Department for Communities and Local Government

Future Control Room Services Scheme

National picture of fire and rescue authority improvement plans – October 2014 update

October 2014
Department for Communities and Local Government

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National picture of fire and rescue authority improvement plans – October 2014 update

Document purpose

1. Following the closure of the previous Administration's failed FiReControl project in December 2010, Fire and Rescue Authorities were consulted on how best to deliver improvements to the efficiency and resilience of fire control rooms. The approach taken now – supporting 22 locally determined and delivered control room improvement projects – 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. This project aims 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.

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 summary of the improvements being delivered by each project, timescales, projected savings and additional benefits the project partnerships have identified.

3. The information presented in this document demonstrates that the 22 projects continue to make steady progress:

    - Four projects have now completed, three more than in the previous report (see paragraph 64). In addition, three projects are on course to complete within one month of the publication of this document.

    - A further twelve projects are estimating completion by March 2015, with the full scheme expected to complete by August 2015.

    - There have been increases in the resilience benefits identified for all projects, with significant increases of 9% or more in eight of those (see paragraphs 10 and 43).

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

- Projected savings now stand at £130 million, £1 million more than reported in the March 2014 update and, significantly, £2 million more than the original early estimates (see paragraphs 57).

Summary Assessment

4. The four projects that have gone live (9 of the 45 English fire and rescue authorities) are:

    - Tyne and Wear and Northumberland,
    - Manchester, Cheshire, Lancashire and Cumbria,
    - Cambridgeshire and Suffolk,
    - and Merseyside.

"It is clear to me just how much time and effort the Fire and Rescue Service have invested in improving their control room capability. When complete, these projects will have improved systems and better technology that is better able to provide a more effective and efficient response to emergency calls that will facilitate the delivery of national resilience. This is a huge endorsement of the localist approach taken."

Penny Mordaunt
Parliamentary Under Secretary of State for Communities and Local Government

"The Fire and Rescue Service faced a huge challenge to improve their control room capability after the closure of the FireControl project. The good progress highlighted in this report shows that the Sector is capable of playing a lead role in delivering an effective, efficient and resilient control room service".

John Bonney
QFSM MBA DMS BA (Hons) FIFireE Cdi
Chief Fire Officer Hampshire Fire and Rescue Service
and Chair of the Future Control Rooms Strategic Board

5. A further ten projects are on track to complete by the end of this calendar year, with two more projects scheduled to complete by the next update in March 2015, bringing the total to 16 (73% of the 22 projects).

6. Four projects have completed their local forecast improvements including reduction in control rooms, enhancements to data communications and emergency call handling. However, of the four completed three are dependent

on buddying Fire and Rescue Services completing their projects to deliver full partnering with automatic failover projected within their original bids.

7. Of those projects still to go live, twelve have provided revised completion dates. However, these projects continue to progress well towards delivery of their forecast enhancements, with major advances being made in the key areas of collaboration and new ways of working. These projects have used the time to continue to revise and update their working practices, to identify opportunities to align operations between Joint Controls, or to improve their fallback arrangements with buddying organisations:

- A delay in completion of one project's new Head Quarters has pushed the completion go live back to June 2015. It has given them the opportunity to explore in greater depth the possibilities of remote buddying with other Controls for even greater resilience.

- A further, joint project, has gone live in part with one partner having successfully cutover to the new shared system and the other on track to go live in September. This phased approach to go live has allowed the partnership to develop an enhanced mobilising gazetteer which, once tested, will be rolled out across the joint system.

8. Six projects are currently estimating full completion after March 2015, but the last of these is expected to complete by August 2015. These delays are due to a number of factors, e.g. completion of building works, or site acceptance testing - these are discussed further on pages 26 - 28. The Future Control Rooms Strategic Board will consider, with the sector-led support team, what further support could be provided to these projects, e.g. DCLG has previously, on request from projects, liaised with suppliers to speed up delivery.

