Future Control Room Services Scheme

Summary 'national picture' of fire and rescue authority improvement plans – September 2013 update

Contents

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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 Scheme[1]. 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.

3. The document then summarises this information to provide a national overview of the resilience benefits and projected savings to be delivered.

Background and context

4. 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, but that locally determined solutions, with central Government support, were the preferred way forward.

5. 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

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[1] https://www.gov.uk/government/publications/future-control-room-services-scheme-summary-national-picture-of-fire-and-rescue-authority-improvement-plans-march-2013-update

made available to secure interoperability benefits, bringing total funding available to £82.8 million.

6.   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. The bids were assessed against clear criteria for technical functionality, interoperability and resilience, and for 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.

7.   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**.

8.   The table below shows how £81.187 million has been allocated.

Year	Product	Allocated £
11/12	Projects	73,000,000
	Projects	6,200,000
12/13	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**

9.   A table setting out the grant awarded to each project is at **Annex D**.

10. 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**).

11. 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.
>
> - A range of technical operation 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 locations of incidents and their type, 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 spate 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.

12. The benefits that will be secured by the improvements are summarised at **Annex F**.

13. 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

7

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. The Board reviews project plans and savings, and oversees the support programme.

14.   The following pages provide an 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.

15.   A glossary of the technical terms used within this document is provided at **Annex H**.

Progress Assessment

16.   We were clear when the first summary of future control room projects was published in March 2012[2] that the proposed projects were at varying stages of development. A number were at an early stage, while others were already well underway. At that time the projected completion dates and forecasted savings were very early estimates. It is therefore reasonable to expect that a number of the projects would change, either through the partners within the projects changing, or in terms of timescales or forecasted savings. That was reflected in the last update published in March 2013, and has been again in this summary. However, the information presented in this summary demonstrates that the projects are now making clear and steady progress:

- there have been no further changes in terms of partnerships, reflecting that plans have firmed up and the focus is on delivery;

- there has been significant progress in delivering the resilience benefits, as shown in paragraph 31.

- projected savings have increased by £500,000 since the last update (see paragraph 45);

- while there has been, predictably, some fluctuation in the estimated completion dates, a number of dates have been brought forward, as shown in paragraph 48.

17.   In terms of resilience, there has been an increase in delivery of eight of the ten resilience benefits identified, with significant increases of around 10% or more in four of those. While delivery of the capability to use data over the Airwave

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

system has not increased since the March 2013 update, progress is being made: 12 projects (27 fire and rescue authorities, 60%) have placed an order for a Service Acces Node H (SAN H – see glossary), while three projects (five fire and rescue authorities, 11%) will share a SAN H with another fire and rescue authority. Only three projects intending to deliver this benefit are still to place an order for this equipment.

18. There has been no increase in the reduction of primary or secondary control rooms since the last update. However, this is entirely understandable as in the majority of cases this benefit will not be delivered until the projects go live, and fire and rescue authorities close their secondary control rooms to move to a joint control room, or introduce a new 'partnering with automatic fallover' system.

19. The forecast savings stand at £126.5 million. This is £1.5 million (or only 1%) less than the original early estimates in March 2012, but £500,000 more than that forecasted in the last update. We expect some further fluctuations in estimated savings as the projects progress and reach completion, but the lack of significant change in the estimates again underlines that the projects are firmly in the delivery phase. In addition, a number of project partnerships are starting to identify additional benefits which will offer further savings in addition to those already identified (see paragraph 44 below). Furthermore, the local delivery arrangements are proving efficient: spend on consultancy fees currently stands at less than 1% of the total grant awarded to the project partnerships.

20. In terms of completion dates, 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 were clear that it was expected that a number of the completion dates for the projects would change. This is reflected in the updated summaries provided; twelve of the projects are forecasting revised completion dates compared to those provided for the last update: five are forecasting completion earlier than previously provided, while six are estimating completion later – one of those by just eight weeks; and one which will be complete by 30 September 2013 with only the implementation of a replacement integrated communication and control system outstanding. A further project has revised its completion date to take account of its phased approach to implementing further supporting technical elements (although its overarching and key objective of combining both control functions into a single shared operation is still on target to be delivered by its original completion date of March 2014). No project is currently estimating completion later than 31 March 2015, just three months later than the original estimated completion of the Programme. We consider this to be an acceptable margin within the remit of a three years programme, and that this presents no risk to delivery of the Future Control Room Services Scheme.

21. In summary, our assessment continues to show that the projects remain on track to deliver the benefits outlined in the original national summary, and this update.

Locally delivered projects helping to secure national resilience

22. 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.

23. 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 help deliver this approach to national resilience through locally determined and led solutions, which ensure an efficient response which is both effective and resilient.

24. 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 data over the Airwave resilient 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.

25. 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.

26. 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 Assumptions[3]. The Board is regularly updated on progress of the Future Control Room Services Scheme.

