

Foam fill and decommission existing below ground tank 5,500 ltr and vents.

**Roedean: (with new interceptor)**

Liaise with site to clear fenced compound to rear of site.

Excavate and expose existing drainage within workshop compound to suit the size of the new fuel storage tank. Backfill, make good to match existing.

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Supply and install new 5,000 ltr above ground integrally banded steel tank complete with bund alarm and end mounted dispenser cabinet with lockable roller shutter. Location to be agreed with station manager beside the existing car training compound.

Foam fill and decommission existing below ground tank 9,000 ltr and vents. (only when new facility is operational)

**Rye:**

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Supply and install new 5,000 ltr above ground integrally banded steel tank complete with RCD protected electrical distribution board, bund alarm, overfill alarm, light and lockable end mounted dispenser cabinet. Decommission, safely remove sand dispose of the existing above ground tank 2,500 ltr and vents. (only when new facility is operational)

**Maresfield Training Centre:**

Isolate pump supplies and pipework, disconnect, remove and dispose of existing dispenser. Make good concrete.

Form a new 150mm reinforced concrete tank base in position agreed to suit the new tank dimensions.

Lay new ACO drain to road side of tank base, adapt existing drain gulley to accommodate ACO - Make good.

Supply and install new 5,000 ltr above ground integrally banded steel tank complete with bund alarm, overfill alarm, light and lockable side mounted dispenser cabinet.

Foam fill and decommission existing below ground tank 4,500ltr and vents. (only when new facility is operational)

**Uckfield: (dispensing only)**

Liaise with site, isolate pump supplies and pipework, disconnect, remove and dispose of existing dispenser.

Adapt base mount as required for new dispenser and head.

Adapt suction pipe connection as required.

Adapt and re-connect power to new dispenser and head.

Supply and install cat 5e data cable from main building to dispenser via 50mm duct laid in soft verge.

Prime dispenser and test.

#### **Lewes: (dispensing only)**

Liaise with site, isolate pump supplies and pipework, disconnect, remove and dispose of existing dispenser.

Adapt base mount as required for the installation of the new dispenser and head.

Adapt suction pipe connection as required.

Adapt and re-connect power to new dispenser and head.

Supply and install cat 5e data cable from main building to dispenser via 50mm cable tray mounted to perimeter wall.

Prime dispenser and test.

#### **The scope of the project excludes the following:**

That no adjustments are being made to the existing below ground drainage systems to serve the purposes of a more robust approach for foam training at the premises.

### **4.10 Options Appraisal and Proposed Solutions**

The re-lining of the existing tanks has been re-considered by the project team at the request of senior management and vetoed to make a constraint for this PID, even though the overall budget costs would be slightly lower (between 3% and 8% based on 2018 budget estimates), for the following reasons:

- 1) The 2013 and 2016 papers to CMT as referenced above (and as related to the ITF approved business case) had considered re-lining of the existing tanks but rejected this option in favour of new above ground tanks.
- 2) The ITF blue lights framework from which contractors are selected for the project does not include this specialised area of work as an option from which to select.
- 3) As stated in the earlier approved papers 'The report concluded that remaining as we are is not an option and that above ground fully bunded tanks provide much better control in the event of failure or damage and the risks of leaks and environmental impacts are significantly reduced.'
- 4) The age of our existing fuel tanks range from 1938 at Preston Circus to 1996 at Uckfield and water contamination has occurred historically at Roedean (1957) and Eastbourne (1973) where tank has been 'off the run' since July 2019, and at Bexhill (1971) where tank has been 'off the run' since July 2018.

Please note that the proposal, as described in section 4.9 above, does retain the below ground fuel tank at Uckfield which was installed in 1996 (as double contained fibreglass not steel and with a class 2 leak detection wet system sensor connected) and remains within its intended 30-40 year lifespan.

The below ground fuel tank at Lewes (1972) is only retained as a station relocation is currently being considered.