9. We consider that these delays to delivery dates do not present significant risk to the overall delivery of the Control Rooms Scheme, and are off-set by an increase in additional benefits projects have identified since the bids were approved. On completion, these projects will provide state-of-the-art equipment, communications systems and mobilising infrastructure which will enable the Fire and Rescue Service to provide an effective, resilient capability to respond seamlessly to major national incidents, including acts of terrorism, natural disasters and industrial accidents, e.g. one of the control centres already serves as the Fire and Rescue Services National Co-ordination Centre. The successful response to the widespread flooding in January and February 2014 was

coordinated from this facility, which is housed in one of the Regional Control Centres.

10. There has been an increase in delivery of all ten resilience benefits identified since the March update, with significant increases of more than 9% or more in eight of those. The delivery and installation of Service Access Node H, providing the capability to use data over the Airwave system, has increased from 16% in the March update to 31%.

11. The forecast savings currently stand at £130 million. This is £2 million more than the early estimates in March 2012 and £1 million more than the March 2014 update. While we expect some further fluctuations in estimated savings as the projects reach completion, this again underlines that the projects are firmly in the delivery stage and that good progress is being made. A number of project partnerships are continuing to identify additional benefits which will offer further savings and efficiencies in addition to those already identified.

12. While the financial investment of £81million relates to local improvements, over a set period of time, the programme of improvements has not been static and purely local. Many of the proposed improvements have grown in design since the original bids were made, and many will continue to develop and improve beyond 2015, expanding into regional improvements. Several Authorities are taking advantage of the partnership and project management arrangements that were set up to deliver their Control projects to manage the delivery of other related projects that they were each formerly running separately e.g. Incident Management/Command Support, and Officer Mobilising. As well as delivering efficiencies, this is also expected to improve operational effectiveness and interoperability. Additionally there are:

- Advancements in telephone technology being harnessed to provide enhanced solutions with further savings.
- Adoption of Shared Services – One project is providing a shared IT Service Desk function for all of the partners in the collaboration.
- Projects who have designed and relocated to new control rooms providing added resilience for their critical communications equipment and an improved working environment for Control.
- Projects that are beginning to harmonise common ways of working, sharing terminology and resources to maximise efficiencies and improve interoperability
- Many projects now entering into resilient arrangements with other projects that will assist during adverse or spate conditions.

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

Background and context

14. Following the closure of the FiReControl project in December 2010, the Department consulted on the future of fire and rescue control services in January 2011. The overwhelming response to the consultation was that improvements to control rooms remained important, and that locally determined solutions, with central Government support, were the preferred way forward.

15. To deliver these, Government made £81 million available for local improvements – up to £1.8 million for each English fire and rescue authority (the individual fire and rescue authorities are listed at **Annex A**). The purpose of the grant was to help fire and rescue authorities improve the efficiency and strengthen the resilience of their local control services, and their ability to interoperate with each other and with other emergency services, thereby strengthening resilience at all levels. Additional funding of £1.8 million was made available to secure interoperability benefits, bringing total funding available to £82.8 million.

16. 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, 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.

17. 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**.

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

Year	**Product**	**Allocated £**
11/12	Projects	73,000,000
12/13	Projects	6,200,000
	Chief Fire Officers Association National Resilience Limited delivery and support	337,000
	Interoperability	1,000,000

13/14	Chief Fire Officers Association National Resilience Limited delivery and support	325,000
14/15	Chief Fire Officers Association National Resilience Limited delivery and support	325,000
Total		**81,187,000**

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

20. 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**).

21. Responsibility for delivering the improvement projects rests with the fire and rescue authorities and fire sector bodies. The projects are delivering a range of local resilience, interoperability and efficiency improvements, thereby strengthening the essential building blocks of national resilience:

Efficiency improvements are being 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. At the start of the project, there were 43 primary control rooms (38 single, and five shared control rooms), and 43 secondary control rooms (again, 38 single and five shared). We expect the number of primary control rooms to decrease to 36 (eight shared, and 28 single), and the number of secondary control rooms to decrease to ten (seven shared, and three single). This rationalisation of the control rooms will contribute significantly to the efficiency improvements and savings identified.

