



Department for
Communities and
Local Government

Future Control Room Services Scheme

Summary 'national picture' of fire and rescue authority improvement plans – March 2014 update

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Summary ‘national picture’ of fire and rescue authority improvement plans – March 2014 update

Document purpose

1. Much has been made of the failings of the previous Administration’s FiReControl project. The approach taken now – supporting locally determined and delivered control room improvements – builds on the findings of a number of studies into what went wrong and, most importantly, acts on the views fire and rescue authorities and others expressed in response to the Department for Communities and Local Government’s consultation on future arrangements.
2. It is six months since the Department published the last update of the Future Control Room Services Scheme¹. Based on updated information supplied by fire and rescue authorities, this document provides a high-level national summary of the improvements being delivered by each project, timescales, projected savings and any additional benefits the project partnerships have subsequently identified.

Background and context

3. Following the closure of the previous Administration’s FiReControl project in December 2010, the Department consulted on the future of fire and rescue control services in January 2011. The overwhelming response to the consultation was that improvements to control rooms remained important, and that locally determined solutions, with central Government support, were the preferred way forward.
4. To deliver these, Government made £81 million available for local improvements – up to £1.8 million for each English fire and rescue authority (the individual fire and rescue authorities are listed at **Annex A**). The purpose of the grant was to help fire and rescue authorities improve the efficiency and strengthen the resilience of their local control services, and their ability to interoperate with each other and with other emergency services, thereby strengthening resilience at all levels. Additional funding of £1.8 million was made available to secure interoperability benefits, bringing total funding available to £82.8 million.
5. 23 bids were received from 44 of the 46 fire and rescue authorities in England, including 15 bids from partnerships of more than one fire and rescue authority.

¹ <https://www.gov.uk/government/publications/future-control-room-services-scheme-summary-national-picture-of-fire-and-rescue-authority-improvement-plans>

The bids were assessed against clear criteria for technical functionality, interoperability and resilience, efficiency and value for money. This document takes all the bids into account as well as the improvements being undertaken by London Fire Brigade. London did not submit a bid as alternative arrangements had been agreed previously. The Isles of Scilly did not submit a bid as Cornwall provides its control room services.

6. On 1 March 2012 Ministers announced that 17 bids, in addition to three earlier bids which had already been approved, were successful. Three bids required further work and were subsequently revised and approved in July 2012. The project partnerships are listed at **Annex B**, and a map detailing the partnerships is at **Annex C**.
7. The table below shows how £81.187 million has been allocated.

Year	Product	Allocated £
11/12	Projects	73,000,000
12/13	Projects	6,200,000
	Chief Fire Officers Association National Resilience Limited delivery and support	337,000
	Interoperability	1,000,000
13/14	Chief Fire Officers Association National Resilience Limited delivery and support	325,000
14/15	Chief Fire Officers Association National Resilience Limited delivery and support	325,000
Total		81,187,000

8. A table setting out the grant awarded to each project is at **Annex D**.
9. The figures above include £1 million awarded to a consortium of fire and rescue authorities to deliver interoperability benefits by developing common operational guidance. The Chief Fire Officers Association is working with the consortium to ensure that the work is integrated into wider initiatives on blue light interoperability and national operation procedures (see **Annex E**).
10. Responsibility for delivering the improvement projects rests with the fire and rescue authorities and fire sector bodies. The projects will deliver a range of

local resilience, interoperability and efficiency improvements, thereby strengthening the essential building blocks of national resilience:

Efficiency improvements will be delivered by:

- Merging existing control rooms and establishing partnership arrangements between fire authorities or control room back-up in emergencies, providing cost savings without increasing risk. There are currently 43 primary control rooms (38 single, and five shared control rooms), and 43 secondary control rooms (again, 38 single and five shared). We expect the number of primary control rooms to decrease to 36 (eight shared, and 28 single), and the number of secondary control rooms to decrease to ten (seven shared, and three single). This rationalisation of the control rooms will contribute significantly to the efficiency improvements and savings identified.
- A range of technical operational improvements that will allow quicker and more effective deployment of resources. These include improvements to the time taken to confirm the location of callers, determine the exact type and locations of incidents, and identify and then mobilise the most appropriate resources.

Local and national resilience improvements will be delivered through:

- The introduction of partnership arrangements and new technology to enable fallback to a partner control room at times of spare conditions, ensuring no delays in dealing with emergency calls.
- New technology that provides the ability to communicate using data over the Airwave resilient communication system (currently fire and rescue authorities use voice only).

Improvements to the way in which fire and rescue authorities interoperate with each other and other emergency agencies will be delivered by:

- Standardising ways of working and operating procedures.
- Implementing common systems and technology to keep each other informed automatically with real time intelligence, enabling fire and rescue authorities and other emergency services and agencies to co-ordinate their response to incidents more efficiently and effectively.

11. The benefits that will be secured by the improvements are summarised at **Annex F**.
12. The Department has worked with the national resilience arm of the Chief Fire Officers Association and the Local Government Association to establish

oversight arrangements. These include a support team providing peer support and assistance to fire and rescue authorities in delivering their improvement plans (further information about the work of the support team can be found at **Annex G**). A strategic board, chaired by the Chief Fire Officers Association's National Resilience Limited, with membership from the Local Government Association and the Department, oversees the support and challenge arrangements, and reviews the project plans and savings.

13. The following pages provide an updated analysis of the planned improvements, the financial benefits, the timescales for completing the improvements and any additional benefits the project partnerships have identified. These are followed by high level summaries of each project.
14. A glossary of the technical terms used within this document is provided at **Annex H**.

Progress Assessment

15. The information on progress within this report continues to show that projects remain on track to deliver the benefits projected at the outset.
16. We were clear when the first summary of future control room projects was published in March 2012² that the proposed projects were at varying stages of development. At that time projected completion dates and forecasted savings were very early estimates. It is therefore reasonable to expect that a number of the projects would change as partnerships firmed up and the projects progressed. This was reflected in some of the changes shown in the last update published in September 2013, and has been again in this summary. However, the information presented in this summary demonstrates that the projects continue to make clear and steady progress:
 - The first of the projects has now completed (see paragraphs 17 and 54). Only one project is currently estimating completion later than March 2015;
 - There has been significant progress in delivering the resilience benefits as shown in paragraphs 22 and 35.
 - Projected savings now stand at £129 million. Significantly, this is £1 million more than the original early estimates of March 2012 (see paragraphs 24 and 48).
17. In terms of completion dates, one of the projects, Tyne and Wear and Northumberland, has now completed and gone live. This project was delivered

² www.communities.gov.uk/publications/fire/futurecontrolsummaries

five weeks ahead of its target completion date and is the first project to complete. This is a significant achievement in delivery of the Future Control Room Services Scheme.

“Completion of the first Future Control Rooms project is a major milestone in the Future Control Rooms Scheme. This highlights that the localist approach preferred by fire and rescue authorities - locally determined and delivered solutions with increased local collaboration and central Government oversight and support - is the right way forward.”

– **Sir Bob Kerslake**

“Throughout the project, development and installation costs have been shared between the two Authorities representing an efficient use of resources. Completion of the Tyne and Wear and Northumberland project is a significant achievement and demonstrates the tremendous amount of work that is underway in fire and rescue authorities to deliver improvements to control room efficiency and resilience.”

- **Alex Bennet, Chief Fire Officer, Northumberland Fire and Rescue Authority**
- **Tom Capeling, Chief Fire Officer, Tyne and Wear Fire and Rescue Authority**

18. We have explained above that the initial forecasted completion dates provided by the project partnerships in March 2012 were early estimates, as the proposed projects were at varying stages of development. At that time we expected that a number of the completion dates for the projects would change. This is reflected in the updated summaries – eleven projects have revised the completion dates provided for the last update, while a further project previously forecasting early completion has now revised this in line with its original completion date of December 2014.
19. Nine projects are on track to complete by the time of the next update (September 2014), with a further eight projects scheduled to complete by the end of this calendar year.
20. Only one project is currently estimating completion later than March 2015. The Future Control Rooms Strategic Board has been made aware of this and will consider, with the sector-led support team, whether further support is necessary.
21. We consider that these changes present no risk to delivery of the Future Control Room Services Scheme.
22. In terms of resilience there has been an increase in delivery of nine of the ten resilience benefits identified, with significant increases of 5% or more in six of

those. Most significantly, delivery of the capability to use data over the Airwave system has increased by 14% since the March 2013 update, and now 16% since the October 2009 baseline.

23. Tellingly, we are also starting to see increases in the delivery of partnering with automatic systems fallover (4% since the last update; 13% since October 2009), and the reduction in primary and secondary control rooms (7% since the September 2013 update; 16% since the October 2009 baseline). In practice, we would not expect these resilience benefits to increase until projects near completion and 'go live.' Increases in delivering these benefits therefore provide further evidence of the excellent progress that is being made in the delivery of the Future Control Rooms Scheme.
24. The forecast savings currently stand at £129 million. This is £2.5 million more than the September 2013 update and, significantly, £1 million more than the early estimates in March 2012. While we expect some further fluctuations in estimated savings as the projects progress and reach completion, this again underlines that the projects are firmly in the delivery stage and that excellent progress is being made. In addition, a number of project partnerships are continuing to identify additional benefits which will offer further savings and other efficiencies in addition to those already identified (see paragraph 47 below).
25. In summary, our assessment continues to show that the projects remain on track to deliver the benefits outlined in the original national summary.

Locally delivered projects helping to secure national resilience

26. The Fire and Rescue National Framework for England ('the Framework'), published in July 2012, set out for the first time the respective roles and responsibilities of Government and fire and rescue authorities in national resilience: Government retains strategic responsibility for national resilience, while relying on the leadership role of fire authorities, their local professional expertise and understanding of risk.
27. The Framework is a key milestone in resetting the relationship between fire and rescue authorities and Government. It moves away from central prescription, enabling fire and rescue authorities to deliver their services in a way that makes sense locally while continuing to meet the wider needs of national resilience. This approach is intended to emphasise that national resilience can only be built on the basis of good local risk planning and response, and professional advice and input by the fire services. The control room projects are a fundamental part of this approach to national resilience through locally determined and led solutions, which ensure an efficient response which is both effective and resilient.

28. The benefits brought about by the Future Control Room Services Scheme will enable fire and rescue authorities to be better able to meet the national response through:
- The ability to communicate using voice and data over the resilient Airwave communication system – currently fire and rescue authorities use voice only;
 - Standardising ways of working and operating procedures;
 - Implementing common systems and technology to keep each other informed automatically with real time intelligence, enabling fire and rescue authorities and other emergency services and agencies to co-ordinate their response to incidents more efficiently and effectively.
 - Introducing partnership arrangements and new technology to enable automatic fallback to a partner control room at times of spate conditions or system failure, ensuring no delays in dealing with emergency calls. The number of fire and rescue authorities who will partner with another for automatic fallback arrangements will increase from none in 2009, to 41 by March 2015, as a result of the Control Rooms Scheme. This is, arguably, more resilient than the single, national system that would have been delivered by FiReControl.
29. In addition to local improvements to resilience, the Fire National Co-ordination Centre, based in the London Fire Control Room, provides oversight of national resilience assets, and mobilises them to incidents around the country as required.
30. The Framework also sets out new strategic governance arrangements for national resilience and the setting up of a Fire and Rescue Strategic Resilience Board. The Board takes a leadership role in ensuring that fire and rescue capability is fit for purpose, which includes assessing capability against the annually updated National Resilience Planning Assumptions³. The Board is regularly updated on progress of the Future Control Room Services Scheme.

³ The National Resilience Planning Assumptions are a confidential description of the common consequences of identified national risks, setting out the possible maximum scale, duration and impact that could reasonably be expected to result from emergencies, to assist with local and national planning.

Comparing the benefits to FiReControl

31. It is difficult to compare the benefits to be delivered by the current projects with those planned under FiReControl. If FiReControl had been successful it would have provided a single, resilient, national control system, underpinned by common ways of working and operating procedures. It was expected to deliver significant resilience and efficiency benefits in terms of reduced numbers of control rooms, and the ability to mobilise resources from any part of the country. Ultimately, it proved to be an overly ambitious and undeliverable project.
32. The Future Control Room Services Scheme was not designed to replicate FiReControl, nor to provide a single national system, but will deliver many of the technological improvements of the original project, along with efficiency savings and increased resilience. In terms of the 'availability of control room services,' and the 'speed and accuracy of call handling and mobilisation' dimensions of resilience, the vast majority of fire and rescue authorities are planning to procure systems and functionality that are likely to equal the resilience that would have been provided by FiReControl. The updated summaries show that the projects will significantly:
 - Improve the efficiency of fire and rescue control rooms;
 - Improve the ability of fire and rescue authorities to interoperate with each other and with other emergency services and agencies; and
 - Provide a platform for further strengthening and improvement.

Delivery arrangements

33. Responsibility for delivering these improvements rests with the fire and rescue authorities and fire sector bodies. A tremendous amount of work is underway in fire and rescue authorities to deliver the necessary improvements to control room efficiency and resilience. The project summaries continue to demonstrate how a localist approach – the approach favoured by fire and rescue authorities in response to the Department's consultation on future arrangements – to further investment in control rooms is succeeding across the country.
34. It is expected that there will continue to be changes to the projects as they progress, both in terms of forecasted savings and completion dates. These will be discussed in future updates of the national summary. The next refresh will be published in September 2014.

Summary of Planned improvements

35. The table below sets out in further detail the:

- Key areas of planned improvement; and
- Progress for each area across the period 31 October 2009 to 31 December 2013⁴.⁵

Total and % of FRA areas with planned improvement						
Improvement planned	October 2009		December 2013		March 2015	
	Total number of fire and rescue authorities	% of all fire and rescue authorities	Total number of fire and rescue authorities	% of all fire and rescue authorities	Total number of fire and rescue authorities	% of all fire and rescue authorities
Mobile Data Terminals	30	65%	44	98%	45	100%
Real Time Incident Messaging	0	0%	9	20%	43	96%
Status Messaging	18	39%	27	60%	45	100%
Automatic Vehicle Location	11	24%	23	51%	45	100%
Caller Line Identification	19	41%	31	69%	45	100%
Integrated Geographic information system	21	46%	31	69%	45	100%
Shared (Premise Based) Gazetteer	11	24%	17	38%	45	100%
Service Access Node H (SAN H)	0	0%	7	16%	38	84%
Partnering with Automatic Fallover ⁶	0	0%	6	13%	41	91%
Reduction in Control Rooms and/or Secondary Control Rooms	0	0%	7	16%	42	93%

⁴ Where fire and rescue authorities recorded a resilience benefit as 'partially delivered' or 'equivalent' it has been counted as not being delivered for the purposes of this table.