Comparing the benefits to FiReControl

27. 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.

28. 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.

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[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.

Delivery arrangements

29. 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.

30. 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 March 2014.

Summary of Planned improvements

31. 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 30 June 2014[4]. [5]

Total and % of FRA areas with planned improvement						
	October 2009		June 2013		March 2015	
Improvement planned	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%	43	96%	45	100%
Real Time Incident Messaging	0	0%	7	16%	43	100%
Status Messaging	18	39%	27	60%	45	100%
Automatic Vehicle Location	11	24%	20	44%	45	100%
Caller Line Identification	19	41%	27	60%	45	100%
Integrated Geographic information system	21	46%	29	64%	45	100%
Shared (Premise Based) Gazetteer	11	24%	15	33%	45	100%
Service Access Node H (SAN H)	0	0%	1	2%	38	84%
Partnering with Automatic Fallover[6]	0	0%	4	9%	41	91%
Reduction in Control Rooms and/or Secondary Control Rooms[7]	0	0%	4	9%	42	93%

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[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 June 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 June 2013 and March 2015.

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

[7] One fire and rescue authority is to confirm whether it will deliver a reduction in its control rooms' secondary controls.

Progress against the October 2009 baseline and March 2015 delivery date [8]

32. **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. 43, or 96% have secured this benefit to date, an increase of 12% since the last update, and 31% since the October 2009 baseline.

33. **Real time incident messaging.** 43 fire and rescue authorities are planning to use real time incident messaging by March 2015. Seven, 16%, had secured this benefit by June 2013. This is an increase of 7% since the March 2013 update, and 16% since October 2009.

34. **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, an increase of 9% since the last update, and 21% since the October 2009 baseline.

35. **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. 20, or 44%, are already using this system. This is an increase of 8% since the March 2013 update, and 20% since October 2009.

36. **Caller line identification.** All 45 fire and rescue authorities are planning to use caller line identification by 31 March 2015. 27, 60%, have already secured this benefit, an increase of 7% since the last update, and 19% since the October 2009 baseline.

37. **Integrated geographic information system.** All 45 fire and rescue authorities are planning to use an integrated geographic information system by March 2015. 29 Fire and rescue authorities (64%) have already secured this benefit. This is an increase of 11% since the March 2013 update, and 18% since October 2009.

38. **Shared (premise based) gazetteer.** All 45 fire and rescue authorities are planning to use a shared (premise based) gazetteer by 31 March 2015. 15, or 33% have already secured this benefit, an increase of 2% since the last update, and 9% since the October 2009 baseline.

39. **Service Access Node (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. One fire and rescue authority, 2%, has already secured this benefit. This is the same percentage as the March 2013 update.

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

40. Of those to secure this benefit 12 projects (27 fire and rescue authorities, 60%) have already ordered a SAN H, while three projects (five fire and rescue authorities) will share a SAN H with another fire and rescue authority. Only three projects (five fire and rescue authorities, 11%) planning to deliver this benefit have not yet ordered their SAN H.

41. 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.

42. **Partnering with automatic systems fallover.** 41 of the 45 fire and rescue authorities plan to secure this benefit by 31 March 2015. Four fire and rescue authorities (9%) have already secured this, an increase of 5% since the last update, and 9% since the October 2009 baseline. Four authorities (one project) are to confirm whether they will deliver partnering with automatic systems fallover in future.

43. **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. Four, or 9%, had done so by the end of June 2013. This is the same percentage as the March 2013 update. 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. A further fire and rescue authority is to confirm whether it will do so.

Additional benefits

44. 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, eg one project has identified that the mobilising system is capable of proposing appropriate resources that can attend in the shortest time based on accurate information from previous incidents. A further project has explained that its suppliers' system has additional functionality that was not in the original specification. This will offer further savings in addition to those already identified, such as command support software, resource management and comprehensive reporting tools.

Financial benefits that are forecast to result from the improvements

45. The table below sets out the savings which fire and rescue authorities have forecast to result from the planned improvements, across the financial years 2011-12 to 2021-22 (a further column for 2021-22 has been added to allow for those projects who have advised that the financial savings will be realised a year later than that in the summary of March 2012).

Fire and Rescue Authority	Forecast savings (£M)											
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Total
Total	0.480	2.138	5.350	14.486	15.844	16.371	16.382	16.406	16.432	16.459	6.174	126.5

How the financial benefits compare with the summary of March 2012

46. Three of the projects have provided revised forecasts for their financial benefits since the March 2013 update. Of those, one project is estimating a decrease in its overall savings of £78,000 per annum (broadly £450,000 in total) due to potential changes to retained duty system pay arrangements. One project has forecast that its full savings will be realised a year later in 2021-22 because its project completion date has slipped six months to June 2014. However, its project savings remain the same as those previously reported. The remaining project has identified further savings of just under £1 million, and considers that further savings may be realised by additional functionality in the supplier's system.