- A range of technical operational improvements that will allow quicker and more effective deployment of resources. These include improvements to the time taken to confirm the location of callers, determine the exact type and locations of incidents, and identify and then mobilise the most appropriate resources.

Local and national resilience improvements are being 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 (previously fire and rescue authorities used voice only).

Improvements to the way in which fire and rescue authorities interoperate with each other and other emergency agencies are being 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.

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

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

24. The following pages provide an updated analysis of the planned improvements, the financial benefits, the timescales for completing the improvements and any additional benefits the project partnerships have identified. These are followed by high level summaries of each project.

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

Locally delivered projects helping to secure national resilience

26. The Fire and Rescue National Framework for England ('the Framework'), published in July 2012, set out for the first time the respective roles and responsibilities of Government and fire and rescue authorities in national resilience: Government retains strategic responsibility for national resilience, while relying on the leadership role of fire authorities, their local professional expertise and understanding of risk.

27. The Framework is a key milestone in resetting the relationship between fire and rescue authorities and Government. It moves away from central prescription, enabling fire and rescue authorities to deliver their services in a way that makes sense locally while continuing to meet the wider needs of national resilience. This approach is intended to emphasise that national resilience can only be built on the basis of good local risk planning and response, and professional advice and input by the fire services. The control room projects are a fundamental part of this approach to national resilience through locally determined and led solutions, which ensure an efficient response which is both effective and resilient.

28. The benefits brought about by the Future Control Room Services Scheme are enabling fire and rescue authorities to be better able to meet the national response through:

- The ability to communicate using voice and data over the resilient Airwave communication system – previously most fire and rescue authorities used voice only;

- Standardising ways of working and operating procedures within the collaborative groups;

- Introducing partnership arrangements and new technology to enable automatic fallback to a partner control room at times of spate conditions or system failure, ensuring no delays in dealing with emergency calls. The number of fire and rescue authorities who will partner with another for automatic fallback arrangements will increase from none in 2009, to 41 by March 2015, as a result of the Control Rooms Scheme. This is, arguably, more resilient than the single, national system that would have been delivered by FiReControl.

29. 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[2]. The Board is regularly updated on progress of the Future Control Room Services Scheme.

Comparing the benefits to FiReControl

30. 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.

Resilience of the system now

31. Although not designed to replicate FiReControl, nor to provide a single national system, the current improvement projects 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 procuring 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.

32. The diversity of mobilising systems now in use across England means that the risk of Common Mode Failure (when two or more elements of a system fail due to a specific event or cause, e.g. a malicious act) is greatly reduced. Such a failure could have devastating consequences for a single national system, whereas under the new arrangements the impact would be confined to a limited number of Control Rooms. The control room collaborations, remote buddy and call filtering arrangements now provide a robust and flexible response to spikes in demand caused by extreme weather events and spate conditions.

[2] 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.

33. The following paragraphs discuss how the new arrangements are providing more robust local resilience since the baseline of 2009 and the building blocks for improved national resilience.

34. **Responding to major regional incidents:** The main rationale for the Control Room Scheme has been to strengthen resilience locally, and to facilitate the delivery of national resilience. Four projects have procured and installed new systems, which means that these projects all now have access to state-of-the-art communication tools and in many cases, a networked mobilising infrastructure, which enables them to provide an effective response to large scale incidents (including acts of terrorism, natural disasters and industrial accidents).

35. **Fire and Rescue Service as first responders:** As most emergencies in the UK will be handled at the local level, with the initial response being provided by the statutory emergency services, it is critical that first responders such as the Fire and Rescue Service have a comprehensive and efficient control facility available, due to the technological and operational improvements delivered through the Future Control Room Services Scheme. Completed projects are in a better position to be pro-active in events that pose an immediate threat to life, health, property, or the built environment.