⁵ The figures in the table include London Fire Brigade, which did not submit a bid for the grant for future control room services as alternative arrangements had been agreed previously. The figures for the 2009 baseline count Devon and Somerset as separate fire and rescue authorities. For December 2013 and March 2015 Devon and Somerset are counted as a joint fire and rescue authority. Cornwall and the Isles of Scilly are counted as one fire and rescue authority throughout. There are therefore 46 fire and rescue authorities in England forming the 2009 baseline, and 45 fire and rescue authorities for December 2013 and March 2015.

⁶ Four fire and rescue authorities (one project) are to confirm whether they will deliver Partnering with Automatic Systems Fallover.

Progress against the October 2009 baseline and March 2015 delivery date ⁷

36. **Mobile data terminals.** All 45 of the fire and rescue authorities plan to have mobile data terminals configured for data-based mobilising by 31 March 2015. 44, or 98% have secured this benefit to date, an increase of 2% since the last update, and 33% since the October 2009 baseline.
37. **Real time incident messaging.** 43 fire and rescue authorities are planning to use real time incident messaging by March 2015. Nine, 20%, had secured this benefit by June 2013. This is an increase of 4% since the March 2013 update, and 20% since October 2009.
38. **Status messaging.** All 45 fire and rescue authorities are planning to use status messaging by 31 March 2015. 27 fire and rescue authorities (60%) have already secured this benefit. This is the same level as the last update, but a 21% increase since the October 2009 baseline.
39. **Automatic vehicle location system.** All 45 of the fire and rescue authorities are planning to use an automatic vehicle location system by the end of March 2015. 23, or 51%, are already using this system. This is an increase of 7% since the March 2013 update, and 27% since October 2009.
40. **Caller line identification.** All 45 fire and rescue authorities are planning to use caller line identification by 31 March 2015. 31, 69%, have already secured this benefit, an increase of 9% since the last update, and 28% since the October 2009 baseline.
41. **Integrated geographic information system.** All 45 fire and rescue authorities are planning to use an integrated geographic information system by March 2015. 31 Fire and rescue authorities (69%) have already secured this benefit. This is an increase of 5% since the March 2013 update, and 23% since October 2009.
42. **Shared (premise based) gazetteer.** All 45 fire and rescue authorities are planning to use a shared (premise based) gazetteer by 31 March 2015. 17, or 38% have already secured this benefit, an increase of 5% since the last update, and 14% since the October 2009 baseline.
43. **Service Access Node H (SAN H).** 38 fire and rescue authorities are planning to implement a full voice and data capability on the Airwave secure communications network by March 2015. Seven fire and rescue authorities, 16%, have already secured this benefit. This is an increase of 14% since the March 2013 update, and 16% since October 2009.

⁷ An explanation of the benefits that will be secured is provided at **Annex F**.

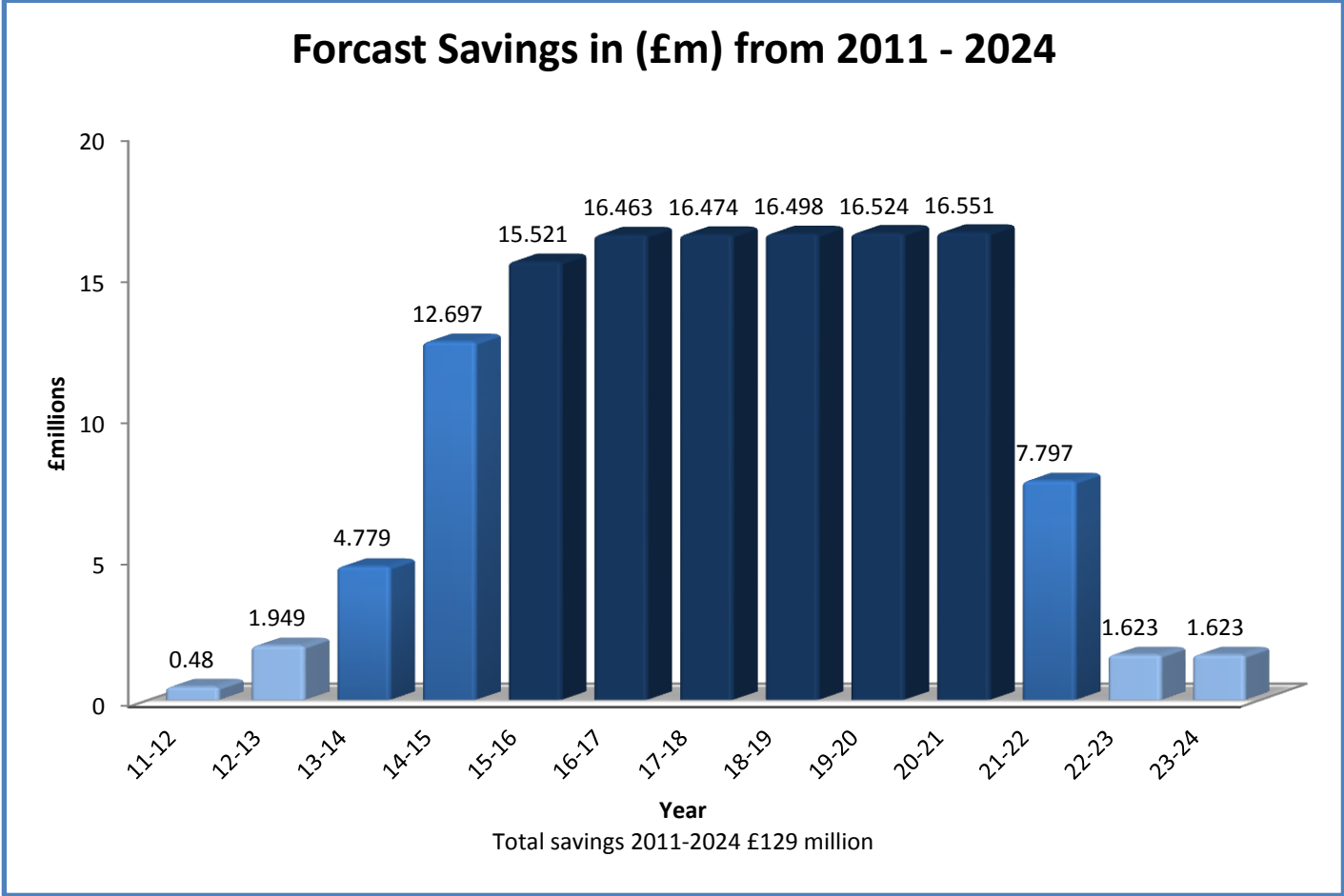
44. Of the seven fire and rescue authorities (three projects) not securing this benefit, two fire and rescue authorities (one project) will share legacy communications control interface ports. This will provide the capability for both fire and rescue authorities to communicate by voice and data using the Airwave network. Four fire and rescue authorities (one project) will secure voice communications through a SAN I arrangement and SAN B radios, and data communications through General Packet Radio Service with Airwave Short Data Router for resilience. One fire and rescue authority uses the fully networked Airwave system (SAN G) already in use by the police authority.
45. **Partnering with automatic systems fallover.** 41 of the 45 fire and rescue authorities plan to secure this benefit by 31 March 2015. Six fire and rescue authorities (13%) have already secured this, an increase of 4% since the last update, and 13% since the October 2009 baseline. Four authorities (one project) are to confirm whether they will deliver partnering with automatic systems fallover in future.
46. **Reduction in control rooms and secondary control rooms.** 42 of the 45 fire and rescue authorities are planning reductions in the number of control rooms by March 2015. Seven, or 16%, had done so by the end of June 2013. This is an increase of 7% since the March 2013 update, and 16% since October 2009. Of those not securing this benefit, one fire and rescue authority has moved its control room function to a new highly resilient building (the former regional control centre), and maintains a fallback control room arrangement. One fire and rescue authority will have a fallback arrangement with another organisation but will not, initially, reduce the number of its control rooms.

Additional benefits

47. In addition to the resilience benefits and forecasted savings set out at the start of the programme, the project partnerships are now identifying additional benefits, e.g:
 - Advancements in telephony are providing enhanced solutions with further savings.
 - A tri-partite resilience collaboration has been agreed between three projects that will provide further mutual support and interoperability, establishing geographically remote buddy and fallback arrangements.
 - One project has learnt that its mobilising system is capable of proposing appropriate resources for an incident that can attend in the shortest possible time, based on accurate road network information obtained from previous incidents.
 - One project's partnership agreement for mobile data terminals functionality has led to common usage and screen design, resulting in cost reductions.

Financial benefits that are forecast to result from the improvements

48. The table below sets out the savings which fire and rescue authorities have forecast to result from the planned improvements.



How the financial benefits compare with the summary of March 2012

49. Overall, total forecasted savings for the Control Rooms Scheme stand at £129 million. This is £1 million more than the original estimate of March 2012.
50. Five of the projects have provided revised forecasts for their financial benefits since the September 2013 update. Of those, one project has refreshed its estimated savings due to a change to its 'go live' date. While this shows that the full savings will not be delivered until 2023-24 it reveals an increase of broadly £3.5 million since the previous report.
51. One project is estimating a reduction of £300,000 in its savings since the previous update due to a later completion date, but is still projecting to go live from the end of June 2014. A further project has revised its savings following a comprehensive review of the spending and projected savings throughout the lifespan of the project. This is helpful in ensuring that the figures provided remain accurate. The project has also identified additional benefits that will be delivered such as an upgraded integrated communications control system. One project has estimated a reduction to its savings of £135,000 primarily caused by a delay in migration to its mobilising platform, which impacted on the 2012-13 savings. A further project has revised its savings by £400,000, but this does not include savings which could be generated from moving to a single networked solution for both fire controls and the savings from decommissioning its secondary control. The Fire and Rescue Authorities have been exploring alternative efficiencies, eg through extending the scope of the fire control function, and are confident that they can generate further savings.

Timescales for completing the improvements

52. The table below sets out the dates by which the fire and rescue authorities (including London) are planning to complete all the improvements outlined in their plans.

Estimated completion dates of remaining projects

Date	30 June 2014	30 September 2014	31 December 2014	31 March 2015	Post March 2015
Project	Derbyshire, Leicestershire and Nottinghamshire Durham and Darlington East Sussex and West Sussex Manchester, Cheshire, Lancashire, Cumbria Merseyside South Yorkshire and West Yorkshire Surrey, and Isle of Wight	Cambridgeshire, and Suffolk London	Cleveland Devon and Somerset, Dorset, Hampshire and Wiltshire Essex and Bedfordshire Gloucestershire Kent and Medway Hereford and Worcester, Shropshire and Wrekin Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes Staffordshire, and West Midlands	Avon Cornwall and North Yorkshire Northamptonshire and Warwickshire	Hertfordshire, Humberside, Lincolnshire, Norfolk
No. of projects	7	2	8	3	1
% of projects	32	9	36	14	5

Completed projects

	Project	Date completed
Project name	Tyne and Wear, and Northumberland	25 November 2013
Number of projects complete	1	
% of projects complete	5%	

How the timescales for completing the improvements compare with the summary of March 2012

53. We were clear when the first national summary of the future control room services scheme was published that the proposed projects were at varying stages of development, with some projects at a very early stage, while others were already underway. At that time we expected that a number of the projects would change as partnership arrangements firmed up and the projects progressed. At the outset it was anticipated that some of the projects would complete earlier than originally expected in 2014, while some would complete in 2015. This is reflected in the updated summaries now provided by the fire and rescue authorities.
54. One of the projects, Tyne and Wear and Northumberland has now completed and gone live. This was delivered five weeks ahead of its target completion date and is the first project to complete. We comment on this further at paragraph 17 above.
55. Eleven projects have revised the completion dates provided for the last update. One project, previously estimating a later completion date has brought this forward three months and is now in line to complete by its original target date.
56. Of those estimating a later completion date than that previously supplied:
- One project has revised its completion date by one month due to a hardware availability issue. However, the project remains on target to meet its contracted completion date of 7 June 2014.
 - Two projects have revised their completion dates by two months, one due to an unsuccessful factory acceptance test. However, the difficulties reported in the September 2013 update have all been resolved and the project is on track to complete by June 2014. The other project has allowed more time to input and check data and to allow staff to train on a fully functioning system

- One project has revised its completion date by five months. However, the contract for the replacement communications control system has been signed and the project is due to complete by August 2014.
 - Three projects have revised their completions dates to December 2014. Two of those have experienced delays in procurement and supplier demand. However, one is scheduled to award the contract for the procurement of its integrated communications control system by February 2014. The third of these projects is still anticipating to go live by the end of 2014, but is working proactively to bring this date forward.
 - Two projects have revised their completion dates to March 2015. One of those has experienced delays in the procurement timescales for real time incident messaging and partnering with automatic systems fall over, but is working with its remote buddy to bring the date forward. The other project expects the majority of work to be completed by the end of December 2014, with integrated networking, acceptance testing, and training to be undertaken before going live in March 2015.
 - One project is now estimating completion later than March 2015. This project has been delayed due to the procurement of the wide area network and is now estimating completion eight weeks later - by the end of May 2015. Mitigating steps are being taken to attempt to bring the completion date forward. The Future Control Rooms Strategic Board has been made aware of the potential delay to this project and will consider, with the sector-led support team, whether further support is necessary.
57. One further project forecasting earlier completion has now revised this in line with its original completion date of December 2014.