#### 4.11 Scope, Impact and Interdependencies

The following assumptions were identified during the planning of the project:

That the brief formed from the project sponsor’s liaison with our Sussex Police colleagues has given us a suitable spread of ten bunkered fuel locations and relevant local and overall capacity (77,000 litres) of the new tanks to serve both our needs and theirs going forward over the next five years of our current Estates Strategy. That the ongoing ESFRS Operational Review does not make any recommendations that will significantly affect our portfolio of premises and the vehicles that use them. That the fleet of vehicles, both ESFRS and Sussex Police, will not make a transition to be powered by other sources of fuel such petrol, gas or electric and therefore reduce the need for so much bunkered liquid diesel fuel capacity. That the expensive dual dispensing facility proposed for Bohemia Road (£59,000 over the normal single dispensing cost) is a worthwhile provision as this new installation, including interceptor, at the accessible front of the premises is just to serve Sussex Police and would not be used by ESFRS. That the proposed Timeplan (Triscan) fuel management hardware & software will be suitable for our needs and will be continued to be used by Sussex Police. That planning applications are not required for the proposed works and that building regulations consent is only required for the Bohemia Road and Roedean projects. That our senior users (station managers) and their respective group managers support the goals of the project and are willing to, in most situations, sacrifice an existing car parking space to accommodate a new above ground fuel tank, together with affording access to our premise for our blue lights colleagues to use the new facilities. That the fuel stock at all premises will be run down before transition to the new facility.

#### 4.12 Dependencies

Dependency Description	Dependency Party	To / From	Type [External / Internal]	Milestone Date
External funding of at least £270,000 to support the collaborative elements of the project.	Integrated Fuel Transformation Board.	To date contract is signed for ESFRS works from when early budget split was agreed between blue light partners.	External	Required after completion of project and before end of 2019-20 financial year.
Fuel management hardware unit installation on dispensing equipment with wireless connectivity to web based access portal - yearly licensing	Triscan - Timeplan	To future continued operational use from date of installation and training.	External & Internal	New support contract decision required during first year of use.

Maintenance of fuel pump dispensing equipment after new warranties expire.	Maintenance contractor to be confirmed after 3 quotes obtained.	To future continued operational use from one year past date of installation.	External	New support contract decision required during first year of use.
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#### 4.13 Outline Plan / Timescales / Project Schedule

	Status	Task (as agreed Estates process)	Date Due	Responsibility
1	Ongoing	<b>Project Inception</b> (Stage 1 – Gateway 1 – Stage 2 – Gateway 2)	<b>July 2019</b>	<b>Adrian Turner</b>
2	Preparing	<b>Project Delivery</b> (Stage 3 – Gateway 3 – Stage 4)	<b>Aug – Dec 2019</b>	<b>Adrian Turner</b>
3	TBC	<b>Project Closure</b> (Gateway 4)	<b>Feb 2020</b>	<b>Adrian Turner</b>

#### 4.14 Resources and Cost Benefit Analysis with key assumptions (financial /non-financial)

Project Team	
<b>Name</b>	Estates Strategy Delivery Board or ITF Programme Board?
<b>Purpose</b>	The Project Board is ultimately accountable for the success and failure of the project. It is comprised of all key related project decision makers. They provide direction and support for the Estates Project Manager and give authorisation at all Gateway stages of the project.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Outline Business Case approval</li> <li>• Business Case approval</li> <li>• PID approval</li> <li>• Change Control Document approval where outside of PID tolerances</li> <li>• Gateway 1 – 4 approval during the life of the project</li> </ul>

Project Sponsor	
<b>Name</b>	Bill Brewster – Head of Engineering
<b>Purpose</b>	This role is the key link between the project manager and project team to the organisation's senior management. Although the Project Manager is the day to day manager of the project the Project Sponsor has the overall responsibility for the project.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Preparing the Outline Business Case for internal and external funding approval with Estates Manager and blue light collaboration partners for authorisation by senior managers (Gateway 1)</li> <li>• Preparing the Data Privacy/Equality/Environmental impact assessments</li> </ul>