36. **Use of FiReControl Regional Control buildings and other legacy assets:** Two projects, which are now live, have made use of the FiReControl Project's legacy Regional Control Centre buildings as will a third, which is scheduled to go live by March 2015. Five projects are now using highly resilient connections to the Airwave network (SAN H) and seven others have the equipment installed ready to do so. To facilitate national resilience, one of these projects also acts as the Fire and Rescue Service National Co-ordination Centre, which manages the availability of national New Dimension assets and assists in their mobilisation in conjunction with the National Resilience Team. Recent wide spread flooding was effectively managed from this centre.

37. **Better services to the public:** The public is the main beneficiary from increased resilience and enhanced capability. 78% of the projects, almost double the number from before the Control Rooms Scheme started, have Caller Line Identification. When a member of the public makes a call, Caller Line Identification will enable their location (whether from a landline or mobile telephone) to be identified automatically. The control centre computer systems

will help the control room staff to rapidly locate the incident and mobilise appropriate resources. Increased use of networking and modern Integrated communications and control systems combined with revised national guidance for dealing with spate conditions means that fire and rescue services are now better equipped to deal with the surges in demand caused by extreme weather events and large scale incidents.

38. **Benefits for firefighters:** Firefighters on the way to, or at the scene of an incident, will be provided with high quality information on the mobile data terminals fitted in appliances. Standard Operating Procedures can be accessed through these terminals allowing Firefighters to retrieve the most current service policies and practices which will enable them to plan and respond more effectively, such as extricating road traffic accident victims from vehicles more rapidly, or reducing the spread of fire and hence damage to property. The system will also supply essential risk information relating to specific sites and to generic location hazards. This will bring important health and safety benefits to all front-line staff. 100% of the projects now have the ability to use this facility.

39. **Looking to the future:** Several projects have procured and installed wide area networks or network links that enable them to access the Public Services Network and others are in the process of doing so. Not only does this enhance interoperability and resilience, it also paves the way for access to the Emergency Services Network being delivered by the Emergency Services Mobile Communications Programme.

Delivery arrangements

40. Responsibility for delivering the improvements rests at the local level. However, from the outset, we have ensured that clear accountabilities and effective programme and project management processes are in place. This includes a strategic board to oversee the programme and support and challenge arrangements, and peer support, to support fire and rescue authorities deliver their improvement plans.

41. It is clear that 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.

42. 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 2015.

Planned resilience improvements

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

- Key areas of planned improvements; and
- Progress for each area across the period 31 October 2009 to 30 September 2014[3]. [4]

Total and % of Fire and Rescue Authority areas with planned improvements						
	October 2009		September 2014		August 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%	45	100%	45	100%
Real Time Incident Messaging	0	0%	16	36%	43	96%
Status Messaging	18	39%	31	69%	45	100%
Automatic Vehicle Location	11	24%	30	67%	45	100%
Caller Line Identification	19	41%	35	78%	45	100%
Integrated Geographic information system	21	46%	34	76%	45	100%
Shared (Premise Based) Gazetteer	11	24%	24	53%	43	96%
Service Access Node H (SAN H)	0	0%	14	31%	37	82%
Partnering with Automatic Fallover	0	0%	13	29%	45	100%
Reduction in Control Rooms and/or Secondary Control Rooms	0	0%	13	29%	42	93%

[3] 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.

[4] 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 September 2014 and August 2015 Devon and Somerset are counted as a joint fire and rescue authority. For the purposes of these figures, Cornwall and the Isles of Scilly are counted as one fire and rescue authority throughout as the Isle of Scilly's control arrangements were already provided by Cornwall. There are therefore 46 fire and rescue authorities in England forming the 2009 baseline, and 45 fire and rescue authorities for September 2014 and August 2015.

Progress against the October 2009 baseline and March 2015 delivery date [5]

44. **Mobile data terminals.** All 45[6] of the fire and rescue authorities plan to have mobile data terminals configured for data-based mobilising by August 2015. All 45 or 100%, have secured this benefit, an increase of 2% since the last update, and 35% since the October 2009 baseline.

