



East Sussex
Fire & Rescue Service

Estates Strategy Delivery Model Review

Full Business Case

Sept 2019

[V0.2]

Prepared by: Maureen Cherry

Title: Interim Estates Manager

Business area: Estates & Facilities

1. Document Details

1.1 Document Location

The source of the document will be found on:

1.2 Revision History

Revision date	Previous revision date	Summary of Changes	Changes marked	Author
9/06/19		First issue		M Cherry
12/09/2019		Final for SLT		D Savage
24/09/2019		Revisions post SLT		M Mherry

1.3 Approvals

This document requires the following approvals.

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

Note that a manager signature is required before PMO approval.

Note that PMO approval is required before SLT approval.

Line Manager Name	Signature	Role	Date of Issue	Version
D Savage		Assistant Director Resources / Treasurer		1

Governance	Approval Y/N	Date Approved	Version	Comments / Recommendations
PMO	N/A			
SLT	Y	18/9/2019		Minor amendments requested reflected in revision as of 24/9/2019

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:

Estates Strategy Delivery Model Review

4.2 Executive Summary

With the recent approval of the ESFRS Estates Strategy 2018 – 2025, 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 service challenges facing the estates team as it starts to mobilise to deliver the totality of the strategy.

Therefore in order to deliver the strategy and meet the stated KPIs, the Service will need to redefine its existing delivery model and look to partners to bridge the necessary skills, resilience and agility gaps that currently exist

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. Also key commitments made to the Fire Authority by the Service are:

- a) The Service committed to the Fire Authority to review all ESFRS support services
- b) The commitment by the Fire Authority to look to public / public partners to achieve efficiencies across the Service, especially with regard to sharing of the estate
- c) Commitment to the Fire Authority, via the Estates Strategy, to reduce revenue running costs across the estate over the period of the Estates Strategy by 15-25% per annum (£360k - £600k)

In April 2019, SLT agreed that the preferred delivery model, as recommended in the outline business case paper, was a formal partnership with Sussex Police & Surrey Police.

4.3 Overview of Project

To agree the definition of the project, as set out in the outline business case is;

To ultimately deliver an operating model robust enough to deliver the Estates Strategy with the key activities outlined below

- 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

4.4 Background to the Project

The East Sussex Fire and Rescue Service Estates Strategy was approved by the Fire Authority on 14th February 2019. The strategy marks a new chapter in the way Estates and Facilities services will be delivered across the estate.

The Estate is at the heart of everything ESFRS does 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 and its associated KPIs contained within the supporting action plan are delivered

In April 2019, SLT agreed the recommendations set out in the Outline Business Case (Item 9) to progress a Full Business Case with a view, post approval, to a formal partnership with Sussex Police and Surrey Police on estates & facilities activities to deliver significant operational benefit and value for money.

This approach is based on the current challenges facing ESFRS, both on day to day estates & facilities matters, and with regard to the ability to deliver the Estates Strategy and achieve the KPIs outlined in the supporting action plan

The current Estates and Facilities delivery model is highly focused on day to day delivery and provides an excellent reactive and relatively cost effective estates provision to the Service.

The key challenges are with regard to;

a) Strategic Estates Management

Following the resignation and departure of the Estates Manager in October 2018, ESFRS entered into a 6-9 month secondment proposal with Sussex Police to provide both the strategic management required to develop and gain approval for the estates strategy and oversee the day to day management of the department

This secondment agreement has been extended and now ends in October 2019

b) Estates Department Agility

The current department structure has traditionally been focused on day to day delivery of reactive maintenance and small planned upgrade projects with limited ability to mobilise to deliver a larger volume of project workload.

Although further resource has been approved (it is anticipated that they will be in post mid / late summer) there is still limited resilience to react to property opportunities that may present via OPE partnership discussions and, unfortunately at the lowest level, accommodate department leave commitments whilst maintaining the necessary momentum on projects

c) Estates Management

As we enter into an environment where we look to, in line with Estates Strategy KPIs, increase revenue income through public sector partnership property initiatives and / or by looking to the external private sector, where appropriate, it is becoming increasingly

important to have access to an internal intelligent client function with regard to specialist advice on lease, license and land matters

d) Facilities Management

ESFRS has, traditionally bought in facilities management services, cleaning services & waste management services through East Sussex County Council.