Avon

High Level Summary

Grant: £1,600,000

Avon Fire and Rescue Authority operates its own control room and call handling and mobilising system. The integrated communications control system was outdated and no longer supported. It has now been replaced as part of Avon's improvement project. Avon plans to implement a number of upgrades to improve the resilience and efficiency of its control room functions and introduce new fall back partnerships with other fire and rescue authorities, and are in discussions with Gloucestershire Fire and Rescue Authority. These improvements are further enabled through Avon's new integrated communications control system, providing a full voice and data communications capability using the Airwave and General Packet Radio Service networks, and upgrading various items of equipment (servers, networking equipment etc) in its control room and replacing its incident ground radios. A trial of mobile data terminals with General Packet Radio Service connectivity to Avon's mobilising system to all stations began in April 2013. Avon uses Tom Toms for officer status updates and mobilising which is also integrated into the mobilising system. Avon are in discussions with Gloucestershire Fire and Rescue Authority to share ports between each other's SAN H equipment for fall back.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Avon October 2009 baseline	x	x	x	x	✓	x	✓	x	x	x
Avon current position December 2013	✓	x	✓	✓	✓	✓	✓	✓	x	x
Avon projected Future Position March 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Avon Fire and Rescue Authority project savings totaling £1.75 million by the end of 2020-21. No change from previous report.

Project completion date

31 March 2015 (from previous projection of 31 March 2014). The completion date has been revised due, in the main, to procurement timescales for automatic systems fallover and real time incident messaging. Avon Fire Rescue Authority are in discussions with Gloucestershire Fire and Rescue Authority to bring the date forward.

Cambridgeshire and Suffolk

High Level Summary

Grant: £3,600,000

Cambridgeshire and Suffolk Fire and Rescue Authorities operated separate fire control services prior to 25 October 2011, when Suffolk Fire and Rescue Authority decommissioned its fire control and transferred the function to Cambridgeshire Fire and Rescue Authority under a Section 16 agreement. Subsequently, the handling of 999 calls and associated mobilising arrangements has been carried out by a combined fire control, located at Cambridgeshire Fire and Rescue Authority Headquarters in Huntingdon. Both Fire and Rescue Authorities work in close partnership to deliver control services from the combined fire control.

The Fire and Rescue Authorities are now in the process of further improving the combined fire control call handling and mobilising infrastructure. DCLG grant funding is being used to support the improvements.

The Airwave network is being used to provide voice and data communication capability. Automatic vehicle location and dynamic mobilising is being used to ensure that the nearest resources are mobilised to incidents. Joint standard operating procedures and ways of working have been developed. This work continues as part of the ongoing project work.

Cambridgeshire's primary and secondary controls have been upgraded to provide the functionality and capacity required by both Fire and Rescue Authorities and discussions are at an advanced stage with East Sussex and West Sussex Fire and Rescue Authorities to provide a resilient fallback system, which is capable of taking 999 calls and mobilising resources in Suffolk and Cambridgeshire, where spate conditions require this.

The project is now moving into its final phase, which is infrastructure refresh. This will include work to implement a new integrated communications control system, fully utilize the SAN H, which has already been installed and upgrade the mobilising system.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Cambr'shire October 2009 baseline	x	x	x	x	x	✓	Partial	x	x	x
Suffolk October 2009 baseline	✓	x	x	x	✓	✓	✓	x	x	x
Cambr'shire current position December 2013	✓	x	✓	✓	✓	✓	✓	✓	✓	x
Suffolk current position December 2013	✓	x	✓	✓	✓	✓	✓	✓	✓	✓
Cambr'shire and Suffolk projected Future Position December 2014	✓	x	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Cambridgeshire and Suffolk Fire and Rescue Authorities project savings totaling £7.424 million by the end of 2020-21 (no change from previous report).

Project completion date

The project is on track to complete by 31 August 2014 (from original projection of 31 March 2013). This has slipped five months from the previous report, which stated 31 March 2014. However, the contract for the replacement integrated communications control system has been signed and is awaiting implementation, which has been agreed for August 2014.

Additional benefits

There are plans to look at how further resilience arrangements can be implemented with the fire and rescue authorities' mobilisation buddy, but these will be scoped and planned when both authorities are in a position to do so and are linked to the work taking place in East and West Sussex to create a shared fire control.

Cleveland

High Level Summary

Grant: £1,800,000

Cleveland Fire and Rescue Authority operates its own control room and call handling and mobilisation system. The Fire and Rescue Authority has implemented a state of the art technology to replace its legacy 17 year old mobilising system. The Fire and Rescue Authority is committed to enhancing its mobilising capability by sharing high-value communications equipment to connect Airwave to its control room with Durham and Darlington Fire and Rescue Authority, which will enable it to implement a full voice and data capability using the Airwave network. It also plans to enhance the functionality provided by its new mobilising system and peripheral equipment (e.g. station alerters, mobile data terminals), strengthen the security and resilience of those systems and the networks they use. A need to improve the protective security arrangements for the control room has been identified. Automatic fallback arrangements with Shropshire and Wrekin Fire and Rescue Authority, and Hereford and Worcester Fire and Rescue Authority (who are implementing the same mobilising system) will be established, providing enhanced resilience and efficiency.

The Fire and Rescue Authority plans to complete the improvements to its systems by 31 December 2014, and to implement enhanced fallback arrangements with other fire and rescue authorities. The collaboration work with Durham and Darlington is waiting for the latter's mobilising system implementation process to come to its conclusion, though discussions about technical aspects are on-going. In addition, Cleveland has agreed a tri-service memorandum of understanding with Shropshire and Wrekin, and Hereford and Worcester in relation to fallback arrangements. Work has commenced on determining how the technical solution in relation to remote fallback will be implemented.

Work is on-going to integrate the Operational Risk Information as detailed in the Chief Fire and Rescue Advisor's guidance and align that to the National Address Gazetteer Database.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Cleveland October 2009 baseline	✓	✗	✓	✓	Partial	✗	Partial	✗	✗	✗
Cleveland current position December 2013	✓	✗	✓	✓	✓	✓	Partial	✗	✗	✗
Cleveland projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Cleveland Fire and Rescue Authority projects savings totaling £4.124 million by the end of 2020-21 (no change from previous report).

Project completion date

31 December 2014 (brought forward three months from previous report, which stated 31 March 2015, and now back on track to complete by the original projected completion date).

Additional benefits

The mobilising system is capable of proposing appropriate resources for an incident that can attend in the shortest time based on accurate road network information obtained from previous incidents. Automatic pre-population of information on the disposition of assets and resources on the Incident Command System will support the effective management of major incidents.

As part of the project Cleveland will also seek to obtain a connection to the Public Service Network to aid real time incident messaging, secure multi-agency information sharing and provide a future networking capability to further enhance resilient bearers for fallback and spate.

Cornwall (covering Isles of Scilly), and North Yorkshire

High Level Summary Grant: £3,600,000

Cornwall and North Yorkshire Fire and Rescue Authorities both operate standalone mobilising systems which they are in the process of upgrading. They intend to network both mobilising systems using the Public Services Network in order to integrate the control functions across the two Services to build resilience and provide efficiencies. A Statement of Intent on the collaboration between the two Authorities was in place by September 2012. An outline business case has also been signed by both Authorities and a full business case is due to be presented to the Authorities in early 2014. North Yorkshire upgraded its mobilising system to the Capita Fortek Vision 4 in March 2013. Cornwall Fire and Rescue Authority will upgrade its system in the later part of 2014 to the Fortek Vision 4 version when the fire control function relocates to the new Service Headquarters Centre, with a go-live date of March 2015, following the testing and training phases which will commence in January 2015. The Authorities have considered the learning outcomes from other projects in order to shape their collaborative model. The model will be based on adopting a phased approach to integration – similar to that undertaken by Hertfordshire and Norfolk Fire and Rescue Authorities. Phase 1 will see each Authority act as fallback or overflow for the other. This will lead to high levels of integration and common ways of working in which each Authority could take over the control room operations of the other for protracted periods. This approach will provide the Authorities with opportunities to implement new technology and adopt common ways of working, incrementally, and test its effectiveness along the way.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Cornwall October 2009 baseline	x	x	x	x	✓	x	✓	x	x	x
North Yorkshire October 2009 baseline	✓	x	x	x	✓	x	x	x	x	x
Cornwall (covers Isle of Scilly) current position December 2013	✓	x	Partial	Partial	✓	✓	✓	x	x	x
North Yorkshire current position December 2013	✓	✓	✓	✓	✓	✓	x	x	x	x
Cornwall (covers Isle of Scilly) and N. Yorkshire projected Future Position March 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Cornwall Fire and Rescue Authority and North Yorkshire Fire and Rescue Authority project savings totaling £5.9 million by the end of 2020-21 (from £6.808 million reported in March 2013, and £6.34 million reported in September 2013).

However, the projected savings in 2014-15 and 2015-16 for Cornwall Fire and Rescue Authority do not include savings which could be generated from moving to a single networked solution for both fire controls and the savings from decommissioning the secondary control.

Cornwall Fire and Rescue Authority are currently exploring alternative efficiency and savings options to meet the targets stated and signed up to in the bid application and are confident that they can generate and blend efficiencies and savings, eg through extending the scope of the fire control function to include a wider Critical Control Centre remit by adopting 'new' work and being creative in how this 'new' work will be supported.

North Yorkshire Fire and Rescue Authority upgraded its mobilising system in March 2013 and subsequently reduced staff numbers in the Control Room. These changes have secured £2.4 million of the projected total savings from the project.

Savings originally predicted in 2013-14 are now being delivered in 2014-15 and others have been revised from 2015-16 to 2016-17 as final reductions in staffing costs occur after the systems are fully networked and tested.

Project completion date

31 March 2015 (from original projection of 31 December 2014).

The Fire and Rescue Authorities anticipate that the majority of project work will still be completed by the end of December 2014. Full project implementation is dependant on moving the Cornwall fire control function into the new Service Headquarters building which is scheduled to be completed in late 2014. In the first quarter of 2015 Vision 4 acceptance testing, training and integrated networking with North Yorkshire's fire control will be undertaken, prior to full go live in March 2015.

Derbyshire, Leicestershire, and Nottinghamshire

High Level Summary

Grant: £5,400,000

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities use old mobilising systems which have limited functionality and are becoming increasingly difficult to support. All three Fire and Rescue Authorities maintain secondary fallback sites. Call overflow and fallback arrangements are currently manually operated. The three Fire and Rescue Authorities are planning to work in partnership to procure and implement a common, fully integrated command and control solution which will be operated by each Fire and Rescue Authority from separate sites. The system at the heart of the solution will be located in two separate data centres and will feature full data replication and automatic failover. Failover from one fire and rescue authority to another will be automatic, immediate and fully functional. A full voice and data communications capability using the Airwave network will be provided, along with an automatic vehicle location system, which will ensure the nearest appropriate resource is mobilised to an incident. Common procedures and operating practices will be implemented.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Derbyshire October 2009 baseline	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗
Leicestershire October 2009 baseline	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Nott'hamshire October 2009 baseline	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗
Derbyshire, current position June 2013	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗
Leicestershire current position June 2013	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Nott'hamshire current position June 2013	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗
Derbyshire, Leicestershire and Nott'hamshire projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities project savings totaling £7.903 million by the end of 2021-22 (no change from previous report).

The original project timetable necessitated alteration from that originally planned. The contract was awarded on 1 June 2013 following a re-tender process. This compressed the delivery timeline. There has been no change to the planned migration dates of March, April and May 2014. The impact is that the desired project savings will not materialise until 2014-15.

Project completion date

May 2014 (from original projection of 31 December 2013. However, this date has been brought forward seven months from the completion date of December 2014 reported in the summary of March 2013. There has been no change from the previous report).

Additional benefits

The three Fire and Rescue Authorities are working with their supplier to identify any additional benefits that their solution may offer. The supplier is the same as West and South Yorkshire Fire and Rescue Authorities. Although the requirements of the systems differ the Fire and Rescue Authorities are working to identify any mutual further benefits from collaborative working.

Devon and Somerset, Dorset, Hampshire, and Wiltshire

High Level Summary

Grant: £7,200,000

Devon and Somerset, Dorset, Hampshire, and Wiltshire Fire and Rescue Authorities operate their own control rooms and call handling and mobilising systems. Each Fire and Rescue Authority maintains a secondary control facility and has a fallback arrangement with another Fire and Rescue Authority. The four Fire and Rescue Authorities are planning to implement a new resilient call handling and mobilising system which will be a single system networked to serve all four existing control rooms. The new system will enable each Fire and Rescue Authority to fallback to any of the others in the event of spate conditions or non-availability of their fire control. It will provide a full voice and data communications capability using the Airwave network, enhanced information service and an automatic location service for emergency calls, which will reduce emergency call handling times, and an automatic vehicle location system, which will ensure the nearest appropriate resource is mobilised to an incident. The procurement for a replacement command and control system, integrated communications control system and automatic call distribution was completed on 15 July 2013 and the contract was awarded to Capita. The replacement system will extend to mobile data terminals and provide for incident messages and risk information to be sent to crews, contributing to safety improvements. Common operating procedures and ways of working will be developed and implemented.

Over the last 12-18 months, Dorset and Wiltshire Fire and Rescue Authorities have been working together to find ways to achieve efficiencies through greater collaboration. In December 2013, both Fire and Rescue Authorities agreed to work towards a full Authority and Service Combination with a business case decision in September 2014 and thereafter a potential combination date of April 2016. Additionally, both Authorities have also agreed to establish a Joint Command and Control Centre at Potterne, near Devizes, Wiltshire. The Control Centre is already built and operational (currently serving Wiltshire only), and the transition from a four control room system model to a three system model will take place within the existing Networked Fire Control Services Partnership project planning framework. As well as embracing the themes from the 'Facing the Future' review by Sir Ken Knight, by working together collaboratively to develop a single, sustainable fire and rescue service which will provide greater resilience and savings, this initiative illustrates the benefits of the wider partnership approach, and the level of confidence in the system being supplied to the partnership.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Devon baseline October 2009	✓	✗	✗	✗	✓	Partial	✗	✗	✗	✗
Somerset baseline October 2009	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Dorset baseline October 2009	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗
Hampshire baseline October 2009	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗
Wiltshire baseline October 2009	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Devon and Somerset current position December 2013	✓	✗	Partial Complete early 2014	Partial Complete early 2014	✓	Partial	✗	✗	✗	Partial
Dorset current position December 2013	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗
Hampshire current position December 2013	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗
Wiltshire current position December 2013	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Devon and Somerset, Dorset, Hampshire and Wiltshire Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

The four Fire and Rescue Authorities project savings totaling £16.91 million by the end of 2021-22 (no change from previous report). This will be updated to reflect the costs and savings associated with the Dorset/Wiltshire collaboration when that information is available.