47. Overall, total projected savings for all of the projects now stand at £126.5 million. This is £500,000 more than the figure reported in March 2013, and just £1.5 million, or 1%, less than the original estimates in March 2012.

Timescales for completing the improvements

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

Date	31 Dec 2013	31 March 2014	31 Dec 2014	31 March 2015
Fire and rescue authority	Tyne and Wear, and Northumberland	Avon Cambridgeshire, and Suffolk East Sussex, and West Sussex Manchester, Cheshire, Lancashire, and Cumbria Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes	Cornwall, and North Yorkshire Derbyshire, Leicestershire, and Nottinghamshire Devon and Somerset, Dorset, Hampshire, and Wiltshire Durham and Darlington Essex, and Bedfordshire Gloucestershire Hereford and Worcester, Shropshire and Wrekin Kent and Medway London Merseyside South Yorkshire, and West Yorkshire Staffordshire, and West Midlands Surrey, and Isle of Wight	Cleveland Hertfordshire, Humberside, Lincolnshire, and Norfolk Northamptonshire, and Warwickshire
Number	2	12	24	7
%	4%	27%	53%	16%

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

49.   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 it was expected that a number of the projects would change as planning and partnership arrangements firmed up. 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.

50.   Twelve projects have revised the completion dates provided for the last update. Five are estimating earlier completion dates, while six are estimating completion later than that forecast previously, and a further project has revised its completion date to December 2014 to take account of its phased approach to implementing further supporting technical elements such as a SAN H and integrated communications control system (although its overarching and key objective of combining both control functions into a single shared operation is still on target to be delivered by its original completion date of March 2014). Of the five estimating an earlier completion date:

- one is estimating completion by 31 December 2014, brought forward three months from 31 March 2015;

- one is estimating completion by 30 September 2014, brought forward three months from December 2014;

- two are forecasting completion by 30 June 2014, brought forward six months from 31 December 2014;

- and a further project is estimating completion by 31 May 2014, brought forward seven months from the previous reported completion date.

51.   Of those forecasting later dates:

- one has been delayed eight weeks due to the procurement of a wide area network;

- two are estimating completion three months later, one of these due to capacity and technical issues related to integration work, the other due to delays caused by the purchase of a secondary control building;

- two are forecasting completion four months later, one of these due to an IT issue which occurred during the evaluation of tenders, making it

necessary to extend the evaluation period; and one because of the requirement for extended testing of the mobilising and resource and management system to ensure full compliance of the specification.

- One project is estimating completion seven months later. However, the project will be completed by 30 September 2013, with only the implementation of a replacement Integrated Communication and Control System outstanding. In order to achieve greater value for money for the public purse the project partners conducted value engineering with the supplier to achieve a more cost effective outcome which slightly delayed the contract award.

52. These delays are, largely, outside the control of the projects and, realistically, could not have been predicted during the project planning phase.

53. As with the update published in March 2013, no project is currently forecasting completion later than March 2015.

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	✗	✗	✗	✗	✓	✗	✓	✗	✗	✗
Avon current position June 2013	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
Avon projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings
Avon Fire and Rescue Authority projects savings totalling £1.75 million by the end of 2020-21 (no change from previous report).

Project completion date
31 March 2014 (no change from previous report).

Cambridgeshire and Suffolk

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

Cambridgeshire and Suffolk Fire and Rescue Authorities previously operated separate fire control services. However, on 25 October 2011 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 systems in order to provide data centric and dynamic mobilising capabilities. DCLG grant funding is being used to support the improvements, which are aimed at improving the effectiveness and resilience of the control arrangements through the use of improved technology.

The Airwave network will be used to provide full voice and data communication capabilities. Enhanced information service for emergency calls will be used to reduce emergency call handling times, and an automatic vehicle location system will be used to ensure that the nearest appropriate resources are mobilised to incidents and to enhance situational awareness for control operators.

New standard operating procedures and ways of working have been developed jointly. This work continues as part of the ongoing project work. Cambridgeshire's fallback control is to be further upgraded to provide the functionality and capacity required by both Fire and Rescue Authorities. Discussions are at an advanced stage with East 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 and other peak demand periods require it.

The Project is currently in the final phase of Stage 2-Technology enhancements. Work has been ongoing to improve resilience and efficiency through further diverse routing, the implementation of status messaging, direct integration of automated systems as far as possible and the introduction of dynamic mobilisation using automatic vehicle location system and mapping tools. The San H has been received and the Fire and Rescue Authorities are now in the testing and commissioning phase of work.

The Project is at a point where these technologies are installed and becoming operational, with monitoring and adjustments being made as required.