ESCC has recently re-let these contracts in a way that has meant that ESFRS can no longer avail of the services and we are in the process of retendering the delivery elements of the contract only, leaving a void in terms of strategic facilities management and day to day and contract management. The current provision of FM services is also fragmented across the service. It does not have a resilient helpdesk function and does not provide the benefits of a total FM approach.

e) Statutory compliance

The service, as outlined in the recent Estates Health and Safety paper to SLT, are exposed to both statutory compliance and Health & Safety management risk with regard to the built estate.

SLT has approved an additional role, seconded from Sussex Police on a 12 month fixed term basis. This role will focus on the implementation of a revised management system, but there needs to be ongoing monitoring and management to meet our legislative compliance obligations.

f) Management information

The quality and availability of property related data is extremely poor due to the current fragmented and highly reactive approach to the delivery of estates and facilities management services.

Robust data is a key management tool to inform strategic decisions and facilitate the delivery of the KPIs stated within the Estates Strategy.

4.5 Service / Business Expected Outcome and Benefits

Given the challenges outlined above, 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.

It is anticipated that there will be significant benefit to ESFRS

These benefits include

- Delivery of revenue cost savings as per the commitments within the Estates Strategy
- Enhanced and improved service delivery across the range of Estates services currently provided to the ESFRS property portfolio
- Increased resourcing resilience across the department enabling more agility with regard to service delivery

The overriding benefit however, is the ability to deliver on ESFRS defined strategic objectives set out within the Estates Strategy to;

- Provide facilities that are fit for purpose and meet future business needs with the

flexibility and agility to deliver on the Impact of the Integrated Risk Management Plan (IRMP) including growth - Ensure the estate supports operational delivery and effectiveness in line with IRMP

- Provide facilities that are fit for purpose and meet future business needs with the flexibility and agility to deliver the Fire Station of the future - Provide a flexible and efficient workplace with consideration given to a safe working environment, delivering welfare requirements which support changing working practices.

- Ensure effective use of our estate through;
 - Sustainability - Ensure long term value for money promoting energy efficiency and ensuring minimal environmental impact
 - Income generation - Achieve an overall reduction in estate costs by looking at ways to maximise rental income whilst also protecting and promoting future inherent estate values

 - Reducing revenue costs - Address backlog maintenance issues and improve the condition of the property portfolio

 - Collaboration with partners - Support collaboration with other blue light service providers and the wider public estate where this will improve our operational performance or the services we provide

 - Community use - Be a sustainable, environmental & safe estate for all our occupants, visitors and members of the general public that supports equality and engages with the community

 - Smarter working - Reflect the needs of supporting IT and other supporting strategies

4.6 Expected Dis-benefits

Any redefinition of service delivery will impact on staff. There will need to be careful consideration given to the impact of change on staff with, for a period of time, input and support from the HR team.

As there will be no impact on the terms and conditions of the ESFRS Estates & Facilities team. It is envisaged that this support will be light touch.

4.7 Options Appraisal and Proposed Solutions

The outline business case agreed by SLT in April 2019 outlined the three basic service delivery models available to ESFRS

- In- house delivery
- Public Sector partnership
- Private sector partnership

These delivery models are outlined in more detail below

In-house delivery model

A large number of public sector bodies have a multi-disciplinary in-house estates team, often supported by external consultants to deliver the estates needs of the organisation.

Although this delivery model is tried and tested, it does have its flaws.

The model supposes that sufficient in-house resource, with suitable skill set, are in place to cover the wide range of services delivered, and disciplines required, of an agile modern estates function.

This leads to a large, cumbersome, in house team and a situation where the organisation has little or no ability to 'flex' as the resource profile as service delivery needs change.

The in-house delivery model works best in larger organisations where the flex and resilience can be managed and resource redistributed as required.

Given that ESFRS are relatively small, to fully resource an in house team would not be cost effective and could leave the Service exposed on completion of Estates Strategy works when the level of resource required in-house reduces.