Project completion date

31 December 2014 (no change from previous report).

Delivery of the network and full system is still on course for completion by 31 December 2014 (as previously reported). In addition, as a consequence of

establishing the Dorset and Wiltshire Joint Command and Control Centre, planning is underway for Dorset Control to fully transfer call handling and mobilising functions into the partnership as early as practicable in 2015.

Additional benefits

Partnership agreement to mobile data terminals functionality has resulted in a common usage and screen design. This will result in cost reductions to all partners as development costs are shared equally.

Aggregation of interdependent projects, small vehicle and officer mobilisation and incident management technologies under a partnership funded lead responsibility will enable:

- Technologies designed and aligned to a single mobilisation system.
- Reduced costs of research and adoption of effective solutions.
- Anticipated cost reductions resulting from common technologies and procurement.
- Anticipated improved effectiveness in interoperability.

Opportunity to develop and undertake commercial and/or fire and rescue service support activities to other fire and rescue authorities, groups of fire and rescue authorities or outside organisations by providing alternate, remote buddy or other support services.

Durham and Darlington

High Level Summary

Grant: £1,800,000

Durham and Darlington Fire and Rescue Authority operates its own control room and call handling and mobilising system. The current mobilising and communications systems were procured almost 20 years ago and are approaching their end of life. Durham and Darlington plan to co-locate their control room within their new headquarters building in Belmont (formerly the regional control centre building). This will allow the Authority to take advantage of the resilient infrastructure within the building. The Fire and Rescue Authority will invest in modern command and control technology such as:

- call line identification;
- automatic vehicle location systems;
- replacement station-end equipment; and
- fully integrated mobile data.

All of this will improve call handling and response times. Co-locating headquarters and control room functions within the new building will allow efficiencies to be achieved through a reduction in estate costs, and in annual maintenance and information communication technology infrastructure costs currently associated with ageing systems. The plans enable the Authority to offer resilient shared or fallback facilities to other fire and rescue authorities and public/private sector partners. In addition, remote buddy/partnership arrangements have already been implemented with Leicestershire Fire and Rescue Authority to reduce the impact of regional spate call handling conditions. Secondary control room facilities will be significantly reduced as the likelihood of failure is considerably mitigated due to the inbuilt resilience in the new headquarters building. The Authority is currently in the design and implementation phase of the project which will deliver end-to-end mobilising and communications systems. The contract was awarded in April 2013 with a go-live date of April 2014.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Durham and Darlington projected October 2009 baseline	✓	x	x	x	x	x	x	x	x	x
Durham and Darlington current position December 2013	✓	x	x	x	x	x	x	x	x	✓
Durham and Darlington projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Durham and Darlington Fire and Rescue Authority project savings totaling £2.272 million by the end of 2020-21 (no change from previous report).

Project completion date

26 May 2014 (from original projection of 31 December 2013. This has changed by one month from April 2014 in the previous report).

The project go-live date has changed to week commencing 26 May 2014. This has been revised by one month because of a hardware availability issue. However, the project is still on target for the contracted completion date of 7 June 2014.

East Sussex and West Sussex

High Level Summary

Grant: £3,600,000

East Sussex and West Sussex Fire and Rescue Services currently operate separate command and mobilising functions. The two services plan to amalgamate their respective command and mobilising functions into a single control room function for the whole of Sussex.

It has been agreed that East Sussex Fire Authority will discharge the call handling, mobilisation and related functions pursuant to Sections 7(2)(c), 8(2)(c) and 9(3)(c) of the Fire Services Act 2004 under a Section 16 agreement. This agreement commenced on 1 May 2013 to allow for the Transfer of Undertakings (Protection of Employment – TUPE) transfer of the related staff. This has now taken place and staff were appointed/recruited to the new structure by the end of September 2013, which has 20 fewer posts than the existing two controls. Agreement with the trade unions was reached in July 2013 on terms and conditions and a further review will be undertaken in order to achieve further changes prior to January 2015. The Section 16 was agreed and sealed by both Authorities on 20 December 2012. It consists of a number of schedules which cover the functions to be undertaken, the financial arrangements, the employee matters, the arrangements surrounding the premises, the governance arrangements, and the usual contractual provisions for changing the agreement should that be required. The governance boards had their first meetings in July.

The invitation to tender for supply of the new mobilising system has been issued and an award of contract was made to Remsdaq Ltd on 21 December 2012, who will be working closely with Frequentis and Astrium to deliver the contract. The contract includes a new integrated communication control system with a new mobilising system providing full voice and data communications capability using the Airwave network, extending to mobile data terminals.

Ways of working will also be further aligned across both control room and operational procedures and, together with the new technology, will enable resources to be used more economically, efficiently and effectively and provide better value for money. Some minor delay has occurred due to the product being a 'new generation' but at this point it has not impacted onto the overall delivery plan. The previous difficulties reported in the last update have been resolved.

Plans include a secondary control facility which is now confirmed as being at Maresfield, East Sussex. This is the location of the training centre for East Sussex and is located some eleven miles away from Haywards Heath. Discussions are ongoing with Cambridgeshire and Suffolk Fire and Rescue Authorities to provide a full buddying function and system which is capable of taking 999 calls and mobilising resources in East and West Sussex areas when spate and other peak demand periods require it. It has also been agreed that shared ports between respective SAN Hs will be available to assist further with resilience.

The Sussex Control Centre will be located at Haywards Heath Fire Station, West Sussex. Planning approval has now been given and the refurbishment programme

was completed in accordance with the project plan. The control centre project team and control centre managers have moved into their new accommodation. The Sussex Control Centre will enable more effective co-terminus working with Sussex Police and South East Coast Ambulance Service and other Sussex Resilience Forum Partners.

Internal audit from both Authorities was commissioned to undertake audits on the project, governance and finance. Two audits have been completed thus far with plans for a third in 2013-2014. The audit reports have been satisfactory with no major issues reported and Members from both Authorities have been advised of the outcomes. Formal reporting to both Authorities occurs on a monthly basis and both Authorities have committed a dedicated project team with a dedicated Principal Officer to own, direct and lead the project. The project is being managed in accordance with PRINCE2 methodology.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
East Sussex October 2009 baseline	✓	✗	✓	✓	✗	✓	Partial	✗	✗	✗
West Sussex October 2009 baseline	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗
East Sussex current position December 2013	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗
West Sussex current position December 2013	✓	✗	✓	✓	✓	✗	✗	✗	✗	✗
East and West Sussex projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

East Sussex and West Sussex Fire and Rescue Authorities project savings totaling £6.330 million by the end of 2020-21, a reduction of £0.32million from the previous report and an overall decrease of £0.39 million due to the 'go live' date being put back as explained below.

Project completion date

30 June 2014 (this has been moved back two months from previous projection of 30 April 2014, and six months from original projection of 31 December 2013). The option of moving the existing Remsdaq equipment from the West Sussex Fire

Control Centre to the new Sussex Control Centre was explored but was discounted as it would interrupt the programme plan.

Additional benefits

The new mobilising system should make buddying with other fire and rescue authorities more achievable and take less time to achieve due to system design.

Essex, and Bedfordshire

High Level Summary

Grant: £3,200,000

Essex County Fire and Rescue Service operates its own control room and call handling and mobilising system. It has recently relocated its headquarters and upgraded to a new 'virtual' information and communication technology infrastructure. The new infrastructure provides for full integration with the Fire and Rescue Service's back office systems and for users to access the systems from anywhere. The current control room remains at the old location but plans are underway to move it to the new headquarters. Bedfordshire has its own modern control room and manages its own call handling. However, its mobilising system is at the end of its useful life. Bedfordshire is also developing a new 'virtual' information and communication technology infrastructure which will provide a similar enhanced functionality to that of Essex.

The two Fire and Rescue Services plan to work in partnership to develop a new shared call handling and mobilising system which maximises use of Essex's upgraded information and communication technology infrastructure. The new system will provide a full voice and data communications capability using the Airwave network, data centric mobilising which will be capable of supplying safety critical information to crews, automatic vehicle location system, an attribute interface and function which will ensure the nearest appropriate resource is mobilised to an incident, and full fire ground messaging. The system will be hosted on Essex's infrastructure, and Bedfordshire will be able to access it from its own control room. The system will enable the Fire and Rescue Services to take each other's calls and mobilise their resources in spate or exceptional circumstances given the appropriate governance. New operating procedures and ways of working will be developed. The system will be capable of being extended to other fire and rescue services easily should they wish to use it.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in Control Rooms/ Secondary Controls
Essex October 2009 baseline	x	x	x	x	✓	✓	Partial	x	x	x
Bedfordshire October 2009 baseline	✓	x	x	x	x	✓	Partial	x	x	x
Essex current position December 2013	✓	x	x	x	✓	✓	Partial	x	x	x
Bedfordshire current position December 2013	✓	x	x	Partial	x	✓	Partial	x	x	x

Essex and Bedfordshire projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
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Projected savings

Essex and Bedfordshire Fire and Rescue Authorities project savings totaling £5.792 million by the end of 2021-22 (no change from previous report. The savings have been revised one year from the original projection because the project completion date has been revised from the original target of 31 December 2013).

Project completion date

31 December 2014 (this has been revised by six months from the previous projection of June 2014, and twelve months from the original projection of 31 December 2013).

The Procurement exercise is now complete with contracts awarded for the Essex and Bedfordshire mobilising solution. The first project implementation milestone is scheduled for late February 2014 which will see the suppliers providing a detailed delivery plan including final cut over dates to the new system. It is anticipated that ‘go live’ for the new system will be towards the end of 2014. The Services are working proactively to ensure ‘go live’ is as soon as reasonably possible.

Gloucestershire

High Level Summary

Grant: £1,800,000

Gloucestershire Fire and Rescue Authority shares a control room with the police and ambulance services. The Fire and Rescue Authority has successfully introduced a new mobilising system and completed a full refurbishment of both the primary and secondary control rooms. Multi-agency radio (including marine) will be included in the new system to enable the Fire and Rescue Authority to interoperate efficiently with the Maritime and Coastguard Agency, the Royal National Lifeboat Institution and Search and Rescue Association.

A real time incident messaging system will be installed to enable the Fire and Rescue Authority to interoperate more efficiently with its tri-service partners. A new resilient and dedicated mobilising network has been installed along with power protection at all critical sites. The Fire and Rescue Authority is currently looking into a fallback arrangement with Avon Fire and Rescue Authority which would enable them to take calls and mobilise resources on behalf of Gloucestershire Fire and Rescue Authority once it has implemented the new integrated communications control system. This will be achieved through creation of a new network link with Avon Fire and Rescue Authority's control room.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Gloucestershire October 2009 baseline	x	x	x	x	x	x	x	x	x	x
Gloucestershire current position December 2013	✓	x	x	x	x	✓	x	✓	x	x
Gloucestershire projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	x

Projected savings

Gloucestershire Fire and Rescue Authority projects savings totaling £3.152 million by the end of 2020-21 (no change from previous report).

Project completion date

31 December 2014 (this has moved back eight months from the previous report, which stated 30 April 2014, and twelve months from original estimate of 31 December 2013).

The extension to the timeline is due to the requirement for an extended period of testing of the Mobilising and Resource Management System to ensure full compliance of the specification. It was necessary to complete this before it was able to be implemented fully. The Fire and Rescue Authority undertook a tender process for the integrated communications and control system, but did not receive any satisfactory responses. They are undertaking a full review of the resilience and partnering options before a decision is taken on the future of the integrated communications and control system provision.

Hereford and Worcester, and Shropshire and Wrekin

High Level Summary **Grant: £3,600,000**

Hereford and Worcester, and Shropshire and Wrekin Fire and Rescue Authorities currently operate their own control rooms, call handling and mobilising systems. The two Fire and Rescue Authorities have procured and implemented command and control systems from the same supplier using the same external contractor as a systems integrator. The Fire and Rescue Authorities' plans are to align the two new systems, using the services of the systems integrator, to create a data-centric system which will be capable of being operated from control rooms located in Worcester and Shrewsbury.

By sharing the use of legacy communications control interface ports already owned by Shropshire and Wrekin Fire and Rescue Authority, the system will provide the capability (equivalent to SAN H) for both Fire and Rescue Authorities to communicate by voice and data using the Airwave network. Common operating procedures and ways of working are being developed which will enable each Fire and Rescue Authority to take calls and mobilise the other's resources seamlessly at any time. The Fire and Rescue Authorities will have immediate and fully operational fallback arrangements. Work has now started with Cleveland Fire Brigade to establish additional remote fallback arrangements.

For both Fire and Rescue Authorities the deployment of an integrated solution with common operating procedures offers improved resilience and broader operational benefits. This will support enhanced interoperability with partner agencies within the West Mercia local resilience forum. The approach will also allow for the deployment of the nearest incident commander/specialist officers (irrespective of their host fire and rescue authority) for improved fire-fighter safety and greater resilience at large or multiple incidents. Full alignment is expected to complete by the end of 2014.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Hereford and Worcester October 2009 baseline	✓	x	x	x	x	✓	x	x	x	x
Shropshire and Wrekin October 2009 baseline	✓	x	✓	✓	x	✓	x	x	x	x
Hereford and Worcester, current position December 2013	✓	✓	✓	✓	✓	✓	x	x	partial	x
Shropshire and Wrekin current position December 2013	✓	✓	✓	✓	✓	✓	x	equivalent	partial	x

Hereford and Worcester, Shropshire and Wrekin projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	equivalent	✓	✓
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Projected savings

£3.382 million by the end of 2020-21. These figures have been revised following a comprehensive joint review of the current spending and projected savings throughout the lifespan of the project.