45. **Real time incident messaging.** 43 fire and rescue authorities are planning to have the facility to use real time incident messaging by August 2015. 16, 36%, have secured this benefit. This is an increase of 16% since the March 2014 update, and 36% since October 2009.

46. **Status messaging.** All 45 fire and rescue authorities are planning to use status messaging by August 2015. 31 fire and rescue authorities (69%) have secured this benefit. This is an increase of 9% since the last update, and 30% since the October 2009 baseline.

47. **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. 30, or 67%, have secured this benefit. This is an increase of 16% since the March 2014 update, and 43% since October 2009.

48. **Caller line identification.** All 45 fire and rescue authorities are planning to use caller line identification by August 2015. 35, 78%, have already secured this benefit, an increase of 9% since the last update, and 37% since the October 2009 baseline.

49. **Integrated geographic information system.** All 45 fire and rescue authorities are planning to use an integrated geographic information system by August 2015. 34 Fire and rescue authorities,760% have already secured this benefit. This is an increase of 7% since the March 2014 update, and 30% since October 2009.

50. **Shared (premise based) gazetteer.** 43 fire and rescue authorities are planning to use a shared (premise based) gazetteer by August 2015. 24 or 53% have already secured this benefit, an increase of 15% since the last update, and 29% since the October 2009 baseline.

51. **Service Access Node H (SAN H).** 37 fire and rescue authorities are planning to implement a full voice and data capability on the Airwave secure

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

[6] As in the resilience table on the previous page, Cornwall and the Isles of Scilly are counted as one fire and rescue authority for the purposes of these figures as the Isles of Scilly Fire and Rescue Authority's control arrangements were already provided by Cornwall.

communications network by August 2015. 14 fire and rescue authorities, 31%, have already secured this benefit. This is an increase of 15% since the March 2014 update, and 31% since October 2009.

52. Of the eight 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. Since the last update an additional project has decided to retain its current SAN I installation until such time as the Emergency Services Mobile Communications solution has been delivered.

53. **Partnering with automatic systems fallover.** All 45 fire and rescue authorities plan to secure this benefit by August 2015. 13 fire and rescue authorities, 29% have already secured this, an increase of 16% since the last update, and 29% since the October 2009 baseline.

54. **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 August 2015. 13, or 29%, have done so. This is an increase of 13% since the March 2014 update, and 29% since October 2009. Of those not securing this benefit, one fire and rescue authority has moved its control room function to a new highly resilient building (the former regional control centre), and maintains a fallback control room arrangement. One fire and rescue authority will have a fallback arrangement with another organisation but will not, initially, reduce the number of its control rooms.

Additional benefits

55. In addition to the resilience benefits and forecasted savings set out at the start of the programme, the project partnerships are now identifying additional benefits, e.g.:

- Several projects have developed the capability to use historical data derived from their Automatic Vehicle Location Systems to calibrate the routing engines in their mobilising systems to enable them to more accurately predict the nearest appropriate resource(s).