Public Sector Partnerships

The Public Sector, primarily due to the financial challenges it faces, is now acting more commercially and the trend, as mapped by the Local Government Association who reported in 2017 that there were 464 shared service arrangements between Councils. These partnerships deliver over £640m of efficiency. Within Estates, this trend has been driven and enabled by the One Public Estates (OPE) programme, which seeks to drive value out of the public estates through collaboration with seedcorn funding from central government. Locally this has been facilitated through SPACES and the Greater Brighton Partnership.

A recent survey by the independent think tank Localis, of 150 key local government areas showed that

- 94% of councils currently share service with another Council
- 62% run joint ventures with neighbouring Councils
- 91% use land assets entrepreneurially to drive down partner costs

A RICS Insight Paper 2017 – “Shared Property Services in the Public Sector: a future of collaboration?” summarises that recent legislation has paved the way for more imaginative ventures to be created within the local public sector, and that partnerships that deliver shared services are ‘here to stay’

With the backdrop of the trend in the sector it is, as the Estates Department starts to mobilise to deliver the Estates Strategy, ESFRS should consider opportunities to develop a shared property service delivery model with a local partner

There are a number of local government and public sector bodies operating within the geographical footprint of East Sussex, several of which have, or have had, formal or informal partnership arrangements with ESFRS

a) East Sussex County Council, Brighton & Hove City Council & Surrey County Council

The three Councils deliver their full property services requirement collaboratively via the

Orbis Partnership. This is a cross council in-house shared support service function which includes a property function delivering the full range of property services supplemented by procured specialist external consultants

ESFRS have contracted with the Orbis for the delivery of facilities management services, primarily cleaning, and capital project delivery

This is however less of a partnership and more of a service, purchased from & provided by the Orbis.

To enter into a full partnership with Orbis, ESFRS would need to enter into an Inter Authority Agreement with the three existing partners

- + This is a tried and tested model and it works for the existing partners
- + The scale of the partnership ensures that the correct range of skill sets are available
- + ESFRS have used the property services of Orbis in the past with positive outcomes
- + The Inter Authority Agreement already exists and it would be relatively easy & straight forward for ESFRS to join

- There is no current estates relationship with the Orbis
- Physical co-location to provide day to day resilience for ESFRS would be difficult
- OPE co-location opportunities are limited, therefore a shared estates function is of no real benefit to ESFRS

It should be noted that in May 2019 the property arm of Orbis dissolved its partnership with the 3 councils choosing to go their own way

b) Sussex Police

ESFRS & Sussex Police are co-located at the HQ building in Lewes and already share accommodation, and are planning to share a number of key locations throughout the County but also, due to the co-location have successfully worked together, via secondment arrangements, to deliver a range of property and other business services

The Sussex Police estates operating model is based on a skills based intelligent client model, ensuring the correct level of on the ground support within the key estates delivery lines, supplemented by procured specialist external consultants

- + The current secondment arrangement for the Estates Manager from Sussex Police for the last 8 months has worked successfully and has identified opportunities at a strategic level for joint property initiatives
- + Sussex Police have a large in-house estates team providing a wide range of estates skill sets that currently do not exist in ESFRS, and, given the current HQ co-location, this resource is directly available. This is soon to be further enhanced as Sussex Police and Surrey Police Estates teams are now amalgamated.
- + There is an opportunity to influence the emerging structure the Sussex / Surrey Estates team, should this be the preferred option, blending the delivery model with ESFRS and ensuring the correct skill sets exist
- + Enhanced opportunities for joint procurement of goods and services in order to deliver cost savings
- + The co-location facilitates the consolidation of back office functions such as the helpdesk, post & courier services leading to economies of scale in terms of resourcing