	<p>with the Estates Manager and blue light collaboration partners</p> <ul style="list-style-type: none"> <li>• Preparing the brief for the Project Manager after coordination with blue lights collaboration partners</li> <li>• Approving all draft documentation prepared by the Project manager for SLT (project board) approval including PID</li> <li>• Preparing the Full Business Case with Estates Manager for authorisation by senior managers (Gateway 3)</li> <li>• Communication with our blue lights collaboration partners</li> </ul>
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<b>Senior Supplier – Estates and Project Manager</b>	
<b>Name</b>	Adrian Turner – Senior Estates Surveyor (with external resource support)
<b>Purpose</b>	The Senior Supplier – Estates & Project Manager is the person who has overall responsibility for the overall delivery of the project through all the project life cycle stages of initiation, planning, design, execution, monitoring, controlling and closure of the project. They are responsible for co-ordinating resources, managing the project team, ensuring risks, issues and exceptions are reported and managed, and are the central keystone of the project.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Overall control and management of the construction project at ESFRS premises</li> <li>• Providing and updating of standard Project Status reports and RAID logs to the Project Management Office for the duration of the project</li> <li>• Preparing the Project Initiation Document for authorisation by senior managers (Gateway 2) as a mandate, through external resource, to develop full design and costing ready for contract documentation</li> <li>• Acting as ‘client’ in the building contract and responsible for authorising variations (within agreed tolerances) through the external resource contract administrator BLB Surveyors</li> <li>• General liaison between stakeholders including senior users &amp; senior suppliers and other internal and external partners</li> <li>• Preparing the Project Closure report for authorisation by senior managers (Gateway 4) after a Lessons Learned meeting</li> </ul>

<b>Senior Supplier - Engineering</b>	
<b>Name</b>	Steve Brown – Engineering Development Manager (with Claire Harris as support)
<b>Purpose</b>	The Senior Supplier - Engineering supports the Project Sponsor with the project brief and also represents the end users of the equipment that the project will deliver.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Project delivery of the fuel management system through hardware ‘Sigma 750’ connected to the dispensing pump with web based software ‘Fuel Manager’ through preferred supplier Triscan Systems - Timeplan</li> <li>• Supply of information in development of new or revised working – operating systems – manual notes with senior users (and any required training exercises) in advance of the agreed ‘go live’ date(s) for each fuel site location</li> <li>• Agreement of maintenance regime for new equipment after 12 month</li> </ul>

	defect period through Estates term contracts (revenue) or by separate internal or external resource managed directly by Engineering
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<b>Senior Users - ESFRS</b>	
<b>Name</b>	All of the Station Managers where works are taking place
<b>Purpose</b>	The Senior User represents the end users of the equipment that the project will deliver. Their role is to ensure the Users agree the Acceptance Criteria and the end products meet that criteria. The Senior Users are represented on the Estates Strategy Board by their Group Managers in rotation.
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• Providing communication on the project at a local station wide level</li> <li>• Agreement to the proposed locations of the new equipment and to the methods of working for contractors during the delivery of the site works</li> </ul>

<b>Principle Designer &amp; Contract Administrator (external resource)</b>	
<b>Name</b>	Derek Raven – BLB Surveyors
<b>Purpose</b>	Key external construction (multi-disciplinary) professional services resource to facilitate project delivery of the required construction main contract covering the 12 site locations
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• All generally as ESFRS term contract appointment of multi-disciplinary consultant through the Orbis consultant framework including:</li> <li>• Site assessments at all locations during briefing with ESFRS client and providing full scope of works documentation</li> <li>• Collection and assimilation of all survey information including below ground drainage by Sweeptech as arranged by ESFRS client</li> <li>• Principle Designer including pre-construction phase planning under CDM 2015</li> <li>• Planning and Building Regulations applications as required as agent to ESFRS Estates client</li> <li>• Project general arrangement drawings and approval of contractors detailed drawings</li> <li>• Cost reports as required throughout the life of the project</li> <li>• Chair of pre-start meetings at all stations where work is to be carried out</li> <li>• Contract Administrator for the building contract from commencement to completion acting for ESFRS Estates client and for valuations and certifying stage payments to the main contractor</li> <li>• Checking of the Health &amp; Safety File for the project at completion handover as produced by main contractor</li> <li>• Contract Administrator for the building contract twelve month defect inspection and for certifying release of retention monies to main contractor</li> </ul>

<b>Principle Contractor (external resource)</b>	
<b>Name</b>	Steve Gain – Oil Tank Supplies (still to be confirmed by ITF Procurement) or alternatively Neil Haughton – PH Beck with OTS as a named sub-contractor.