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	✘	✘	✘	✘	✘	✓	Partial	✘	✘	✘
Suffolk October 2009 baseline	✓	✘	✘	✘	✓	✓	✓	✘	✘	✘
Cambr'shire current position June 2013	✓	✘	✓	✓	✓	✓	✓	✘	✓	✘
Suffolk current position June 2013	✓	✘	✓	✓	✓	✓	✓	✘	✓	✓
Cambr'shire and Suffolk projected **Future** Position December 2014	✓	✘	✓	✓	✓	✓	✓	✓	✓	✓

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

Project completion date
31 March 2014 (from original projection of 31 March 2013. This has slipped seven months from 31 August 2013 in the previous report).

However, while the update shows slippage of seven months from the previous report, the project will largely be completed by 30 September 2013, with only the implementation of a replacement integrated communication and control system outstanding. In order to achieve greater value for money for the public purse the fire and rescue authorities conducted Value Engineering with the supplier to achieve a more cost effective outcome which slightly delayed the contract award.

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 Services are in a position to do so.

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 March 2015 and to progressively implement enhanced fallback arrangements with other fire and rescue authorities from 2013. 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 will begin shortly in determining how the technical solution 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 June 2013	✓	✗	✓	✓	✓	✓	Partial	✗	✗	✗
Cleveland projected **Future** Position March 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Project completion date

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

Completion has slipped three months from previous report. Due to capacity and technical issues (related to integration work between Shropshire and Wrekin, and Hereford and Worcester) it is anticipated that there will be some slippage with the fallback arrangements.

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 late 2013/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 October 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 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	✗	✗	✗	✗	✓	✗	✓	✗	✗	✗
North Yorkshire October 2009 baseline	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Cornwall (covers Isle of Scilly) current position June 2013	✓	✗	Partial	Partial	✓	✓	✓	✗	✗	✗
North Yorkshire current position June 2013	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗
Cornwall (covers Isle of Scilly) and North Yorkshire projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Cornwall Fire and North Yorkshire Fire and Rescue Authorities project savings totalling £6.34 million by the end of 2020-21 (from £6.808 million reported in March 2013).

This includes revised savings projected by North Yorkshire Fire and Rescue Authority totalling £3.944 million. This figure has been revised downwards by £78,000 per annum, which was originally going to be delivered by using phased alerters for retained duty system staff, which would have reduced turnout fees. It is less likely that the savings will be delivered, not because of the collaboration project, but due to potential changes to retained duty system pay arrangements, which will remove turnout fees. This is not yet confirmed, and if it does go ahead North Yorkshire Fire and Rescue Service will seek to find the same level of savings through management of the overall staff costs

Project completion date

31 December 2014 (no change from previous report).

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 fallover. Fallover 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	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Nottinghamshire October 2009 baseline	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗
Derbyshire, current position June 2013	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗
Leicestershire current position June 2013	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Nottinghamshire current position June 2013	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗
Derbyshire, Leicestershire and Nottinghamshire projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities project savings totalling £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 last completion date of December 2014 reported in the summary of March 2013).

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 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.

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 June 2013	✓	✗	✓	✗	✓	Partial	✗	✗	✗	Partial
Dorset current position June 2013	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗
Hampshire current position June 2013	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗
Wiltshire current	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗

position June 2013										
Devon and Somerset, Dorset, Hampshire and Wiltshire **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

The four Fire and Rescue Authorities project savings totalling £16.91 million by the end of 2021-22 (no change from previous report).

Project completion date

31 December 2014 (no change from previous report).

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 which 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	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Durham and Darlington current position June 2013	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Durham and Darlington projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Project completion date

30 April 2014 (from original projection of 31 December 2013).

Due to an IT technical issue which occurred during evaluation of tenders it became necessary to extend the evaluation period. This resulted in an overall delay of four months to project deadlines.

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 by the end of September 2013 staff will have been appointed/recruited to the new structure, which has 20 fewer posts in it than the current 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 'go live' date for the new Sussex Control Centre is no later than 31 March 2014 and the Fire and Rescue Authorities remain on target for this date. The Section 16 was agreed and sealed by both Authorities on 20 December 2012. It comprises 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 with the provision of 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 slippage has occurred due to the product being a 'new generation' but at this point it has not impacted onto the overall delivery plan. Some recent difficulty with the agreed deadlines for the provision of a SAN H has been experienced. The Fire and Rescue Authorities are working through the potential impact on the project and the go live date.

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 11 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 H's 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 is underway and due for completion in December 2013. 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 June 2013	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗
West Sussex current position June 2013	✓	✗	✓	✓	✓	✗	✗	✗	✗	✗
East and West Sussex projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings
East Sussex and West Sussex Fire and Rescue Authorities project savings totalling £6.650 million by the end of 2020-21 (no change from previous report).

This represents a decrease of £0.078 million from the original projection. This is because the project slipped by three months due to technical issues in refurbishment, resulting in the financial savings for that quarter not being realised.

Project completion date
31 March 2014 (from original projection of 31 December 2013. No change from previous report).