Project completion date

31 December 2014 (from original projection of 31 March 2014. No change from previous report).

With each Authority now operating its own embedded command and control system, the systems have now been connected via a secure and resilient Virtual Private Network link, giving full visibility and operation of each system from remote sites in the event of fall-back. Evaluation of the resilience benefits and financial savings from the Virtual Private Network solution now installed, is expected to meet the original benefits of the bid and ensure the project is completed by December 2014.

Additional benefits

- Upgraded integrated communications control system to take advantage of telephony advancements including call routing protocols.
- Involvement at a regional level in standardising operating procedures through the National Operational Guidance Partnership.
- Establishment of a network of practitioner, development and user groups amongst the three users of the SEEDS command and control system.
- Sharing of specialist knowledge across services e.g. geographical information expertise.

Hertfordshire, Humberside, Lincolnshire, and Norfolk

High Level Summary Grant: £7,200,000

Hertfordshire, Humberside, Lincolnshire and Norfolk Fire and Rescue Authorities currently operate similar mobilisation systems. Norfolk and Hertfordshire Fire and Rescue Authorities have full joint fallback arrangements in place, and Humberside and Lincolnshire Fire and Rescue Authorities provide emergency call handling capabilities for spate conditions.

The four Fire and Rescue Authorities are working in partnership to implement a shared integrated and resilient mobilising infrastructure which will improve each of their fallback, remote buddying and resilience arrangements. The new infrastructure will comprise two data centres, instead of the current four, and the changes will improve mobilising effectiveness and resilience extending to mobile data terminals and station-end equipment. The infrastructure will be data centric and provide a full voice and data communications capability using the existing Airwave network. Voice communications will be through a SAN I arrangement and SAN B radios and data communications through general packet radio service with Airwave short data router for resilience. New common ways of working and operating procedures are being developed to support the partnership.

The core elements of the proposed new infrastructure and procedures will be delivered across four stages. Following successful implementation a further stage to develop back office systems will begin. The first phase of the programme is nearing completion, i.e. the rollout of the first leg of the Wide Area Network and subsequent upgrade of Lincolnshire Fire and Rescue Service onto the Vision3 Mobilising system.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Hertfordshire October 2009 baseline	✓	✗	✗	✓	✓	✗	✓	✗	✗	✗
Humberside October 2009 baseline	✓	✗	✓	✗	✗	✗	✓	✗	✗	✗
Lincolnshire October 2009 baseline	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗
Norfolk October 2009 baseline	✓	✗	✓	✓	✓	✗	✓	✗	✗	✗
Hertfordshire current position December 2013	✓	✗	✓	✓	✓	✓	✓	✗	✓	✗
Humberside current position December 2013	✓	✗	✓	✓	✓	✗	✓	✗	✗	✗

Lincolnshire current position December 2013	✓	x	✓	x	x	x	x	x	x	x
Norfolk current position December 2013	✓	✓	✓	✓	✓	✓	✓	x	✓	x
Hertfordshire, Humberside, Lincolnshire and Norfolk projected Future Position May 2015	✓	✓	✓	✓	✓	✓	✓	x	✓	✓

Projected savings

The four Fire and Rescue Authorities project savings totaling £5.446 million by the end of 2020-21 (no change from previous report). The Fire and Rescue Authorities are currently reviewing the financial efficiencies and savings predicted in the original bid. Some refresh elements will incur costs, but a reduction in costs will have been achieved by the upgrade of the Lincs mobilising system as opposed to full procurement. There has also been shared procurement of the station-end equipment, mobile data terminals and wide area network, and shared development of the gateways.

Project completion date

20 May 2015 (slipped three months from previous projection of February 2015, and five months from original projection of 31 December 2014). The project has been significantly delayed by the procurement of the wide area network, which is a key enabler for many technical elements of the programme and has a knock-on impact for delivery.

Several mitigating actions have been applied to ensure the wide area network is delivered by the most expedient means, e.g. delay payments have been negotiated and applied within the contract. Delivery of all circuits is now expected around mid-February 2014. When this has been confirmed, the remainder of the programme will be revised accordingly and the necessary steps taken to attempt to bring completion back in line. However, this is one of the most ground breaking and complex solutions and it is imperative that delivery is successful. A strategic and phased approach to focus on the time critical elements within the programme has therefore been adopted.

Additional benefits

In-house ICT support will be provided for the consortium by the four Fire and Rescue Authorities where applicable. A virtual IT Service Desk will exist as the single point of contact for users to access IT support, fault reporting, access to user reports, incident reporting and monitoring, performance reporting, etc. Work with the

consortium has already extended into other arenas within the four Authorities such as incident command. Chief Fire Officers have met to discuss other areas of potential collaboration.

Options on the telephony configuration are currently being considered which could provide a fit for purpose solution with significant savings, ie utilisation of session initiation protocol trunks (direct connectivity) into British Telecom/Kingston Comms network as opposed to the current Integrated Services Digital Network lines (the traditional method of delivery). This offers a modern solution to line provision with an enhanced feature set such as line diversion and enhanced flexibility with dynamic channel allocations so that during peak times the number of channels can be increased. It is envisaged that initially a mixture of provision will be deployed where tried and tested technologies can be provided alongside new technologies providing a simple upgrade and therefore future proofing of the solution.

Kent and Medway

High Level Summary

Grant: £1,800,000

Kent and Medway Fire and Rescue Authority co-located its control function with Kent Police Control at the Kent Fire and Police Control Room, based at police headquarters in March 2012. Prior to relocation, the control room underwent a restructure, moving to a twelve hours shift pattern over four watches and the introduction of an overlay shift.

The second phase of the project will involve the migration by Kent and Medway Fire and Rescue Authority to the multi-agency system used by Kent Police. The replacement will also move towards the provision of a common gazetteer (using the national address gazetteer) which will enable Kent and Medway Fire and Rescue Authority and Kent Police to share operational and risk information, as well as common telephony.

For communications, the control room uses the fully networked Airwave system (SAN G), with real time incident messaging, already in use by Kent police. New mobile data terminals and station-end equipment will also be supplied through separate projects within the Kent Fire programme. The Fire and Rescue Authority is planning to adopt the fallback arrangements used by Kent Police, which are currently being enhanced. It is also planning to agree an additional fallback arrangement with another fire and rescue authority.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Kent and Medway October 2009 baseline	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
Kent and Medway current position December 2013	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
Kent and Medway projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓

Projected savings

Kent and Medway Fire and Rescue Authority projects savings totaling £2.071 million by the end of 2020-21 (a reduction of £134,000 from the previous report of September 2013). This is primarily caused by a delay in migration to Kent Police's mobilising platform, which has impacted on the 2012-13 savings. During 2014/15, there may be a period of dual running as the old mobilising system is phased out.

Over the course of the next eight years this report is profiling, the loss of savings will almost certainly be offset by other projects the Fire and Rescue Authority is progressing with Kent Police, eg the Fire and Rescue Authority is looking at how it could potentially reduce the number of command support vehicles both it and the police have, through sharing resources. Further savings are also likely around joint training of staff, which although not directly a function of the control project, will reduce the bottom-line costs.

Project completion date

31 December 2014 (from 30 September 2014 in previous report. However, the project is on track to be completed by the original projection of 31 December 2014). The joint collaboration to use the same command and control platform and agreed gazetteer required Kent Police to migrate to use the national Address Base gazetteer product. This separate Kent Police project is now underway and completion is expected to meet the December 2014 deadline.

London

High Level Summary

Grant: N/A (see below)

London did not submit a bid for the future control room services grant as alternative arrangements had previously been agreed. It operates its own control room, call handling and mobilising system, and maintains a fallback control room arrangement.

London has moved its control function to a new highly resilient building in Merton. It has procured a new emergency call handling and mobilising system which will include a full voice and data communications capability using the Airwave network. The system will also give the capability of an integrated geographic information system, premises based gazetteer and automatic vehicle location system, which will enable London to mobilise the nearest appropriate resource (by predicted travel time) to an incident. It is also planning to exploit the capability to exchange information with other emergency services through real-time data links. It currently has an interim fallback arrangement with West Yorkshire Fire and Rescue Authority. London are currently working with West Midlands and Staffordshire and North West Fire Control Services to establish a tri-partite arrangement for fallback, spate and spike conditions to replace the arrangement with West Yorkshire Fire and Rescue Authority.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
London October 2009 baseline	x	x	✓	x	✓	✓	x	x	x	x
London current position December 2013	✓	✓	✓	x	✓	✓	x	✓	x	x
London projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	x

Projected savings

Not applicable - London Fire Brigade did not submit a bid for the grant for future control room services as alternative arrangements had been agreed previously.

Project completion date

31 July 2014 (no change from previous report).

Manchester, Cheshire, Lancashire and Cumbria

High Level Summary

Grant: £8,400,000

Manchester, Cheshire and Lancashire Fire and Rescue Authorities currently operate their own fire and rescue service control rooms that provide integral emergency call handling and mobilising systems. Cumbria transferred their control room function to Cheshire Fire and Rescue Authority on 1 June 2012 as part of the transition to the new fire control centre in Warrington. The four Authorities are collaborating on a project that will move their current control services into a single fire control centre at the purpose built control centre building in Warrington. The plan includes procuring and installing a new mobilising system with a full voice and data communications capability through the Airwave network and converging some of the existing operating procedures across the four Fire and Rescue Authorities to aid centralised mobilising and interoperability. The financial case envisages significant savings in staffing, systems and estate costs. In addition to the expected financial benefits, the project will deliver improved resilience and interoperability (particularly in regard to the mobilisation of nearest available resources across border). The plan includes the provision of a suitable resilient control function and the establishment of a partnering arrangement with another fire and rescue authority to provide further fallback capability (currently in discussions with London and West Midlands Fire and Rescue Authorities). The project is aiming to deliver many of the planned benefits intended to be realised under the FiReControl project and consideration has been given to lessons learned by FiReControl.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Manchester October 2009 baseline	x	x	✓	x	x	x	x	x	x	x
Cheshire October 2009 baseline	✓	x	x	x	x	✓	x	x	x	x
Lancashire October 2009 baseline	✓	x	x	x	x	x	x	"G" with voice and data	x	x
Cumbria October 2009 baseline	✓	x	x	x	✓	✓	x	x	x	x
Manchester current position December 2013	x	x	✓	x	x	x	x	x	x	x
Cheshire current position December 2013	✓	x	x	x	x	✓	x	x	x	x
Lancashire current position December 2013	✓	x	x	x	x	x	x	"G" with voice and data	x	x

Cumbria current position December 2013	✓	x	x	x	✓	✓	x	x	x	✓
Manchester, Cheshire, Lancashire, Cumbria Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	to be confirmed	✓

Projected savings

The four Fire and Rescue Authorities project savings totaling £7.140 million by the end of 2020-21 (no change from previous report).

Project completion date

31 May 2014 (from original projection of 31 March 2014).

While the system can effectively handle calls and mobilise resources, it became apparent that more time was needed to input and check data and to allow staff to train on a fully functioning system. The delay is expected to be between four to six weeks with implementation now due for completion by 31 May 2014.

The team remain committed to completing the project as quickly as possible but the priority is ensuring the delivery of a fully functional system that will maintain public and firefighter safety and provide our staff with the confidence to do their jobs professionally.

Merseyside

High Level Summary

Grant: £1,800,000

Merseyside Fire and Rescue Authority currently operates its own control room and call handling and mobilising system. It also maintains a fallback control facility. Its systems include an integrated communications control system but it is not compatible with the Airwave technology required to communicate using data. The Fire and Rescue Authority plans to improve its resilience and efficiency by co-locating with other local emergency services and enhancing its mobilising systems. Building on successful multi-agency local management of civil disturbances, it plans to co-locate with the police in a new joint control centre facility, comprising two separate control rooms, a multi-agency emergency planning department, and newly designed strategic and tactical command facilities. The move to the new joint command centre will see a 'lift and shift' of its recently updated computer-aided dispatch systems. It will enhance its call handling and mobilising systems by:

- implementing a full voice and data communications capability using the Airwave network,
- procuring automatic location service for emergency calls (it already uses enhanced information service for emergency calls) to improve its caller location identification capabilities; and
- replacing its outdated mobilising processors in fire stations with new station-end mobilisation equipment.

The Authority has reorganised staffing in its control room, delivering savings of £400,000. It will decommission existing fallback control facilities as the Fire and Rescue Authority plans to agree and implement a mutual fallback arrangement with another organisation (it will not, initially, reduce the number of its control rooms). This will enable both organisations to take each other's calls and mobilise resources. Ahead of that, the project has facilitated a reduction in Merseyside Police control rooms.

As well as achieving improved efficiency and resilience, Merseyside Fire and Rescue Authority is confident that the arrangements and enhancements contained within the bid will enable them to meet specific demands for interoperability, eg delivering against the considerations listed for the Joint Emergency Services Interoperability Programme and contained within the national framework, with the ability to respond to emergencies rapidly and to accurately share and disseminate information between command levels and organisations. This will be achieved through effective use of well configured and data-integrated mobile data terminal solutions. The joint control room project will bring immediate and considerable benefits to deliver:

- sharing of early situational awareness;
- joint dynamic risk assessments;
- joint response plans;
- joint command, control and coordination arrangements;
- effective Airwave communication;
- joint testing and exercises;

- A joint procurement of an operational/multi-agency training software with video and audio facilities is currently being planned.
- operational and inter-operational learning processes.

Kier Construction North were awarded the design and build contract and in January 2013 enabling works started ahead of planning permission which was obtained on 4 April 2013. A further planning application was approved for the aerials/satellite dishes that are required on the roof of the existing two-storey headquarters building.

Although not part of the joint control centre build, a key milestone and an item on the critical path was the commissioning of a Fire secondary mobilisation and communication centre at the training and development academy Storrington Avenue. This was needed to offer alternative fall back arrangements as the current fall back arrangements are at Merseyside Fire and Rescue Authority headquarters. This was achieved, on time, on budget and on 16 December 2013 the facility was used successfully as Merseyside Fire and Rescue Authority Estate's team carried out planned maintenance at the existing primary mobilisation and communication centre, which was evacuated for the day.