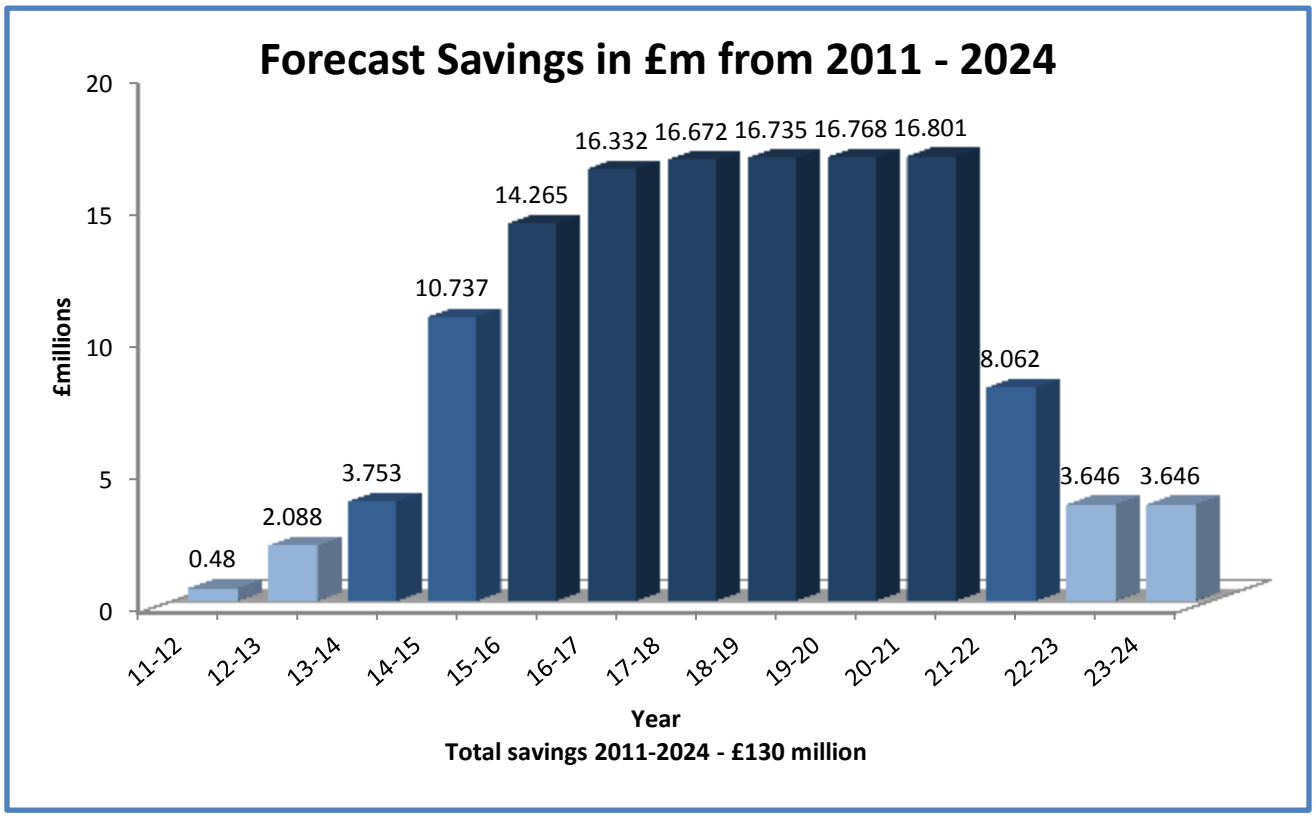
- One project's partnership agreement for mobile data terminal functionality has led to harmonised ways of working and screen design, resulting in cost reductions.

- Two projects have procured systems that are supplied complete with operational and back office functionality such as incident command, resource management and business information tools that were not in the original specification. This will offer further potential savings.

- One project is using a remote buddy to act as a 'critical friend' to undertake informal Operational Assessments of its Control room activities on a quarterly basis to further improve efficiency and effectiveness. Others have consolidated their staff development processes to provide consistent levels of competency.

Financial benefits that are forecast to result from the improvements

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



How the financial benefits compare with the summary of March 2012

57. Overall, total forecasted savings for the Control Rooms Scheme stand at £130 million. This is £1 million more than reported in the March 2014 update, and £2 million more than the original early estimates of March 2012 .

58. Three of the projects have provided revised forecasts for their financial benefits since the March 2014 update.

59. Of those, one project has revised its projected savings by £54,000. Providing a more effective response to emergency calls is critical to control room operations, the Authority has therefore chosen a mobilizing system that offers greater efficiency as opposed to the option with the most savings. This will enable them to improve local and regional mobilization. In addition, a number of the efficiencies and savings forecasted for the other Fire and Rescue Authorities in the partnership have been based on attracting third party business and non-critical call handling income. The revised figure shows a reduction of £81,000 in projected income from this venture.