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 Service's plan to work in partnership to develop a new shared call handing 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	✗	✗	✗	✗	✓	✓	Partial	✗	✗	✗
Bedfordshire October 2009 baseline	✓	✗	✗	✗	✗	✓	Partial	✗	✗	✗
Essex current position June 2013	✓	✗	✗	✗	✓	✓	Partial	✗	✗	✗
Bedfordshire current position June 2013	✓	✗	✗	Partial	✗	✓	Partial	✗	✗	✗

Essex and Bedfordshire projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Essex and Bedfordshire Fire and Rescue Authorities project savings totalling £5.792 million by the end of 2021-22 (no change from previous report in terms of the total amount of savings that will be delivered, but the savings have slipped a year to 2021-22 because the project completion date has been revised to June 2014 from the original projection of 31 December 2013).

Project completion date

June 2014 (from original projection of 31 December 2013. No change from previous report).

Further clarity on the project completion date and phasing of forecasted savings will be provided once the new supplier is known and detailed implementation plans are agreed. This is planned to take place in November/ December 2013.
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Gloucestershire
High Level Summary   **Grant: £1,800,000**

Gloucestershire Fire and Rescue Authority shares a control room with the police and ambulance services. It operates its own call handling and mobilising system which is outdated and not compatible with the Airwave technology used for communicating with data. The Fire and Rescue Authority plans to implement a new call handling and mobilising system. The new system will provide a full voice and data communications capability using the Airwave network, and a full mobile data terminal capability, which will include automatic vehicle location system to ensure the nearest appropriate resources are mobilised to incidents. 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.

The control room will be physically refreshed and 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 will be 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 system and mobilising network. This will be achieved through creation of a network link with Avon's control room to enable the use of a shared integrated communications control 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
Gloucest'shire October 2009 baseline	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Gloucest'shire current position June 2013	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗
Gloucest'shire projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	tbc

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

Project completion date
30 April 2014 (from 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.

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 fully align the two new systems, using the services of the systems integrator, to create a single virtualised 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 new system will provide each Fire and Rescue Authority with an immediate and fully operational fallback arrangement. This will enable the closure of current secondary control rooms. Additional remote fallback arrangements will be established with another fire and rescue authority (using the same command and control system).

For both Fire and Rescue Authorities the deployment of a fully 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, with formal evaluation and project closure by March 2015, although both services became live with the new stand-alone systems during 2012.

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	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗
Shropshire and Wrekin October 2009 baseline	✓	✗	✓	✓	✗	✓	✗	✗	✗	✗
Hereford and Worcester, current position June 2013	✓	✓	✓	✓	✓	✓	✗	✗	partial	✗

Shropshire and Wrekin current position June 2013	✓	✓	✓	✓	✗	✓	✗	equivalent	partial	✗
Hereford and Worcester, Shropshire and Wrekin projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	equivalent	✓	✓

Projected savings
£3.819 million by the end of 2020-21 (these figures will be reviewed in the next few months to more accurately identify the whole-life costs and savings. This review could not be carried out in time for this update).

Project completion date
31 December 2014 (from original projection of 31 March 2014. This has been brought forward three months from the completion date of 31 March 2015 in the last summary. This will be followed by a three months evaluation/review and closedown period).

With each Authority now operating its own embedded command and control system, activities are underway to connect both systems 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 (completion circa October 2013). Preparations are also underway to proceed to tender for a supplier to fully integrate the independent systems into a single operating end-to-end solution. Expected completion of full systems integration is December 2014, with formal evaluation and project close-down taking place during January-March 2015.

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.

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 June 2013	✓	✗	✓	✓	✓	✓	✓	✗	✓	✗
Humberside current position June 2013	✓	✗	✓	✓	✓	✗	✓	✗	✗	✗
Lincolnshire current position June 2013	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗
Norfolk current position June 2013	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗

Hertfordshire, Humberside, Lincolnshire and Norfolk projected **Future** Position March 2015	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓

Projected savings

The four Fire and Rescue Authorities project savings totalling £5.446 million by the end of 2020-21 (no change from previous report).

Cost reduction has been attained by the utilisation of the existing Airwave solution rather than the procurement of the proposed full SAN H solution. The major cost savings anticipated were predicted later on in the programme of work. Initial predictions showed that savings would be achieved in late 2014 and beyond. It is anticipated that the programme of work over a ten years period will still deliver the projected return on investment, although some refresh elements will incur costs that will need to be met by efficiencies. Revised figures will be supplied for the March 2014 update.

Project completion date

16 February 2015 (slipped two months from original projection of 31 December 2014).

The project has been delayed by the procurement of the wide area network**,** which will consequently move the end date to 16 February 2015. This will still ensure the project is delivered within a three years timeframe commencing from receipt of funding in April 2012.