- + As ESFRS and Sussex Police identify OPE opportunities, there will be a greater proportion of the ESFRS estate that is shared with Sussex Police meaning a partnership approach to service delivery is beneficial to both partners.
- + HQ provides the opportunity to physically co-locate the teams to provide the day to day resilience necessary to deliver an agile estates service
- An inter authority agreement would need to be developed and agreed
- A cost model needs to be agreed, but, should be more beneficial, given the positives above, than working with other partners
- Some level of ESFRS autonomy would need to be maintained to ensure that strategic proposals are assessed independently of the partnership, and an appropriate governance model will need to be developed

c) NHS

The NHS have a large estates team base within Sussex, with an operating model similar to Orbis & Sussex Police

- + The scale of the estate ensures that the correct range of skill sets are available within the team to deliver the wide range of services necessary
- There is no current estates relationship with the NHS
- Physical co-location to provide day to day resilience for ESFRS would be difficult
- OPE co-location opportunities are limited, therefore a shared estates function is of no real benefit to ESFRS

d) Other opportunities

Partnerships could be developed with other public bodies within East Sussex, for example SECAMB & Lewes District Council but their teams are small, with a similar delivery model to the current arrangements within ESFRS and it is felt that there would be no real benefit in terms of skill set or resilience to ESFRS

Private Sector Partnerships

Outside of the public sector, a private partnership arrangements are also available to the Service. South Yorkshire Fire & Rescue & Kent Fire & Rescue have partnered successfully with Gen2 a private property consultancy company. Their stated vision is to be “the trusted property services advisor of choice to public sector clients in the South East”

Gen 2 are a private sector multi-disciplinary consultancy firm that provides the full range of estates services to a number of public sector bodies

ESFRS could buy into a partnership with Gen 2 or a similar provider, to deliver a specified range of estates services

- + ESFRS can choose which services to avail of and for how long. This facilitates the streamlining of resource, effectively turning the ‘tap’ on or off dependent on workload and delivery pressures
- + Partnering with a commercial private sector partner gives direct access to current knowledge on legislation and new ways of working

- The operating model relies on a partnership approach to the delivery of consultancy services and will not supplement the day to day resource or resilience needs of ESFRS
- Physical co-location to provide day to day resilience for ESFRS would be difficult
- The cost of the partnership may be higher than with a public sector partner

PREFERRED APPROACH

The preferred approach to estates delivery was identified as a partnership with Sussex Police & Surrey Police based on the current successful 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.

In April 2019, SLT agreed the recommendations set out in the Outline Business Case (Item 9) to progress a Full Business Case with a view, post approval, to a formal partnership with Sussex Police and Surrey Police on estates & facilities activities to deliver significant operational benefit and value for money.

4.8 Key Activities

The outline business case defined a number of key activities requiring further investigation and definition

a) Define robust and accountable governance arrangements during mobilization and post completion

Project governance arrangements fall into two key categories

1) Project mobilization governance arrangements whilst delivering the project

See section b) below – it is proposed that a Project Partnership Team be set up to manage the transition, chaired by the Assistant Director Resources / Treasurer, this Team will report into the existing Estates Strategy Delivery Board on a quarterly basis

Membership and terms of reference for a Project Partnership Team

- Duncan Savage – Assistant Director Resources / Treasurer ESFRS – Chair / Project Owner
- Vaughan Williams – Service Director, Estates & Facilities Sussex & Surrey Police
- Maureen Cherry – Head of Estates, Sussex Police – Project Manager
- Warren Tricker – Finance Manager, ESFRS
- Nigel Cusack – Senior Customer Rep, ESFRS
- Emma Celik – HR ESFRS
- Communications representative as required

The Team will meet on a monthly basis during the project

- 2) Post-completion ongoing governance arrangements to ensure the best interests of the Authority are upheld at all time
 - High level Reporting
 - Annual review of performance to SLT and Scrutiny & Audit Panel.
 - Project Performance Meeting
 - Quarterly, as part of the Estates Strategy Delivery Board
 - General performance meeting
 - Monthly meetings with Assistant Director Resources / Treasurer ESFRS / Head of Estates / Head of Compliance / Head of Facilities

- 3) Ongoing throughout the length of the collaboration, robust KPIs will be monitored monthly, reported quarterly to Estates Strategy Delivery Board & reported to Members yearly
 KPIs will be defined during the mobilization stage and will be approved by Estates Strategy Delivery Board

b) Define the proposed operating model

The Estates Strategy delivery operating model and supporting structure proposes three fundamental underpinning principles