60. One project has submitted revised figures representing a reduction in savings of £715,000. This figure is based on current estimates and is due to delays in project implementation. However, the project is confident that future staff savings will increase their projected savings going forwards.

61. One project is estimating an increase in its savings since the previous update. This increase is based on actual savings to date, coupled with forecast costs to year end, showing an increase in total savings of £1.719million from the previous report.

Timescales for completing the improvements

62. The tables below set out the dates fire and rescue authorities completed and delivered all the improvements outlined in their plans, and for those projects still to complete, their current estimated completion dates.

Completed projects

	Project	Date completed
Project name	Tyne and Wear, and Northumberland Manchester, Cheshire, Lancashire and Cumbria Cambridgeshire, and Suffolk Merseyside	25 November 2013 28 May 2014 5 August 2014 15 July 2014
Number of projects complete	4	
% of projects complete	18	

Estimated completion dates of remaining projects

Date	31 December 2014	31 March 2015	Post March 2015
Project	Cleveland Derbyshire, Leicestershire, Nottinghamshire Durham and Darlington East Sussex and West Sussex Essex and Bedfordshire Hereford and Worcester, Shropshire and Wrekin Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes Staffordshire, and West Midlands Surrey and Isle of Wight South Yorkshire and West Yorkshire	Avon Kent and Medway	Cornwall and North Yorkshire Devon and Somerset, Dorset, Hampshire and Wiltshire Hertfordshire, Humberside, Lincolnshire, Norfolk Gloucestershire London Northamptonshire and Warwickshire
No. of projects	10	2	6
% of projects	45	9	27

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

63. We were clear when the first national summary of the future control room services scheme was published that the proposed projects were at varying stages of development, with some projects at a very early stage, while others were already underway. At that time we expected that a number of the projects would change as partnership arrangements firmed up and the projects progressed. At the outset it was anticipated that some of the projects would complete earlier than originally expected in 2014, while some would complete in 2015. This is reflected in the updated summaries now provided by the fire and rescue authorities.

64. Four projects (18%) have now completed. In addition to Tyne and Wear and Northumberland, which completed in November 2013, the following three projects have completed since the last update:

- Manchester, Cheshire, Lancashire and Cumbria went live on 28 May 2014;
- Cambridgeshire and Suffolk went live on 5 August 2014;
- Merseyside went live on15 July 2014;

65. In addition, three projects (13%) are on course to complete within one month of the publication of this document; seven further projects (32%) are due to complete by December 2014; and two more projects are due to complete in the early part of 2015, before the next update is published in March 2015.

66. Of those projects still to go live, twelve have provided revised completion dates:

- One project has revised its completion date by eight weeks after achieving a major project milestone - the delivery of the command and control fire agency module for use on the local Police network. The project is now on track to complete by February 2015.

- One project has revised its completion by 2 months. The project has been significantly delayed by the procurement of the Wide Area Network**,** which had a subsequent impact on other deliverables. This has now been resolved. The project is now on track to complete by July 2015.

- One project has revised its completion by 3 months. This is due to delayed completion of building works, originally planned for January 2015, which is now planned for 23 February 2015 which has the knock-on effect of pushing the ‘go live’ to June 2015.

- Two projects have revised their completion dates by four months, one due to an unsuccessful factory acceptance test and a delay in installation of the mobilsing system. However, this is one of the projects which is now on track to complete by 31 October 2014. The other project has revised its 'go live' until 30 April 2015 due to a need to pass Site Acceptance Testing. The Fire and Rescue Authorities are working jointly with the supplier to develop a fit for purpose solution that delivers both short term and long term benefits.

- One project has revised its completion date by four months, but is on track to go live by the end of October 2014, and will complete over two months earlier than its original estimated completion date of December 2014.

- Two projects have revised their completion dates by 5 months. One project is finalising its approach to moving to a joint single primary and secondary back-up. This will be made once the concept is operationally tested and proven As a direct result of a re-evaluation and third party assurance of supplier, it is expected that joint control room completion will be completed by August 2015. The other project has encountered technical issues during testing. Their project team continues to work closely with the prime contractor to ensure that the system delivered is fully tested and wholly stable. However, the project is on track to complete by October 2014, and the system suppliers are confident that this date is realistic.