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 June 2013	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
Kent and Medway projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓

Projected savings
Kent and Medway Fire and Rescue Authority projects savings totalling £2.205 million by the end of 2020-21 (no change from previous report).

Project completion date
30 September 2014 (brought forward three months from original projection of 31 December 2014).

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, premise 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. Currently it has an interim fallback 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	✗	✗	✓	✗	✓	✓	✗	✗	✗	✗
London current position June 2013	✓	✓	✓	✗	✓	✓	✗	✓	✗	✗
London projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗

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	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗
Cheshire October 2009 baseline	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗
Lancashire October 2009 baseline	✓	✗	✗	✗	✗	✗	✗	"G" with voice and data	✗	✗
Cumbria October 2009 baseline	✓	✗	✗	✗	✓	✓	✗	✗	✗	✗
Manchester current position June 2013	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗
Cheshire current position June 2013	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗
Lancashire current position June 2013	✓	✗	✗	✗	✗	✗	✗	"G" with voice and data	✗	✗

Cumbria current position June 2013	✓	✗	✗	✗	✓	✓	✗	✗	✗	✓
Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	to be confirmed	✓

Projected savings

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

Project completion date

31 March 2014 (no change from previous report).

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 silver and gold 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.

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 (JESIP) 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;
- operational and inter-operational learning processes.

All major legal, contractual and procurement milestones and issues have been realised and/or resolved to allow the building of a new extension at the headquarters site to house the new Merseyside Joint Control Centre.

Kier Construction North were awarded the design and build contract. In January 2013 enabling works started ahead of planning permission which was obtained on 4 April. A further application has since been made for the aerials/satellite dishes that are required on the roof of the existing two-storey headquarters building. Kier commenced construction of the two storey Joint Control Centre block on 13 May and the 'piling' has been completed. The week commencing 15 July will see the delivery and erection of the steel works in line with the project plan.

At the same time as the two storeys build, refurbishment works are underway for the mobilising and communications centre fall-back arrangements at the training and development academy, and this facility is planned to go live in November 2013. This will offer alternative fall back arrangements as the current fall back arrangements are at Merseyside Fire and Rescue Authority headquarters.

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 12 June the following progress has been made in relation to providing young people opportunities in building trade related apprenticeship schemes:

- Two ground worker apprenticeships secured;
- Final selection stage for one administration post recruited via Sefton-In-Work;
- Two mechanical and electrical apprenticeship positions in final stages of selection;
- The final three positions will be secured when "the trades" are on site scheduled for October 2013.

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	✗	✗	✗	✓	✓	✓	✓	✗	✗	✗
Merseyside current position June 2013	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
Merseyside projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗

Projected savings

Merseyside Fire and Rescue Authority projects savings totalling £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).

Northamptonshire and Warwickshire
High Level Summary   **Grant: £3,600,000**

Northamptonshire and Warwickshire Fire and Rescue Authorities currently operate individual control rooms, call handing and mobilising systems. Both Fire and Rescue Authorities maintain separate secondary control facilities but now provide mutual fallback. 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 Services 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 is now working from a new control room (live May 2013) which provides suitable accommodation for the new systems, improves the resilience of the function and provides the capacity to manage combined call levels with six operator positions where previously there were 4. This move was 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 control site at Reading with fallback to Warwickshire via a control link. Installation is due in December 2013 and full implementation scheduled for April 2014. The Control Link has been procured and Warwickshire has applied for code of compliance. Joint arrangements are in place between the five Authorities so that trials of data usage through the Control Link can be commenced in late 2013.

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 utilizing cloud based infrastructures.

In September 2013 Northamptonshire Fire Control will move to a new location with a more resilient facility (this move has been funded outside of the DCLG grant). In October Warwickshire will go-live with a new mobilising system (Vision4).

Northamptonshire and Warwickshire are jointly procuring updated mobile terminals and the process for this is now completed. The installation of the chosen solution is expected to commence in November 2013. The two Authorities have also jointly procured a single integrated communications control system. This went live in Warwickshire during January 2013 and joint use is in final testing.

Warwickshire Fire and Rescue Authority has updated all station-end equipment to ensure compatibility with new systems. Northamptonshire has also upgraded all station-end equipment so that the partners are aligned in this respect.

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
Northamptonshire October 2009 baseline	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Warwickshire October 2009 baseline	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Northamptonshire current position June 2013	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Warwickshire current position June 2013	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Northamptonshire and Warwickshire projected **Future** position March 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Project completion date
31 March 2015 (from original projection of 31 December 2014. 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. It is expected that the preferred supplier for the new mobilising system will be identified by mid-July 2013. The introduction of an automatic vehicle location system will also ensure the nearest appropriate resource is mobilised to an incident.