- 1) The new, joint Head of Estates for Surrey & Sussex Police will have a dual reporting line and will be part funded by ESFRS to maintain accountability to the Authority and also, impartiality, when dealing with cross organisational strategic or tactical matters

They will also report directly to the Assistant Director Resources / Treasurer on all ESFRS estates and facilities performance matters and will hold full responsibility for the delivery of the Estates Strategy and supporting action plan KPIs to ESFRS, utilising the resource within the existing ESFRS team or via the wider partner team. The Estates Strategy Delivery Board will retain its responsibility for oversight of the delivery of the Estates Strategy and the projects within the Capital Strategy.

- 2) The Authority will seek external professional due diligence advice, where there is believed to be a significant conflict of interest, for example through our existing valuers Fludes Commercial

The Assistant Director Resources / Treasurer will maintain responsibility for oversight of need

- 3) The existing ESFRS Estates & Facilities team will remain under the employ of ESFRS with no changes to terms & conditions - consideration will be given to opportunities to integrate teams over time this may include the secondment of ESFRS staff into Sussex police.

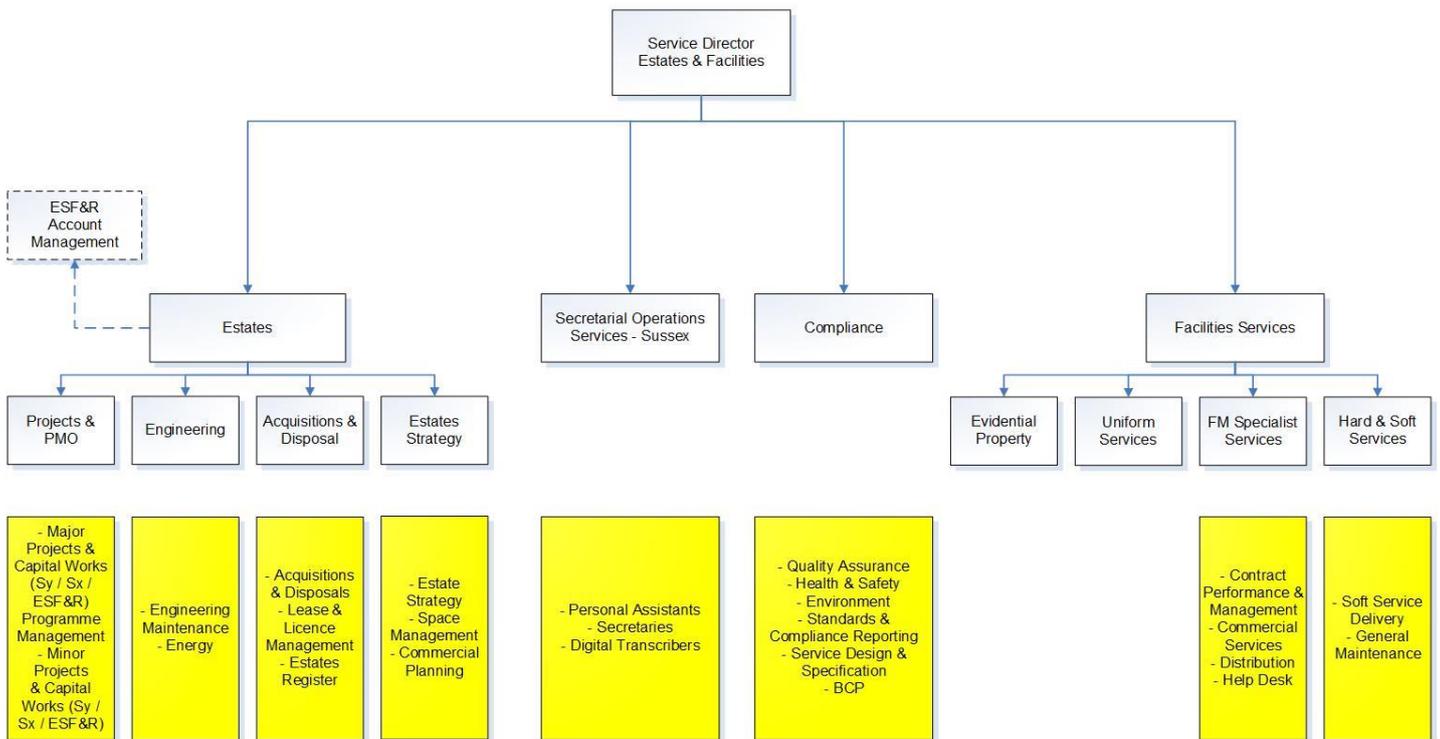
- 4) It is expected that a Service Level Agreement (SLA) is developed and Key Performance Indicators (KPI's) are identified and put in place, as part of a regular and robust performance reporting process.