<b>Purpose</b>	Key external specialist supplier of new equipment acting as main contractor or sub-contractor to lead the supply chain in the delivery of the new above ground replacement fuel tanks and dispensing equipment together with the decommissioning of existing facilities at agreed operational stations
<b>Key responsibilities</b>	<ul style="list-style-type: none"> <li>• All generally as Blue Lights ITF Fuel contractor framework</li> <li>• Principle Contractor including construction phase planning under CDM 2015</li> <li>• Management of all sub-contractors required for the works including site specific inductions of all operatives for ESFRS premises in accordance with current ESFRS 'Guidance for the Control of Contractors on Sites.'</li> <li>• Health &amp; Safety File for the project at completion handover</li> </ul>

#### 4.15 Financial Appraisal

To supply and install new above ground fuel tanks with new dispensing at 7 locations (Bohemia Road, Eastbourne, Hove, Preston Circus, Roedean, Rye, and Maresfield training centre) plus the supply and install of new dispensing only at 3 locations (Broad Oak, Uckfield, and Lewes) and the decommissioning of fuel facilities at 12 locations (those listed above plus Bexhill and The Ridge) once the new facilities are operational. To supply and install new below ground petrol/water interceptors at Bohemia Road and Roedean and connect to existing drainage systems. **£307,000**

Sub-contractor management fee for OTS. **£9,000**

Contingency Sum for the proposed site works. **£25,000**

**Contingency Sum for management fee for Principle Contractor PH Beck £6,000**

External consultant fee for the Principle Designer - BLB Surveyors. **£34,000**

Internal (capitalised) management fee for the ESFRS Estates team. **£19,000**

#### **TOTAL BUDGET CAPITAL INVESTMENT COST**

**£400,000**

To provide yearly maintenance and testing of all the new equipment at 10 locations. **£8,000**

To provide yearly testing of the existing retained below ground tanks at 2 locations. **£1,000**

To provide fuel management third party software support at 10 locations. **£3,000**