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	✗	✗	✗	✗	✗	Partial	✗	✗	✗	✗
Royal Berkshire October 2009 baseline	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗
Buckinghamshire and Milton Keynes October 2009 baseline	✗	✗	✗	✗	✓	✓	✓	✗	✗	✗
Oxfordshire current position June 2013	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗
Royal Berkshire current position June 2013	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗
Buckinghamshire and Milton Keynes current position June 2013	✓	partial	partial	partial	✓	✓	✓	✗	✗	✗
Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes projected **Future** position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings
Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire Authorities project savings totalling £11.361 million by the end of 2020-21 (no change from previous report).

There is planned capacity within the control room when it is in a steady state to allow for either additional partners or an outsourced solution from another fire and rescue authority, which will further increase efficiency savings significantly.

Project completion date
31 March 2014 (no change from previous report).

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 spate conditions, but they are not seamless. Both maintain secondary control facilities.

Both Fire and Rescue Authorities have now placed an order and signed a contract with Systel S.A. for 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 are in early discussions to agree a secondary fallback arrangement with a more distant fire and rescue authority and are on track to initiate these plans alongside the new system.

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.
- 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.
- 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.

The programme is being implemented through a bespoke project framework based on PRINCE 2 principles. The Programme has been running for two years and is subject to continuous external audit for the governance, and 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	✓	✗	✓	✗	✗	✓	✗	✗	✗	✗
West Yorkshire October 2009 baseline	✓	✗	✓	✗	✗	✓	✗	✗	✗	✗
South Yorkshire current position June 2013	✓	✗	✓	✓	✗	✓	✗	✗	✗	✗
West Yorkshire current position June 2013	✓	✗	✓	✗	✓	✓	✗	✗	✗	✗
South and West Yorkshire projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings
South Yorkshire and West Yorkshire Fire and Rescue Authorities project savings totalling £6.57 million (this is an increase of £950,000 from the savings reported in March 2013).

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 £6.57m 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).

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. Further resilience and interoperability will be provided by establishing geographically remote buddy and fallback arrangements, and initial discussions are underway with London Fire Brigade and the North West Control regarding this.

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.

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	✗	✗	✓	✗	✓	✓	✗	✗	✗	✗
West Midlands October 2009 baseline	✓	✗	✓	✓	✓	✓	✗	✗	✗	✗
Staffordshire current position June 2013	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
West Midlands current position June 2013	✓	✗	✓	✓	✓	✓	✓	✗	✗	✗
Staffordshire and West Midlands	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

projected **Future** Position December 2014									

Projected savings

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

Project completion date

31 December 2014 (revised from 31 March 2014 – see below).

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 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

As part of the first phase of the full solution both Services 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 and London Fire Brigade. 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 will roll-out across the county during the following months. Surrey plans to upgrade its secondary control facilities and has had discussions with London Fire Brigade and other Capita/Fortek4 provided 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 will take 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	✗	✓	✓	✓	partial	✓	✗	✗	✗
Isle of Wight October 2009 baseline	partial	✗	✗	✗	✗	✗	✗	✗	✗	✗
Surrey current position June 2013	✓	✓	✓	✓	✓	partial	✓	✗	✗	✓
Isle of Wight current position June 2013	✓	✓	✓	✓	✓	partial	✓	✗	✗	✓
Surrey and Isle of Wight projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Surrey and Isle of Wight Fire and Rescue Authorities project savings totalling £5.056 million by the end of 2020-21 (no change from previous report).

Project completion date

June 2014 (slipped three months from original projection of 31 March 2014).

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

Tyne and Wear and Northumberland
High Level Summary   **Grant: £3,600,000**

Tyne and Wear and Northumberland Fire and Rescue Authorities each have 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 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 currently has an integrated geographic information system and uses 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 has been 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 has produced functional and system design specifications, which were agreed prior to installation and testing which commenced in March 2013.

An extremely detailed project plan has been 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.

Ongoing works are also taking place to allow telent to complete the data migration and update, allowing the system configuration to be finalised before 'go live'. 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 begun with training commencing on 4 July 2013. Mobile data terminal roll-out commenced on 29 July 2013. A comprehensive 'train the trainer' programme has been designed by a specialist training provider which will cover both control room operations and operational mobile data terminals training. A vehicle 'fit out' programme has been 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	✗	✓	✗	✗	✗	✗	✗	✗	✗
Northumberland October 2009 baseline	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
Tyne and Wear current position June 2013	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗
Northumberland current position June 2013	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Tyne and Wear and Northumberland projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Project completion date
31 December 2013 (no change from previous report).