- 5) A full Equality Impact Assessment will be completed and ahead of the mobilization phase of the project

The proposed Estates Structure organigram is outlined below

Note: Services will be delivered for ESFRS via other teams reporting to the Service Director, Estates & Facilities for Sussex & Surrey Police but the Head of Estates & Projects role is accountable for the delivery of the full Estates and Facilities service to ESFRS regardless of which team in the wider structure supports the delivery. Delivery of all services will be in accordance with a Service Level Agreement.

Commercial & Finance Services
Estates
Proposed Service Structure



c) Identify possible staff implications with HR

Meetings with HR have determined that there will be no impact to staff as existing terms and conditions will not be changed

Existing Estates & Facilities staff have been briefed on the proposal, the outline business case was circulated to the team and discussed at the team meeting in June attended by the Assistant Director Resources / Treasurer

It is proposed that consideration is given to the integration of the SSO roles currently managed within the Procurement Team into the Estates and FM function

Further staff consultation sessions are planned to address and alleviate concerns

d) Possible Services

An outline of potential additional services that could be provided through this agreement in future is included below.

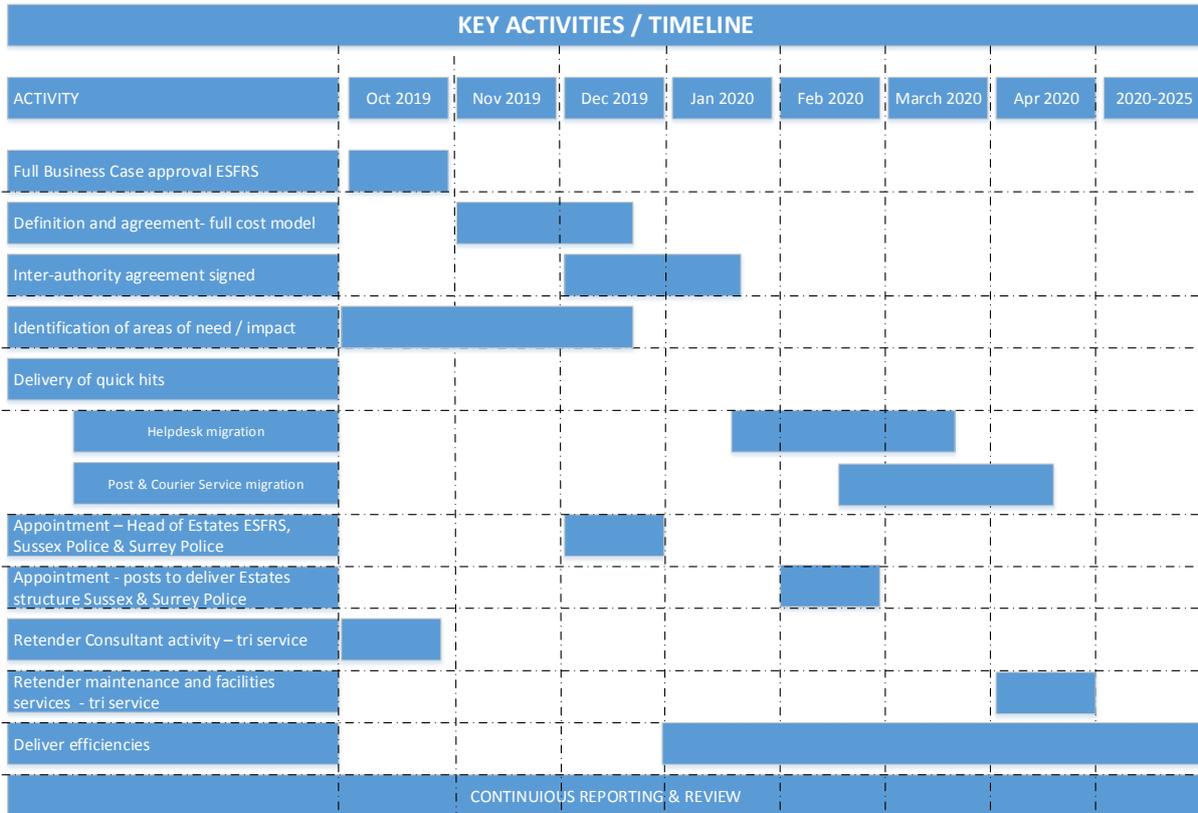
Estates & Facilities Key Services	
Cleaning & Waste	General cleaning incl. disposables and consumables
	Window cleaning
	General & environmental waste
	Hazardous waste & licences incl. WEEE, clinical, cytotoxic
Facilities Services	Catering & vending
	Contract management
	Grounds maintenance incl. gardening, snow clearance, gritting, internal planting
	General Facilities administration incl. purchase orders, recharging, performing rights licences, TV licences, lost property
	General building support services incl. dust control matting, feminine hygiene, first aid box management, furniture disposal, glazing, locker management, locks & keys, signage, laundry, room configuration, glazing, first aid box management, pest control
	Helpdesk services
	Parking management
	Reception services
	Stationery incl. print, paper, copier consumables
	Travel management
	Uniform management incl. tailoring
Security Services	Access control administration
	General security services inc. CCTV, intruder alarms, locking and unlocking
	Staff guarding
Distribution Services	Goods inwards / outwards
	Mail services inc. internal deliveries, inter-building services, franking, fulfilment