Kier commenced construction of the two storey joint control centre block on 13 May 2013. As a design and build all outstanding commercial and design clarifications were signed off in October 2013. Long lead items have been ordered, including a diverse power solution of two power generators and a number of uninterruptable power supplies, a SAN H for Fire, and an integrated, communications and control system for Police.

Construction is now in the final stages of the internal fit out with floors and ceiling being closed as mechanical and electrical works are completed. In line with Public Available Speciation's guidance to protect a key asset, as part of the National Critical Infrastructure, the external security zone and external security access work is well underway. In the security zone itself landscaping is taking shape.

Mindful of the culture differences, joint staff consultation exercises have taken place on a regular basis so far involving over 200 staff from both services. A final stage of stakeholder engagement has recently been completed to determine the finish for furniture, floors and walls.

A community engagement plan is in place to ensure that the local and wider community within Sefton benefit from the scheme in the longer term. As of 17 December 2013 the following progress has been made in relation to providing young people opportunities in building trade related apprenticeship schemes:

- Two ground worker apprenticeships secured;
- One administration post recruited via Sefton-In-Work;
- Two mechanical and electrical apprenticeship positions filled;
- The final three positions will be secured as "the trades" are on site.

In terms of "localism" aspirations Kier have committed to 90% of the sub-contractors having Merseyside postcodes.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Merseyside October 2009 baseline	x	x	x	✓	✓	✓	✓	x	x	x
Merseyside current position December 2013	✓	x	✓	✓	✓	✓	✓	x	x	x
Merseyside projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	x

Projected savings

Merseyside Fire and Rescue Authority projects savings totaling £3.584 million by the end of 2020-21 (no change from previous report).

Project completion date

30 June 2014 (brought forward six months from original projection of 31 December 2014. No change from previous report).

Northamptonshire and Warwickshire

High Level Summary

Grant: £3,600,000

Northamptonshire and Warwickshire Fire and Rescue Authorities currently operate individual control rooms, call handling and mobilising systems. Both Fire and Rescue Authorities maintain separate secondary control facilities but now provide mutual fall-back. The two Authorities are working in partnership to deliver a transitional programme over three years, implementing new call handling and mobilising systems which will be shared and operated from within each control room initially. This will be supported by a shared single integrated command and control system and data platform. The new system will allow each Authority to take the other's calls and mobilise each other's resources. It will provide a full voice and data capability using the Airwave network.

Automatic vehicle location system will be used to ensure the nearest appropriate resource is mobilized to an incident. Systems such as enhanced information service for emergency calls will be used to support emergency call handling. New common operating procedures and ways of working are being developed and implemented. To help achieve this both Authorities are now part of the Operational Policy and Procedures forum. A decision on moving to a joint single primary and secondary back-up will be made once the concept is operationally tested and proven. This is projected to be in 2015.

Warwickshire and Northamptonshire are working from new control rooms (from May and September respectively). These locations provide suitable accommodation for the new systems, improve the resilience of the function and provide the capacity to manage combined call levels. Both services have increased capacity from four operator positions to six and eight (at Warwickshire and Northamptonshire respectively). These moves were funded outside of the DCLG Grant.

Northamptonshire and Warwickshire Fire and Rescue Authorities have entered into an agreement with Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire and Rescue Authorities for the provision of a SAN H and Control Link capability to provide a communications platform. The SAN H will be located at the Thames Valley new control site at Reading, which is currently under development, with fall-back to Warwickshire via a control link. The timescale for the installation of the SAN H is directly dependant on the above building works being completed. The Control Link has been procured and installed at Warwickshire. Warwickshire has achieved Annex A code of compliance for use of the Control Link. Joint arrangements are in place between the five Authorities so that trials of data usage through the Control Link can be commenced in early 2014.

In support of the above, Northamptonshire have updated their network infrastructure, security procedures and communications equipment, in preparation for enabling Northamptonshire to be part of a Public Service Network and integrate with partner organizations utilising cloud based infrastructures. It is expected that these projects will be closed off in early 2014.

Warwickshire Fire and Rescue Authority has completed its station-end equipment installation programme. In November 2013 Warwickshire went live with a new mobilising system (Vision 4). It is intended that Northamptonshire will also upgrade to a Vision 4 platform in the first half of 2014. The exact architecture of the final solution that will be adopted, which will allow for full control room interoperability between the services, is currently being reviewed.

Both Services are now operating live on a shared DS 3000 integrated communications control system. This upgrade has also enabled Northamptonshire with call line identification capability via the BT EISEC product. Both authorities have completed a joint mobile data terminals procurement process. Northamptonshire is due to start its installation programme in February 2014, with Warwickshire due to start one month later. To improve capacity and programme delivery both Warwickshire and Northamptonshire Fire and Rescue Authorities have agreed joint governance arrangements which will be implemented in February 2014.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	IGIS	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
Northamptonshire October 2009 baseline	✓	x	x	x	x	x	x	x	x	x
Warwickshire October 2009 baseline	✓	x	x	x	✓	x	x	x	x	x
Northamptonshire current position June 2013	✓	x	x	x	✓	x	x	x	x	x
Warwickshire current position June 2013	✓	x	x	x	✓	x	x	x	x	x
Northamptonshire and Warwickshire projected Future position March 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Northamptonshire and Warwickshire Fire and Rescue Authorities project savings totaling £3.042 million by the end of 2020-21 (no change from previous report).

Project completion date

31 March 2015 (No change from previous report).

Additional benefits

The 5 way share of SAN H and Control Link provides increased resilience and possible future options for wider partnering.

Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes

High Level Summary

Grant: £5,400,000

Oxfordshire and Royal Berkshire Fire and Rescue Authorities currently operate their own control rooms and call handling and mobilising systems. Each has a secondary off-site control facility and a manually operated fallback arrangement with each other. Buckinghamshire and Milton Keynes Fire Authority currently operates its own control room and call handling and mobilising system, a secondary off-site control facility, and an overflow call handling arrangement with Bedfordshire Fire and Rescue Authority.

In August 2012, an approach was made by Buckinghamshire and Milton Keynes Fire Authority to the Oxfordshire and Royal Berkshire partnership to join the Thames Valley Fire Control Service Programme. All three Fire and Rescue Authorities have endorsed this approach and a legal agreement, similar to the existing Programme Partnership Agreement, was signed by all three Fire Authorities on 22 March 2013. The three Fire and Rescue Authorities are working together to implement a single joint control room function which will be based in a single location, in Calcot, Berkshire, with capacity for other fire and rescue authorities, clients or partners to join. The plan will be implemented across three phases. The first phase, for which Buckinghamshire and Milton Keynes Fire Authority's arrangements are out of scope, involved ending the existing fallback arrangements with Gloucestershire and Hampshire Fire and Rescue Authorities and implementing a new arrangement between Oxfordshire and Royal Berkshire Fire and Rescue Authorities; this phase has now been completed successfully. The second phase will deliver common mobilising procedures and alignment of operational policies and procedures. The third phase will involve merging the three existing control rooms and implementing a new fallback arrangement with another fire and rescue authority.

The three Fire and Rescue Authorities are planning to adopt the operational policies and procedures which originated in the South East region and are currently being developed by a wider consortium of fire and rescue authorities, thereby providing for improved cross-border incident management, interoperability and intra-operability. The new mobilising system will provide a full voice and data communications capability using the Airwave network, enhanced information service and automatic location service for emergency calls, which will reduce emergency call handling times. The introduction of an automatic vehicle location system will also ensure the nearest appropriate resource is mobilised to an incident. The contract for the new mobilising system for the Thames Valley Fire Control Service has now been awarded to Capita Secure Information Solutions Ltd after a robust tendering process and the contract was signed in late November 2013.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Oxfordshire October 2009 baseline	x	x	x	x	x	Partial	x	x	x	x
Royal Berkshire October 2009 baseline	✓	x	x	x	x	✓	x	x	x	x
Buckingham'shire and Milton Keynes October 2009 baseline	x	x	x	x	✓	✓	✓	x	x	x
Oxfordshire current position December 2013	✓	x	x	x	x	✓	x	x	x	x
Royal Berkshire current position December 2013	✓	x	x	x	x	✓	x	x	x	x
Buckingham'shire and Milton Keynes current position December 2013	✓	partial	partial	partial	✓	✓	✓	x	x	x
Oxfordshire, Royal Berkshire and Buckingham'shire and Milton Keynes projected Future position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire Authorities project savings totaling £15.148 million by the end of 2023-24. This is an increase of broadly £3.5 million from the previous report.

Project completion date

31 December 2014 (slipped nine months from original projection of 31 March 2014 because of the increased demand for mobilising systems from similar projects around the country) and a very limited number of desirable providers being available.

Additional benefits

The three partner authorities intend to create capacity within the control room so that, when it is operational and in a steady state, an opportunity to provide services to other Fire Authorities and possibly other clients will be marketed. If successful this venture would further increase efficiency savings significantly.

South Yorkshire and West Yorkshire

High Level Summary

Grant: £3,600,000

South Yorkshire Fire and Rescue Authority and West Yorkshire Fire and Rescue Authority currently operate their own control rooms and call handling and mobilising systems. The support contracts for their mobilising systems expire in 2014. The Fire and Rescue Authorities have fallback arrangements with each other for spare conditions, but they are not seamless. Both maintain secondary control facilities.

Both Fire and Rescue Authorities are now installing the new command and control system procured from Systel S.A. and training of the control staff is underway. On completion this will deliver a new shared call handling and mobilising system based on a distributed infrastructure which will virtually eliminate downtime. Project implementation is progressing well and remains on time and within budget. The Fire and Rescue Authorities will also ensure compatibility between mobile data terminal software to standardise incident data available to crews. The new system will be data-centric and provide a full voice and data communications capability using the Airwave network, enhanced caller identification to reduce emergency call handling times, and automatic vehicle location system to help ensure the nearest appropriate resource is mobilised to an incident. Real time incident messaging system will be included to enable the Fire and Rescue Authorities to interoperate more efficiently with other emergency services. The new system will enable them to take each other's calls and mobilise their resources seamlessly. There will no longer be a requirement for each Fire and Rescue Authority to maintain a secondary control facility. The two Fire and Rescue Authorities have undertaken a risk assessment and have identified that the resilience within the system has negated the requirement for another fallback arrangement. However, both Fire and Rescue Authorities are willing to enter into discussions with another authority to support their fallback requirements.

The programme has a detailed governance structure as follows:

- Joint Control Collaboration Project – this is the collaboration project between both Authorities for the information and communications technology solution. The installation of supporting IT for the new control system in West and South Yorkshire is currently being actioned.
- New Control Premises Project – this is the relocation of West Yorkshire Fire and Rescue Authority's control function to a new site that has been extensively altered to meet the new control needs. This build has been completed six weeks ahead of schedule and within budget. A comprehensive migration plan is being developed for the movement of personnel from the existing Control room to the new Control premises.
- New Control Ways of Working Project – this involves the complete revision of current West Yorkshire Fire and Rescue Authority working practises, including a new duty system and alignment of training, policy and procedures accounting for the new building, internal restructure and system implementation. This project reports through a collaborative Joint Ways of Working group that has members of both South and West Yorkshire staff. Both organisations are identifying opportunities to align operations and ways of working. This will deliver future efficiencies and improve service delivery standards.

The programme is being implemented through a bespoke project framework based on PRINCE 2 principles. The Programme has been running since June 2011 and is subject to continuous external audit for the governance, financial structures and procurement processes.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
South Yorkshire October 2009 baseline	✓	x	✓	x	x	✓	x	x	x	x
West Yorkshire October 2009 baseline	✓	x	✓	x	x	✓	x	x	x	x
South Yorkshire current position December 2013	✓	x	✓	✓	x	✓	x	x	x	x
West Yorkshire current position December 2013	✓	x	✓	x	✓	✓	x	x	x	x
South and West Yorkshire projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

South Yorkshire and West Yorkshire Fire and Rescue Authorities project savings totaling £6.57 million (this is an increase of £950,000 from the savings reported in March 2013. No change from previous report).

The control system and new duty systems will not be in place until mid-2014, therefore the financial savings will not start to be realised until 2014-15 and the £6.57 million savings will be achieved by 2021-22. Further savings may also be delivered by the additional functionality in the suppliers system (see below).

Project completion date

30 June 2014 (brought forward six months from original projection of 31 December 2014. No change from previous report).

Additional benefits

The successful suppliers system has additional functionality that was not in the original specification that will offer further potential savings i.e. command support software, resource management and comprehensive reporting tools.

Staffordshire and West Midlands

High Level Summary

Grant: £3,600,000

Staffordshire and West Midlands Fire and Rescue Authorities operate their own control rooms, call handling and mobilising systems, and have secondary controls and fallback arrangements. The system used by West Midlands Fire Authority is relatively new, whereas the one used by Staffordshire has been subject to contract renewal since March 2013.

The two Fire Authorities are planning to work in partnership to combine the provision of fire control services using a shared call handling and mobilising system. The shared fire control centre will operate from a single premise in the West Midlands. This new shared fire control centre will be governed by a collaborative Governance Board that will also be responsible for other future collaboration between the two Fire and Rescue Authorities. A secondary fire control will be maintained for resilience, thereby reducing the number of sites they have to maintain from four to two. West Midlands and Staffordshire are currently working with London Fire Brigade and North West Fire Control Services to establish a tri-partite arrangement for fallback, spate and spike conditions to replace their existing arrangements.

The shared call handling and mobilising system will incorporate a single integrated communication control system, provide a full voice and data communications capability using the Airwave network, and will extend to mobile data terminals. It will enable seamless mobilisation and management of both Fire and Rescue Authorities' resources and provide a holistic approach to asset and resource management. Common operational procedures and ways of working will be developed. The management of data will be shared, which will lead to an increased understanding of risk across the area covered by both Authorities, thereby improving community and fire-fighter safety.