#### **TOTAL BUDGET ONGOING YEARLY REVENUE COST**

**£12,000**

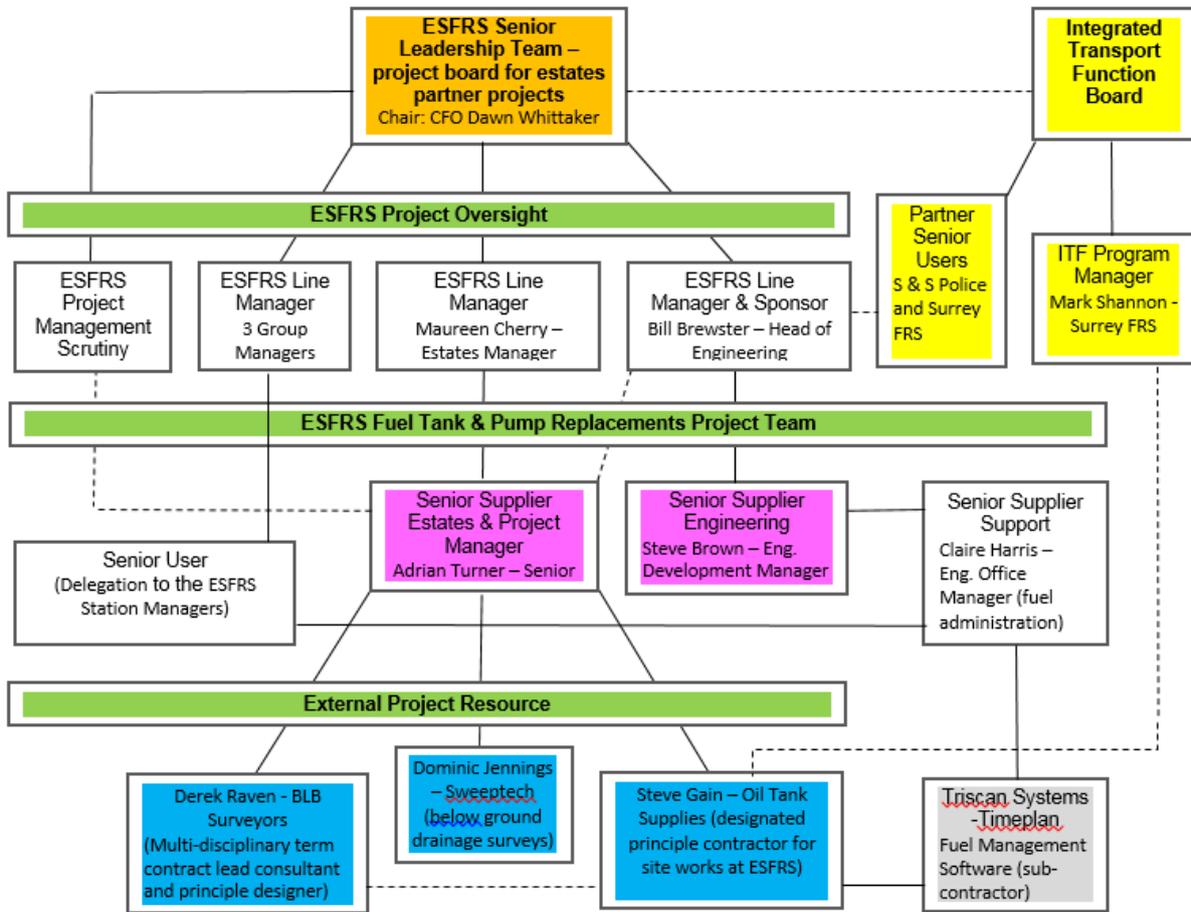
<b>Financial year</b>	<b>Project stage</b>	<b>Estates-Engineering expenses</b>	<b>Project capital expenses</b>	<b>Recurrent revenue expenses</b>
<b>Year 1</b>	Year 1 – Project Inception	£1,544.00	£0.00	£0.00

FY 2018 / 19				
<b>Year 2</b>	Year 2 – Project Delivery	£16,583.00	£361,950.00	£0.00
FY 2019 / 20				
<b>Year 3</b>	Year 3 – Project Closure	£873.00	£19,050.00	£0.00
FY 2020 / 21				
<b>Year 4</b>	Year 4 – Ongoing Charges	£0.00	£0.00	£12,000.00
FY 2021 / 22				
<b>Year 5</b>	Year 5 – Ongoing Charges	£0.00	£0.00	£12,000.00
FY 2022 / 23				

The original business case as approved by P&R Panel in July 2016 set out a total one off cost of £198,840 which was to be covered in full by the ITF Grant, with revenue costs for the first 3 years also covered by grant funding. The service has however continued to include funding of £220,000 for a pre-existing scheme for fuel tank replacement within its Capital Programme.

The budget above assumes that the costs of the project would be settled, as the project progresses, through our ESFRS capital budget which currently has a budget of £220,000 for financial year 2019 – 2020 but that there is also a supplementary central fund available to ESFRS of £270,000 being held by Surrey County Council for our part of the ITF blue lights collaboration. If this Paper is approved at these estimated costs then we would hope that the appropriate adjustments are made to the financial projections, including monies held over for payment of retentions at end of 12 month defects, as currently we are predicting a capital underspend (from the two combined funds) of £90,000 even without reducing the scope of works proposed at Bohemia Road, or seeking direct reimbursement from Sussex Police for the £59,000 extra costs to meet their needs there.