Emergency Planning	Business continuity planning inc. emergency call outs
	Emergency evacuation planning
Estates Services	Asbestos management
	Environmental, energy & carbon management
	Estates database (Land Terrier), leases & licences
	General Estates administration inc. building & M&E surveys, business rates, fire risk assessments, H&S surveys, permits to work, access permits

	General Estates services inc. lightening protection, fuel tank management, building management systems, radio mast management
	Legionella & portable water management
	Project management
	Property rentals management, external lets, rent negotiations, property valuation management
	Refurbishments & new builds
	Site acquisitions & disposals
	Space management & utilisation incl. CAD planning, office moves / churn
	Statutory, planned and reactive maintenance inc. 5 year maintenance plan
Secretarial Services	General secretarial & administrative support
	Specialist secretarial support incl. audio transcription, public contact and event management

It is anticipated that costs would be charged on a cost recovery basis and where appropriate this could include an appropriate direct management overhead.

e) Define a formal implementation plan

It is proposed to have a phased implementation linking resourcing needs to the key term contract renewal dates



f) Define the proposed cost model

The indicative staff costs for day 1 will be in the region of:

- **Head of Estates** – 20% FTE / approx. £20,000 p.a.
(inc. legal oversight, project oversight, asbestos, fire, H&S surveys, annual building condition surveys, B.M.S and energy management oversight, OPE shared spaces projects.)
- **Head of Compliance** – 5% FTE – approx. £5,000 p.a.
(inc. TQM, H&S compliance and audit recording, performance benchmarking, training and development monitoring, arranging training sessions, new bulletin preparation and issue.)
- **Facilities Services Manager** – 5% FTE / approx. £3,000 p.a.
(incl. management of onsite Facilities support staff)
- **Outsourced contract management** – 5% FTE – approx. £3,000 p.a.
(incl. specifications, tendering, assessments, appointment of outsourced contracts and associated performance of SLA / KPI requirements)
- **Onsite Facilities Support** – 50% FTE – approx. £20,000
(incl. on-site contractor management, permits to work, escorting, H&S inspections, fire audits and inspections, contractor performance audits and scorecards.)
- **Help Desk** – 1% of total costs of service provision – approx. £5,000 p.a.
(incl. receiving service calls, recording, forwarding and monitoring associated works across all service delivery streams, booking meetings and pool cars.)