Some of the benefits of the project, and efficiency savings are dependent on ongoing discussions with High Speed2 on a property issue. Further information will be provided for the September update.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	(Secondary Control) Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Staffordshire October 2009 baseline	x	x	✓	x	✓	✓	x	x	x	x
West Midlands October 2009 baseline	✓	x	✓	✓	✓	✓	x	x	x	x
Staffordshire current position December 2013	✓	x	✓	✓	✓	✓	✓	x	x	x

West Midlands current position December 2013	✓	x	✓	✓	✓	✓	✓	x	x	x
Staffordshire and West Midlands projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Staffordshire and West Midlands Fire and Rescue Authorities project savings totaling £11.463 million by the end of 2021-22. No change from previous report.

Project completion date

31 December 2014 (revised from original projection of 31 March 2014 – see below. No change from previous report).

Following the delivery of the interim solution, the overarching and key objective of combining both control functions into a single shared operation is on target to be delivered by March 2014, this is as detailed in the project timeline within the efficiency grant bid submitted to DCLG, and will realise the majority of the efficiency savings at this date. However, as set out in the project mandate document appended to the efficiency grant bid, and to minimise the risks involved in bringing the two controls together, the project has developed a phased approach to the implementation of the supporting technical elements of the integrated communications control system and SAN H. These elements will be implemented by December 2014. The completion date is dependant on third party delivery schedules and the project team is working closely with suppliers to expedite processes to achieve an early conclusion.

Additional benefits

A tri-partite resilience collaboration has been agreed between Staffordshire and West Midlands, London Fire Brigade, and the North West Fire Controls that will provide mutual support and interoperability, establishing geographically remote buddy and fallback arrangements.

As part of the first phase of the full solution both Fire and Rescue Authorities are investigating and implementing common working practises, with a view to improving and harmonising operational practices as the full solution evolves.

Surrey and Isle of Wight

High Level Summary

Grant: £3,000,000

Surrey and Isle of Wight Fire and Rescue Authorities now operate a single Joint Emergency Communications Centre based at Reigate which provides 999 call taking and mobilising. The centre provides immediate assistance and a managed mobile data service to both the Isle of Wight and Surrey.

In March 2012 the Isle of Wight Fire and Rescue Authority's mobilising control function transferred along with some of its staff to the newly formed Joint Emergency Communications Centre. At the same time, Isle of Wight station-end equipment and the mobilising system was upgraded to deliver enhanced mobilising, communications and command and control capability. In closing down its control room facility the Isle of Wight created an interim incident command suite and will further develop its mobile command unit to incorporate the appropriate technology and integration with Surrey. Similarly, Surrey also upgraded its C2 (Command and Control) and C3 (Command, Control and Communications) capability to meet the Olympic requirement by building an interim operations room, situation room, a mobile main incident command unit for major incidents (this unit arrived in January 2013), a mobile forward command unit (for medium-sized incidents – four pumps plus) and two mobile rapid command units (for two-four pump sized incidents).

The first phase of joint mobilising has now been completed. The second phase to upgrade the mobilising system and other facilities is also underway. These upgrades include the provision of a full voice and data communications capability using the Airwave network and automatic vehicle location system which will be coupled with dynamic cover software to help ensure the nearest appropriate resource is mobilised to an incident, currently being developed in partnership with Capita/Fortek. The current retained availability system has already been replaced in both the Isle of Wight and in Surrey with one that gives improved access and visibility of retained fire-fighter availability.

Isle of Wight Fire and Rescue Authority has already upgraded its station-end equipment and aligned the technical specification with Surrey. Surrey Fire and Rescue Authority's station-end equipment replacement programme implemented a new network solution (Unicorn), which went live at the end of February 2013 and is now in place. Surrey plans to upgrade its secondary control facilities and has had discussions with London Fire Brigade and other services over fallback arrangements which will enable any integrated controls to mobilise each other's resources if required.

Both Fire and Rescue Authorities completed phase one by May 2012. Activity in phase two will be carried out in parallel in the two Authorities and took place primarily during 2013. Some hardware upgrades will necessarily take place at different times.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Surrey October 2009 baseline	F/line appliances	x	✓	✓	✓	partial	✓	x	x	x
Isle of Wight October 2009 baseline	partial	x	x	x	x	x	x	x	x	x
Surrey current position December 2013	✓	✓	✓	✓	✓	partial	✓	x	x	✓
Isle of Wight current position December 2013	✓	✓	✓	✓	✓	partial	✓	x	x	✓
Surrey and Isle of Wight projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Surrey and Isle of Wight Fire and Rescue Authorities project savings totaling £5.056 million by the end of 2020-21. All savings forecast have been realised so far.

Project completion date

The project is on track to complete by June 2014 (moved back three months from original projection of 31 March 2014. No change from previous report).

Due to the delay in purchasing a new secondary control building the re-fit of the primary control will take place by June 2014.

Tyne and Wear and Northumberland

High Level Summary

Grant: £3,600,000

This project has completed and has gone live.

Tyne and Wear and Northumberland Fire and Rescue Authorities each had their own primary and secondary control rooms using outdated solutions with comparatively limited functionality. The two Fire and Rescue Authorities have worked in partnership to procure and implement a new resilient solution which has the capacity to accept calls, and mobilise and manage resources for both Authorities. The solution, which went live on 25 November 2013, enables each Fire and Rescue Authority to take the other's calls and to act as a fallback for the other, thereby negating the need for secondary control rooms. The Fire and Rescue Authorities are also planning to develop overflow arrangements with a remote fire and rescue authority. Preliminary discussions have taken place to progress this action.

Although Tyne and Wear previously had an integrated geographic information system and used status messaging via mobile data terminals, the new solution provides both Fire and Rescue Authorities with this functionality as well as a full voice and data communications capability using the Airwave network. The system also provides an enhanced information service and automatic location service for emergency calls, which will reduce emergency call handling times, and an automatic vehicle location system, which ensures the nearest appropriate resource is mobilised to an incident. In the case of Priority 1 incidents this will be irrespective of which Fire and Rescue Authority area the incident occurs in.

Subsequent to an intensive and robust tendering process, which included 1974 requirements which the prospective tenderers had to meet, and which took nine months from inception to complete, the approved supplier was nominated and the contract was awarded on 17 September 2012 to telent consortium. Requirements and terms and conditions were agreed, and the contract formally signed on 22 November 2012. In consultation with both Tyne and Wear Fire and Rescue Authority and Northumberland Fire and Rescue Authority the company produced functional and system design specifications, which were agreed prior to installation and testing, which commenced in March 2013.

An extremely detailed project plan was implemented and followed which identified timelines for design, installation, training and implementation, with critical milestones for each section highlighted within the project. An Airwave solution has been installed and commissioned in both Fire Authority control rooms, with agreement to an amended SAN H Variant B solution. Building enabling works to relocate the emergency fire control centre are complete at both Authorities' headquarters. This includes the provision of resilient power supplies and cabling to both locations and includes installation of the latest ergonomically designed Control Room fixtures and fittings including fully controllable lighting.

Development of both the integrated communications control system and mobilising system functionality has been undertaken to ensure that the end-to-end system fully meets the operational requirements of both Fire and Rescue Authorities. System and

Mobile Data Terminal Code of Connections have been approved by Cabinet Office. Factory acceptance testing and site acceptance testing at both control rooms on all of the electronic solution and on peripheral equipment, i.e. mobile data terminals, has been completed, with training commencing on 4 July 2013 and completed on 19 September 2013. A comprehensive 'train the trainer' programme was designed by a specialist training provider which covered both control room operations and operational mobile data terminals training. A vehicle 'fit out' programme was developed combining operational mobile data terminals training with vehicle 'fit out' to minimise the impact on service delivery.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Tyne and Wear October 2009 baseline	Limited	x	✓	x	x	x	x	x	x	x
Northumb'land October 2009 baseline	x	x	x	x	x	x	x	x	x	x
Tyne and Wear current position December 2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Northumb'land current position December 2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tyne and Wear and Northumb'land projected Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Tyne and Wear and Northumberland Fire and Rescue Authorities project savings totaling £4.518 million by the end of 2020-21 (no change from previous report).

Project completion date

The project completed on 25 November 2013, five weeks ahead of its projected completion date of 31 December 2013.

Additional benefits

Streamlined Ways of Working have increased the potential for efficiencies in Control Room Operations. New lighting and power supply arrangements will make energy savings; and re-location and reduction of premises requirements will release building stock and reduce energy consumption.

Annex A

The fire and rescue authorities

1. Avon
2. Bedfordshire
3. Royal Berkshire
4. Buckinghamshire and Milton Keynes
5. Cambridgeshire
6. Cheshire
7. Cleveland
8. Cornwall (covering Isles of Scilly)
9. Cumbria
10. Derbyshire
11. Devon and Somerset
12. Dorset
13. Durham and Darlington
14. East Sussex
15. Essex
16. Gloucestershire
17. Hampshire
18. Hereford and Worcester
19. Hertfordshire
20. Humberside
21. Isle of Wight
22. Kent and Medway
23. Lancashire
24. Leicestershire
25. Lincolnshire
26. London
27. Manchester
28. Merseyside
29. Norfolk
30. North Yorkshire
31. Northamptonshire
32. Northumberland
33. Nottinghamshire
34. Oxfordshire
35. Shropshire and Wrekin
36. South Yorkshire
37. Staffordshire
38. Suffolk
39. Surrey
40. Tyne and Wear
41. Warwickshire
42. West Midlands
43. West Sussex
44. West Yorkshire
45. Wiltshire

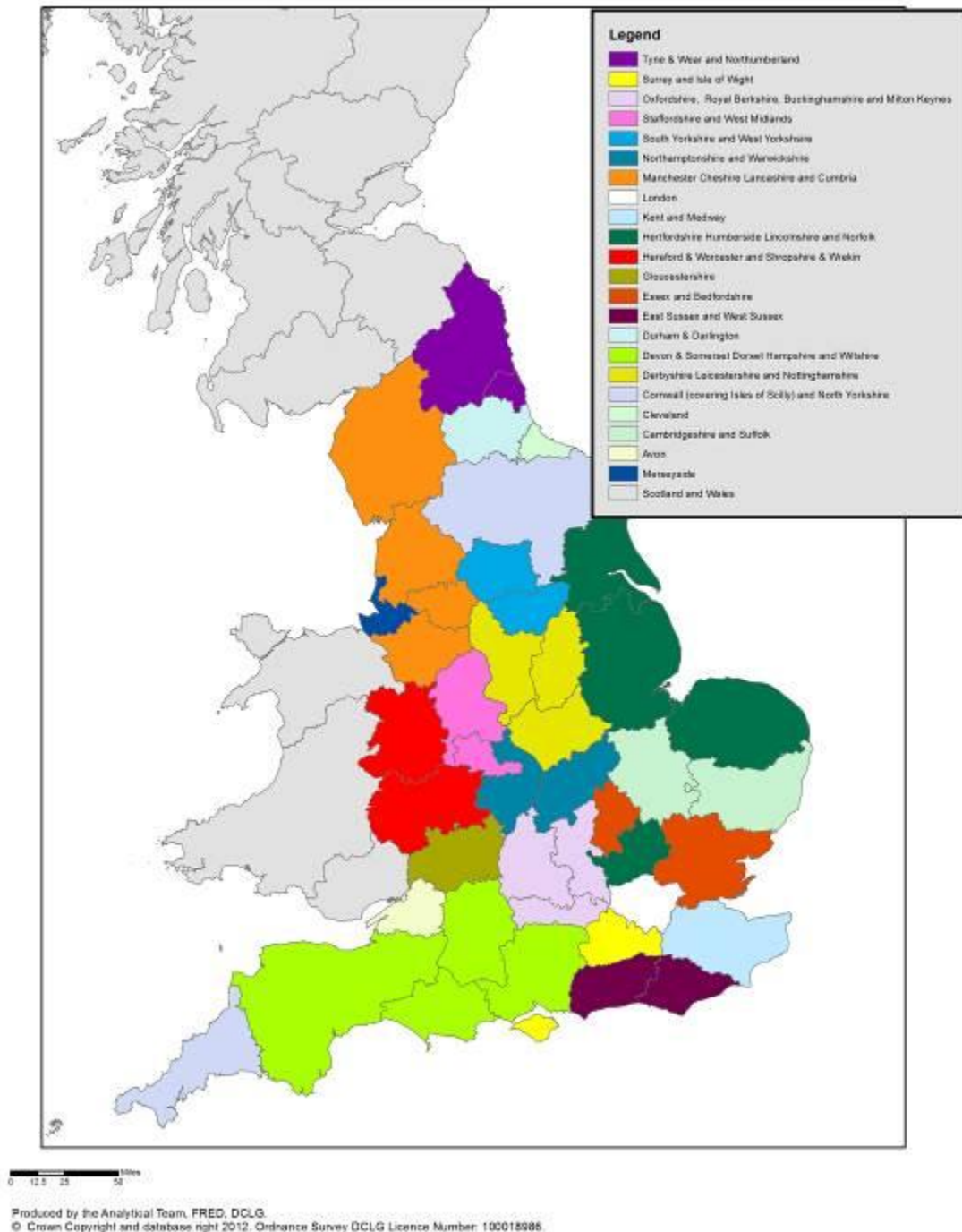
Annex B

Project partnerships between fire and rescue authorities

1. Avon
2. Cambridgeshire, and Suffolk
3. Cleveland
4. Cornwall (covering Isles of Scilly), and North Yorkshire
5. Derbyshire, Leicestershire, and Nottinghamshire
6. Devon and Somerset, Dorset, Hampshire, and Wiltshire
7. Durham and Darlington
8. East Sussex, and West Sussex
9. Essex, and Bedfordshire
10. Gloucestershire
11. Hereford and Worcester, and Shropshire and Wrekin
12. Hertfordshire, Humberside, Lincolnshire, and Norfolk
13. Kent and Medway
14. London
15. Manchester, Cheshire, Lancashire, and Cumbria
16. Merseyside
17. Northamptonshire, and Warwickshire
18. Oxfordshire, Royal Berkshire ,
and Buckinghamshire and Milton Keynes
19. South Yorkshire, and West Yorkshire
20. Staffordshire, and West Midlands
21. Surrey, and Isle of Wight
22. Tyne and Wear,
and Northumberland