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.
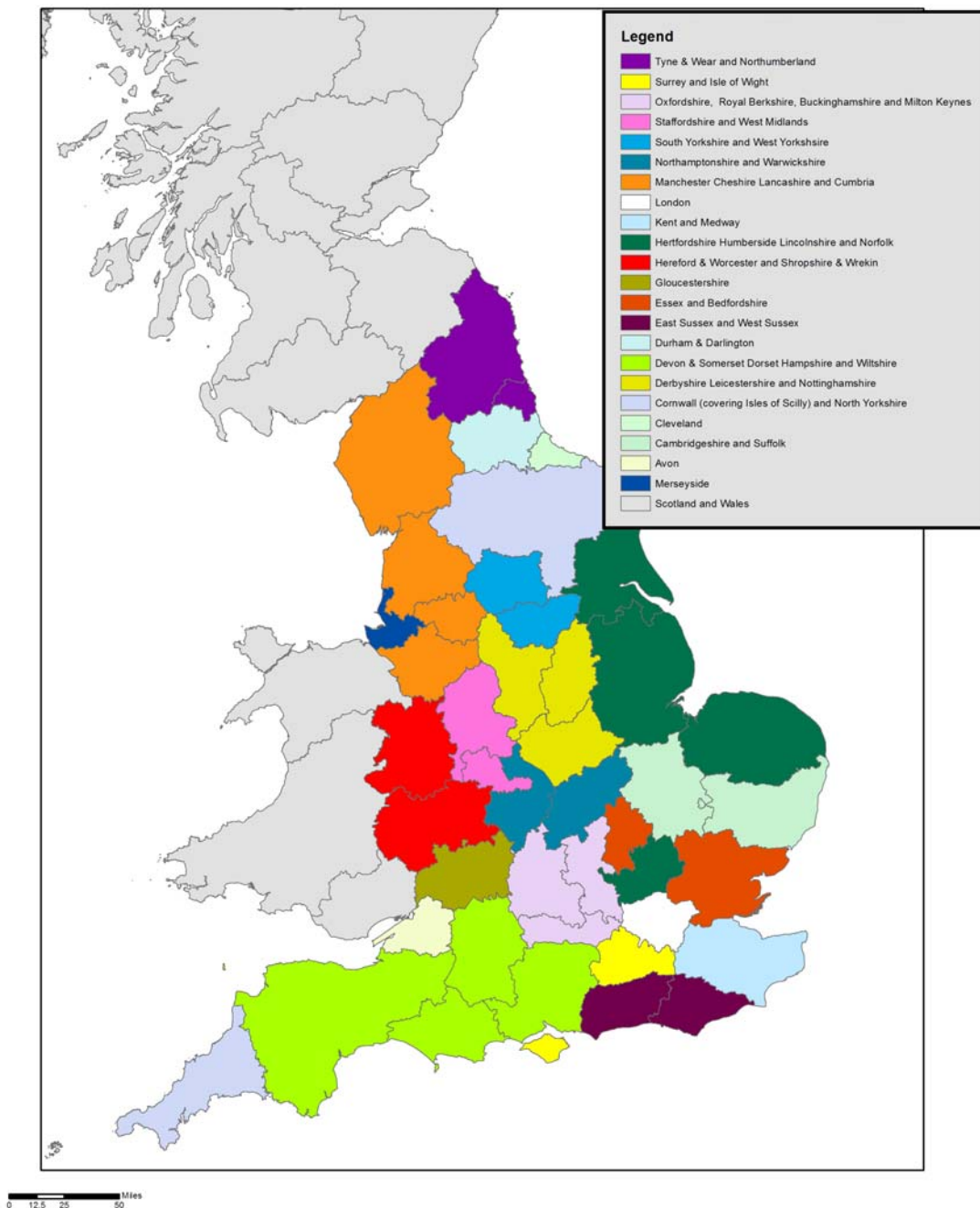
The fire and rescue authorities

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

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

Map showing the project partnerships between fire and rescue authorities

Legend

- Tyne & Wear and Northumberland
- Surrey and Isle of Wight
- Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes
- Staffordshire and West Midlands
- South Yorkshire and West Yorkshire
- Northamptonshire and Warwickshire
- Manchester Cheshire Lancashire and Cumbria
- London
- Kent and Medway
- Hertfordshire Humberside Lincolnshire and Norfolk
- Hereford & Worcester and Shropshire & Wrekin
- Gloucestershire
- Essex and Bedfordshire
- East Sussex and West Sussex
- Durham & Darlington
- Devon & Somerset Dorset Hampshire and Wiltshire
- Derbyshire Leicestershire and Nottinghamshire
- Cornwall (covering Isles of Scilly) and North Yorkshire
- Cleveland
- Cambridgeshire and Suffolk
- Avon
- Merseyside
- Scotland and Wales

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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 recue 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.

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 Officer's Association's National Resilience support team has been fully staffed since September 2012, and has carried out over 70 visits to the 22 projects. Initially, the support team made visits to 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.   The support team has facilitated 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.

3.   The team has provided further support through:

- The production and dissemination of guidance notes on matters such as integrated communications control systems;

- Collating and circulating information on matters, eg San H testing.

- The development of a Knowledge Hub to share information, which has over 100 subscribers from within the projects.

4.   The support team's programme director engages with DCLG 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.