This day 1 cost can be funded from the existing budget for the Estates Manager post leaving a balance which will fund the proportion of the cost of the Major Capital Projects Manager post relating to staff management (the balance of this post will be recharged to the capital projects it manages).

The full costing model is yet to be determined and agreed, but will follow a cost recovery approach

The key to the costs model will be

- Its ease of administration
- Its simplicity
- Its transparency

The Assistant Director Treasurer / Resources will, with Service Director, Estates & Facilities, agree a reasonable and sector based percentage / level.

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

It is proposed that the current secondment agreement be extended until end October 2019 until formal appointment of the proposed Head of Estates, ESFRS, Sussex Police and Surrey Police is approved in October 2019. It is intended that appointment to this role will be made jointly across Surrey and Sussex Police and ESFRS.

The new structure and full operating model will go live post this appointment

h) Develop an Inter Authority Agreement for approval

Post approval of the business case it is proposed that ESFRS, Sussex Police & Surrey Police appoint a joint external advisor to develop a collaboration agreement using the principles contained in BS11000 (British national standard on structured collaboration). This represents an evolution in how partnering can be managed. The standard advocates sharing visions and resources and has a particular focus on approaches and mechanisms that can create efficiency and effective delivery.

Legal advice will be sought on the form of the agreement and to confirm compliance with EU Procurement regulations

4.9 Impact and Interdependencies

The project has an interdependency with the Sussex & Surrey Police Estates and Facilities restructure

This restructure will seek to appoint a Head of Estates for the three blue light partners and it will be this appointee that will take the accountability for ESFRS Estates & Facilities service delivery

Approval for this appointment is targeted for October 2019

4.10 Identified Efficiencies & Savings

The operating model, will, initially not deliver any savings or efficiencies to the Authority on the current staffing and revenue cost base, but over a 3-5 year period it is envisaged that there will be significant opportunity and benefit through:-

- Consolidation of term contract activity – leveraging economies of scale and reducing resource required to manage a multitude of external maintenance suppliers
- Consolidation of helpdesk activity giving the opportunity to package contractor workload geographically across the partner organisations reducing contractor overheads and delivering an ongoing revenue savings
- Ability to proactively identify and leverage property synergies to the benefit of the partners delivering cost savings, commercial opportunities and increased income generation for the partners
- The Project Management Office actively managing departmental activity to ensure that projects are delivered in a consistent and cost effective manner e.g. consolidation of project and maintenance activity to derive economies of scale and reduction in contract preliminaries (contractor on costs relating to site management)
- Ongoing staffing efficiencies driven through best practice
- Implementation of robust reporting performance mechanisms, processes and procedures across the partner organisations to ensure efficient use of partner resources
- Opportunities will be taken as they arise to integrate staffing structures e.g. as ESFRS posts become vacant or opportunities arise with Surrey / Sussex Police.

4.11 Accountability and Measurability

The accountability for delivery of the project sits with the Assistant Director Resources / Treasurer as the Project Sponsor, reporting through to Estates Strategy Delivery Board and SLT

Final approval will be required by Fire Authority and the Executive Director, Commercial & Finance Services and Service Director, Regional & Financial Development

4.12 Progress Reporting

Implementation of the project will be reported to the project board as defined in section 4.8

Post implementation reporting on performance and efficiencies & savings derived will be reported on quarterly at the Estates Strategy Delivery Board and onwards to SLT

4.13 Risks

The major risk is that without a change of service delivery model, 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.

A key risk related to the project is the definition of 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 by end October 2019

Should a partnership with Sussex Police & Surrey Police not be the preferred approach to delivery of the Estates Strategy there is significant risk to the Service, as, the existing secondment arrangements in place to deliver the Estates Manager ends October 2019.

A risk log will be developed as part of the project.