Annex C

Map showing the project partnerships between fire and rescue authorities



Annex D

Grant awarded to the 22 projects

Project	Grant awarded £
Avon	1,600,000
Cambridgeshire, and Suffolk	3,600,000
Cleveland	1,800,000
Cornwall, and North Yorkshire	3,600,000
Derbyshire, Leicestershire, and Nottinghamshire	5,400,000
Devon and Somerset, Dorset, Hampshire, and Wiltshire	7,200,000
Durham and Darlington	1,800,000
East Sussex, and West Sussex	3,600,000
Essex, and Bedfordshire	3,200,000
Gloucestershire	1,800,000
Hereford and Worcester, Shropshire and Wrekin	3,600,000
Hertfordshire, Humberside, Lincolnshire, and Norfolk	7,200,000
Kent and Medway	1,800,000
London	N/A
Manchester, Cheshire, Lancashire, and Cumbria	8,400,000
Merseyside	1,800,000
Northamptonshire, and Warwickshire	3,600,000
Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes	5,400,000
South Yorkshire, and West Yorkshire	3,600,000
Staffordshire, and West Midlands	3,600,000
Surrey, and Isle of Wight	3,000,000
Tyne and Wear, and Northumberland	3,600,000
Total	79,200,000

The collaborative partnership

1. In July 2012, Ministers agreed to provide £1 million to a consortium of 13 fire and rescue authorities to develop common operational guidance. Approximately £838,000 was for the consortium, representing 48% of the total costs. This grant was to support the final phases of product development, the transition to product maintenance and to seek alignment with others. The remainder of the funding supports the work of the Chief Fire Officers Association to ensure integration into wider work on blue light interoperability and alignment with the National Operational Guidance programme.
2. Grant funding has enabled the core programme team to be established to aid the completion of the development work, and put in place robust quality assurance arrangements. The consortium has also achieved alignment of operational guidance with a number of other fire and rescue authorities on a national basis.
3. 25 fire and rescue authorities are now working, or have committed to work, in the collaborative partnership, developing and adopting common training packages and mobilising protocols, and a common operational assurance methodology. An operational policy framework has been developed which would link all of the products, eg standard operating procedures, training packages, risk assessments, and equipment manuals, against specific incident categories and introduce a common standard of document production. All of the fire and rescue authorities in the partnership have introduced new operational procedures that have been developed through this collaboration. The initial development phase is scheduled to complete by April 2014, with suitable systems and resources in place to maintain, and continue to develop, the products on a sustainable footing. Benefits will include the potential to improve cross-border working, borderless mobilising of assets, ability to collaborate on future vehicles, equipment, training design and procurement.
4. Discussions are taking place with a number of key stakeholders to establish the work programme on a national basis and ensure that it is fully integrated with the National Operational Guidance programme currently being managed by London Fire Brigade. The Chief Fire Officers Association have agreed in principle to oversee this integrated approach and the project framework for this is under development.

Benefits that will be secured by the improvements

1. The benefits that will be secured by the planned improvements are as follows:

- **Mobile data terminals** are computer terminals in fire and rescue vehicles. Some are fixed and others are demountable. They will provide a wide range of information to firefighters and officers such as maps and route information, known risks and hazards associated with specific premises and locations, building plans, chemicals information (including how to handle them safely), vehicle information (e.g. design features and how to cut them open safely).

Mobile data terminals can be installed to operate in a standalone mode or can be configured, to provide for data-based mobilising provided other technology has been implemented, e.g. a call handling and mobilising system that is able to transmit/receive data to/from mobile data terminals and a radio network that is able to transmit the data.

Mobile data terminals will improve efficiency and the operational effectiveness of fire and rescue authorities by providing firefighters and officers with the information they need to deal with emergencies. They will also improve the ability of fire and rescue authorities to respond, and data transmission improves the accuracy of messages received, so strengthening the 'speed and accuracy' dimension of resilience.

- **Real time incident messaging** will enable fire and rescue authorities to exchange incident information in real time both between themselves and with other emergency services and agencies. This will help reduce delays, duplication, and communication errors. Real time incident messaging will improve interoperability and strengthen the 'speed and accuracy' dimension of resilience by enabling fire and rescue authorities and other emergency services and agencies to co-ordinate their responses to incidents more efficiently and effectively.
- **Status messaging** will provide for firefighters and officers to transmit updates to their control rooms using data, e.g. to inform the control room that their status has changed from 'mobile to incident' to 'arrived at incident.' Status messaging will improve efficiency, both in terms of time and cost, by reducing radio voice traffic and avoiding delays caused by call congestion during busy periods – a regular occurrence.

- **Automatic vehicle location system** will provide for the exact location of individual fire and rescue vehicles to be identified. This will enable the mobilising system to propose the nearest available appropriate vehicles for mobilising to an emergency. An automatic vehicle location system will improve efficiency as the mobilising system will know the exact location of vehicles with no human intervention. It will also strengthen the 'speed and accuracy' dimension of resilience by enabling the quickest appropriate resources to be identified instantaneously.
- **Caller line identification** will enable control room operators to confirm the caller's location swiftly. This is a critical first step in the call handling process, since the line could be 'cut' leaving the location unknown. The Enhanced Information Service for Emergency Calls technology provided by British Telecom plc and the Automatic Location Service for Emergency Calls technology provided by Cable and Wireless allows the billing address of the phone from which an emergency call is being made to be displayed to the control room operator thereby speeding up the task of confirming the caller's location. The technology can also be used to locate the whereabouts of a mobile phone caller by identifying the network cell from which they are calling. This is particularly useful for when callers are reporting incidents on the road network and are unaware of their exact location. The technology also assists in identifying hoax callers and reducing the number of times fire and rescue authority resources are mobilised unnecessarily.

Caller line identification will improve efficiency by helping to minimise dialogue between the control room operator and the caller. It will also strengthen the 'speed and accuracy' dimension of resilience by enabling control room operators to reach the point of mobilising the response more quickly.

- **Integrated geographic information system** is an electronic map with a direct interface to the call handling and mobilising system. When caller line identification technology is in use the location of the caller will be displayed instantly on the map. This will help control room operators to determine the location of an incident quickly when the caller is unable to provide the exact details of an address. When installed on mobile data terminals the map will also provide for firefighters and officers to view information relating to incidents such as site specific risks and the location of hydrants. An integrated geographic information system will improve efficiency by helping to minimise dialogue between control room operators and caller. It will also strengthen the 'speed and accuracy' dimension of resilience by enabling control room operators to reach the point of mobilising the response more quickly.

- **Premise based gazetteer** is a database containing up-to-date address details for the vast majority of premises, along with other information such as data relating to motorways, streets, towns, villages, and other points of interest. The data will:
 - Improve emergency response accuracy by enabling exact address information to be relayed to firefighters and officers at the time of mobilising (a significant proportion of fire and rescue authorities currently only mobilise to a point in a road or a district which has limited accuracy, e.g. when roads are long);
 - Provide for a wide range of valuable information to be held alongside address details and points of interest (e.g. address-specific risks, plans, key holder details, road closures, etc) all of which can be included in system-generated mobilising messages;
 - Help reduce the risks faced by firefighters attending incidents, e.g. by providing them with information on the dangers they are likely to encounter at specific locations;
 - Help mitigate the risk of communication errors by providing a set of common address information for control room operators to use when working in partnership with, or providing assistance to, another fire and rescue authority, or when communicating with firefighters and officers attending emergencies;
 - Facilitate and improve the ability of fire and rescue authorities to interoperate among themselves and with other emergency services by providing a common set of address information.

A premise based gazetteer will improve operational efficiency and contribute significantly to strengthening the 'speed and accuracy' dimension of resilience by increasing mobilising accuracy.

- **Service Access Node 'H' (full voice and data capability)** - is the provision of a capability to communicate over the Airwave resilient radio system by voice and data, instead of voice only. Data is a far more efficient way of communicating both in terms of speed and accuracy. The capability to communicate using data will enable fire and rescue authorities to maximise the benefits of modern technology, by enabling them to configure their systems to 'do the thinking' and 'transmit the answers' instantaneously.

The capability to communicate using data will improve efficiency and strengthen the 'speed and accuracy' dimension of resilience. As the Airwave radio system is highly resilient in terms of its performance and

availability, it will also strengthen the 'availability' dimension of resilience.

- **Partnering with automatic systems fallover** means that:
 - Two or more fire and rescue authorities will be working in partnership to provide their control room services; and that
 - The system or systems they use are able to fallover to a fallback system automatically with no interruption to service in the case of a system failure.

Partnering with automatic systems fallover will significantly strengthen the 'availability' dimension of resilience. It will also improve efficiency as each fire and rescue authority will effectively have a larger pool of control room operators to handle emergency calls with fewer numbers overall.

- **Reduction in control rooms and secondary control rooms** will be achieved by:
 - Merging control rooms; or
 - Outsourcing control room services to another fire and rescue authority; or
 - Partnering with one or more other fire and rescue authorities and using a shared call handling and mobilising system. (While this may not reduce the number of primary control rooms and systems, it will enable the fire and rescue authorities to decommission their existing secondary/fallback control rooms/systems or close down their control room at certain non-peak times.)

Each of the above changes will improve efficiency and generate significant cost savings. They are also likely to strengthen the 'availability' dimension of resilience. None of the changes will compromise the ability for a fire and rescue authority to handle calls and respond to emergencies in the shortest possible times, i.e. they will not increase risks.

The Chief Fire Officers Association National Resilience Support Team

1. The Chief Fire Officers Association's National Resilience support team has been fully staffed since September 2012, and has carried out over 100 visits to the 22 projects. Initially, the support team visited every project to provide an overview of the assistance and support available, and to assess how the projects were progressing. Further visits have been carried out when a project has requested support, or when the team has been made aware of an issue and considered support was necessary, eg when two separate projects experienced issues during the procurement of network connections - the support team facilitated engagement with the Cabinet Office to resolve this issue.
2. These visits have continued to assess project progress and to inform the 22 projects of national developments, such as the national incident type list (which has been endorsed by the Chief Fire Officers Association Operational Communication Board as best practice in fire control rooms), and technological developments and deliverables being employed by other control room improvement projects. The support team intends to build on the work done in relation to the national incident type list and has started to develop a national attribute list.
3. The support team has facilitated and delivered a number of seminars and workshops in response to issues identified during these visits, or raised by the projects, eg common data types, the Public Services Network, and emergency control management. The support team has also worked with other agencies and partners to provide extra support to projects to achieve improved resilience e.g. delivering a Geo Spatial Data Workshop and establishing a Geo Spatial Data Steering Group in conjunction with Ordnance Survey and GeoPlace.
4. The team has provided further support through:
 - Maintenance of a knowledge hub to share and exchange information, which now has over 120 subscribers from the projects.
 - Publishing best practise guidance for control rooms dealing with spate conditions.
 - Formation of a Fire Multi-Agency Information Transfer steering group to develop the protocol to support information exchange between fire and other emergency service control rooms.

- Assisting projects explore 'remote buddy' partnerships to further enhance local resilience.
5. Following the Met Office severe weather warnings for the UK, the support team designed and developed a pack for fire control rooms, containing best practise, current agreements with the 999/112 call handling agents, and options to reduce call volume in spate conditions. This pack was approved by the Chief Fire Officers Association and forwarded to all chief fire officers and control room managers.
 6. The support team's programme director engages with the Department for Communities and Local Government at Deputy Director level on a fortnightly basis. In addition, a strategic board, Chaired by the Chief Fire Officers Association's National Resilience Limited, with membership from the Local Government Association and the Department, oversees the support programme and challenge arrangements, ensuring there is an appropriate level of oversight of the delivery process.

Glossary

Airwave - The trading name of the company that provides the emergency services mobile radio and data services.

Airwave short data router - A device that forwards data packets from sender to receiver on a network.

Call handling and mobilising system - a computer-based system to deal with the receipt of emergency calls and alerting, dispatching and monitoring of fire and rescue authority resources within a service area.

Communications control interface ports - The link between the control room and the Airwave network and therefore anyone connected to it.

Cross-border incident management - The management of fire and rescue authority resources working outside their own service area.

Data-integrated mobile data terminal solutions - A vehicle mounted computer holding data synchronised with a database.

End-to-end mobilising and communications systems - A solution for emergency call handling, mobilising, communications and incident management. The solution will include, but may not be limited to, the provision of: computer aided dispatch system/mobilising system, a communications system, remote location communications equipment (station-end equipment), integration into fire and rescue authority mobile data terminals and the Airwave network to provide mobile data.

Fortek Vision 4 - A system that combines radio and telephony controls, including call line identification, caller location identification and short data messaging.

Full voice and data communications capability - The ability to communicate from the control room with voice and/or send data with other users on the same network and vice-versa.

General Packet Radio Service - A mobile data service that allows packets of data to be transmitted across networks utilising the mobile telecommunications network.

Incident ground radios - Radio communications used by fire authorities to communicate specifically with each other in the immediate vicinity of an incident.

Integrated communications control system - This equipment merges telephony and radio, and allows the control room to manage both functions.

Operational Policy and Procedures Forum - A group looking at the potential for the standardisation of policy and procedure to define a common mobilising and operations policy across more than one fire and rescue authority.

SAN G – A service access node (SAN) G. An older variation of SAN H.

SAN I – A service access node (SAN) type I, which provides an air interface (connection) from the fire and rescue authority's control room into the Airwave network. Essentially, a radio connection that can carry voice and a limited amount of data.

Single virtualised data-centric system - A common system across more than one fire and rescue authority, based on data rather than voice communications, accessible from any suitably enabled computer terminal.

Standard operating procedures - A procedure that informs all members of a service on a common policy of how to complete a task and the associated administration policy.

Station-end mobilisation equipment - The equipment that receives the dispatch and alerting message from the control room and provides information on the incident. It may also provide the data upload/download link to mobile data terminals on vehicles.