## 4.16 Project Governance



## 4.17 Progress Reporting

Report	Frequency	Author	Distribution
Project Status report	Monthly from Inception	Adrian Turner	Senior Supplier (sponsor)/Line Manager/PMO/Consultant Resource
Project RAID log	Monthly from Inception	Adrian Turner	Senior Supplier (sponsor)/Line Manager/PMO/Consultant Resource
Project Initiation Document	At Inception then for change control process during Delivery	Adrian Turner	SLT Project Board/Senior Supplier (sponsor)/Line Manager/PMO/Consultant Resource
Highlight report	Monthly during site works Delivery	Adrian Turner	Senior Supplier (sponsor)/Line Manager/PMO/Consultant Resource
Exception report	Monthly during site works Delivery	Adrian Turner	Senior User (sponsor)/Line Manager/PMO/Consultant Resource
Lesson Learned report	Once at Closure	Adrian Turner	Senior Supplier (sponsor)/Line Manager/PMO/Consultant Resource/Senior Users
Project Closure report	Once at Closure	Adrian Turner	SLT Project Board/Senior Supplier

			(sponsor)/Line Manager/PMO/Consultant Resource
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## 4.18 Risks

Risk	Date Identified	Date Reviewed	Description	Likelihood Certain - 4 Very likely - 3 Low - 2 Unlikely - 1	Impact Critical - 4 Serious - 3 Significant - 2 Minor - 1	Score (1-16)	↓ ↑	Action Required / Mitigation	Residual Risk Post Mitigation (4x4)			Owner	Status Open / Closed
									Likelihood	Impact	Risk score		
R1	06.10.18	08.02.19	That the existing completed ITF 'Blue Lights' procurement is not fit for our purposes.	2	3	6		To consider a timeline that includes possible new tender exercise and also the partial delivery of any required additional works by others.	1	1	1	AT/BB	Closed
R2	08.10.18	06.11.18	That the multi-disciplinary consultant tender is delayed and impacts on delivery timeline.	2	3	6		To consider project delivery using an existing framework consultant appointment.	1	1	1	AT	Closed
R3	06.11.18	08.02.19	That the updated 'business case' required to replace or re-line the fuel tanks with new dispensing is delayed or not approved.	2	2	4		To ensure that budget costs are updated when surveys are received and the PID written and presented to the project board to inform the updated business case.	1	1	1	AT/MC	Open
R4	10.12.18		That if a two phase project is approved, the delivery of the earlier and earlier site works does not impact the later programmed phase in time or budget.	3	2	6		To ensure that budget costs are regularly updated by the consultant and have suitable contingency sums to allow for unforeseen circumstances.	2	1	2	AT/MC	Open
R5	10.12.18	09.05.19	That the civil engineering costs for the new petrol interceptors required extend beyond the average cost of £15,350 in the tender submission by OTS from the ITF procurement.	3	3	9		To ensure that BLB benchmark these costs with other recently completed public sector projects to ensure best value is achieved. To allocate some funds from Estates general schemes budget for potential extra civil engineering costs for whilst on site circumstances.	2	2	4	AT/MC	Open
R6	14.01.19	08.02.19	That the project board reject the proposal for the above ground tank solutions (despite approval in original strategic partner's 2016 business case) and fuel supply continuity is compromised in a re-lining strategy of the retained existing below ground tanks.	2	3	6		To ensure that the costs of temporary tanks is added to the 're-lining' option cost appraisal and that designs for the above ground tank option consider continuity of access to current fuel supplies and dispensing.	2	1	2	AT/MC	Open

A risk is a foreseeable/potential problem/event that will impact on the ability to deliver your project's outcomes. This section should outline the risks to the overall delivery of the project for example: timelines, budget constraints, other known projects that have an impact, changes to legislation, single points of failure, etc. Also outline how those risks will be managed throughout the project. In addition, outline any high level or key risks that would arise by undertaking the project on the business / the organisation. These can be risks to existing processes, other projects, funds available, certain operations, business continuity, reputation risks, financial risks, etc. You can also outline risks of not undertaking the project. Make sure you highlight those separately.

NOTE: Risks outlined here should be risks to the overall Project Delivery not more detailed project workstream risks which will be identified during the delivery of the project.