

EAST SUSSEX FIRE AUTHORITY

Panel Policy and Resources Panel

Date 31 October 2019

Title of Report Estates Strategy Delivery Model Review

By Assistant Director Resources / Treasurer

Lead Officer Maureen Cherry – Interim Estates Manager

Background Papers SLT 24-04-2019 Item 9 – Estates Service Delivery Model
ESFRS Estates Strategy & appendices

Appendices Appendix 1 – Full Business Case – Estates Strategy
Delivery Model Project

Implications (please tick ✓ and attach to report)

CORPORATE RISK	✓	LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL	✓	POLITICAL	
HEALTH & SAFETY	✓	OTHER (please specify)	
HUMAN RESOURCES	✓	CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT To outline the challenges faced with regards to the delivery of the Estates Strategy, and;

To provide recommendations with regards to, revised Estates Strategy Delivery models.

EXECUTIVE SUMMARY With the recent approval of the East Sussex Fire & Rescue Service (ESFRS) Estates Strategy 2018 – 2026 the Service needs to make a step change in how estates services are delivered to support the implementation of the Estates Strategy and to meet the KPIs outlined in the Action Plan.

The current estates function has been traditionally geared towards reactive works and delivery of minor planned improvements and as such there are a number of challenges facing the Service as the team starts to mobilise to deliver the totality of the strategy.

Therefore, to deliver the strategy and meet the stated KPIs the Estates Team will need to redefine their existing delivery model and look to partners to bridge the necessary skill, resilience and agility gaps that currently exist.

The report recommends that the Service enters into a collaboration with Surrey & Sussex Police for the delivery of Estates and Facilities Management Services.

RECOMMENDATION

The Panel is asked to:

- 1. Approve that ESFRS enter into formal agreement with Sussex Police & Surrey Police to agree collaboration of the Estates and Facilities services.**
 - 2. Delegate authority for the AD Resources / Treasurer in consultation with the Deputy Monitoring Officer & the Chair of the Estates Strategy Delivery Board to put in place the necessary arrangements to establish the collaboration.**
 - 3. Note that, in accordance with East Sussex Fire Authority Contract Standing Orders (CSOs) 7.2, the Treasurer, after consultation with the Monitoring Officer, Procurement Manager and the relevant Member, has approved a waiver of CSO13.7-13.8 with regard to the provision of Estates & Facilities Management Services by Surrey & Sussex Police.**
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1. INTRODUCTION

- 1.1 The East Sussex Fire and Rescue Service Estates Strategy 2018-26 was approved by the Fire Authority in February 2019. This strategy marks a new chapter in the way Estates and Facilities services will be delivered across the estate.
- 1.2 The Estate is at the heart of everything ESFRS do and as such it is strategically important for the service to have a sustainable estates and facilities delivery model that is professional, scalable and cost effective. This will ensure the Estates strategy is delivered and the KPIs contained within the supporting action plan are also delivered
- 1.3 This paper builds on the Outline Business Case submitted to SLT in April 2019 recommending a collaborative arrangement with Surrey & Sussex Police for Estates and Facilities management Services.

2. STRATEGIC CONTEXT

- 2.1 Estates Strategy Delivery Model Review project, is guided fundamentally by The Policing and Crime Act 2017, which includes within it, a provision to facilitate collaboration in order to improve the efficiency and effectiveness through closer collaboration of the emergency services. It is also included in key commitments made to the Fire Authority by the Service
 - a) to review all ESFRS support services
 - b) to look to public / public partnerships to achieve efficiencies across the Service, especially with regard to sharing of the estate
 - c) to reduce revenue running costs across the estate over the period of the Estates Strategy by 15-25% per annum (£360k - £600k)

3. CURRENT CHALLENGES

- 3.1 As outlined in Appendix 1 – Outline Business Case – Estates Strategy Delivery Model, there are a number of key challenges facing ESFRS in delivering the Estates Strategy and the KPIs outlined in the supporting action plan.
- 3.2 Given the challenges, it is felt that there is significant opportunity to enhance and improve estates and facilities services to ESFRS by initiating and delivering the project to review the current delivery model.

4. RISK

- 4.1 There are two major risks if the Service do not enter into the collaboration agreement.
 - a) The Service will not be able to deliver the ambitious programme set out in its estates strategy, neither delivering the fit for purpose modern buildings the service needs, nor the significant targeted savings associated with the ongoing management of the estate.

- b) Necessary improvements in Health and Safety arrangements with regards to estates, primarily, managing contractors on site and statutory compliance will be more challenging to achieve

The skills, existing resource and expertise within Sussex Police are critical to the delivery of the Health and Safety action plan.

5. SERVICE DELIVERY MODEL REVIEW & PREFERRED APPROACH

- 5.1 The proposed approach to estates delivery is via a partnership with Sussex Police & Surrey Police.
- 5.2 This proposal is based on the current successful informal partnership arrangements with Sussex Police and the wide range of benefits that a more comprehensive partnership approach can deliver to ESFRS and to Sussex Police & Surrey Police.
- 5.3 The key elements of the project will be:
 - a) Define robust and accountable governance arrangements
 - b) Define membership and terms of reference for a project delivery board
 - c) Define the proposed operating model
 - d) Identify possible staff implications with HR
 - e) Define a formal implementation plan
 - f) Define the proposed cost model
 - g) Assess the ongoing strategic management role of the Estates Manager post and define how this will be provided over the period of the strategy and beyond
 - h) Develop an Inter Authority Agreement for approval

6. FINANCIAL IMPLICATIONS

- 6.1 The Day 1 cost can be met from the existing Estates budget. The collaboration is key to achieving the targeted saving of 15-25% of the Estates Revenue budget set out in the Estates Strategy.

7. CONCLUSION & RECOMMENDATION

- 7.1 The Fire Authority considers the need for the existing Estates and Facilities service to be enhanced in order to achieve the aims of the new Estates Strategy 2018-26.
- 7.2 The Authority agrees the proposal to enter into a formal collaboration agreement with Sussex Police and Surrey Police Estates and Facilities Dept who have the available skills, experience and capacity to assist the Service in delivery of the Estates Strategy.