- Two projects have revised their completion dates by six months. For one, this is due to the extended time taken to analyse the options available to replace the integrated communications control system and to explore the collaboration opportunities available. Good progress has been made to resolve this issue. Completion will now be 31 June 2015. The other project has pushed back its completion date due to unexpected procurement and planning issues. However, these have been resolved, and the project is on track to complete by 31 December 2014.

- One project had revised its completion date by seven months, but is back in line with the completion date reported in March 2013. The delay is due, in part, to issues faced in developing the system to meet the exact requirements of the Fire and Rescue Service end users. However, the project is still on budget, being managed to ensure the quality of the end product is not compromised, and on track to complete by December 2014.

- One project has revised its completion date by twelve months. This revised date is necessary to enable the completion of functional development including the interfaces to essential back office systems and their rigorous testing before live deployment. This project is embarking on a tri-partite

collaboration linking the Midlands and the North West, creating a far reaching 999 network covering a large sector of the population. Completion will now be 31 July 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 September 2014	✓	×	✓	✓	✓	✓	✓	✓	×	×
Avon projected **Future** Position March 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Project completion date

31 March 2015 (from original projection of 31 March 2014). No change from previous report. The completion date was initially pushed back due, in the main, to procurement timescales for automatic systems fallover, and real time incident messaging).

Cambridgeshire and Suffolk

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

This project has completed and has gone live.

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

The Fire and Rescue Authorities used DCLG grant funding to support improvements to the combined fire control call handling and mobilising infrastructure.

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

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

The project's final phase was infrastructure refresh. This included work to implement a fully utilized SAN H, upgraded mobilising system, and implementation of a new 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
Cambr'shire October 2009 baseline	×	×	×	×	×	✓	Partial	×	×	×
Suffolk October 2009 baseline	✓	×	×	×	✓	✓	✓	×	×	×
Cambr'shire current position September 2014	✓	×	✓	✓	✓	✓	✓	✓	✓	✓
Suffolk current position September 2014	✓	×	✓	✓	✓	✓	✓	✓	✓	✓
Cambr'shire and Suffolk projected **Future** Position December 2014	✓	×	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Savings achieved 2011/12, 2012/13, 2013/14.

Project completion date

The project completed on 5 August 2014, following implementation of the integrated communication and control system.

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 has enhanced the functionality provided by its new mobilising system and peripheral equipment (e.g. station alerters, mobile data terminals) and strengthened the security and resilience of those systems and the networks they use. Work is also underway to improve the protective security arrangements for the control room.

A tri-service memorandum of understanding has been agreed with Shropshire and Wrekin Fire and Rescue Authority, and Hereford and Worcester Fire and Rescue Authority (who operate the same mobilising system) in relation to fallback arrangements to provide enhanced resilience and efficiency. Work has commenced on implementing the technical solution to address remote fallback, overflow and spate conditions.

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.

Cleveland has recently changed its plans in relation to the control room connection to the Airwave network. An internal options report was produced that discussed the financial and resilience case for a number of options for connection to the Airwave network. It has been concluded that any benefit to Cleveland Fire Authority by implementing a SAN H is limited and steadily reducing with time. The Senior Management Team at Cleveland has considered the options report and decided to retain the current SAN I installation until such time as the Emergency Services Mobile Communications solution has been delivered.

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 September 2014	✓	×	✓	✓	✓	✓	Partial	×	×	×
Cleveland projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

Projected savings

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

Project completion date

The project is on track to complete by 31 December 2014 (no change from previous report), given that the intention is to retain the SAN I approach.

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, provide efficiencies, and allow calls to be managed, and resources mobilised seamlessly, by one fire and rescue service for the other under an agreed set of circumstances set out in the collaborative programme full business case, which was presented and approved by both Authorities earlier this year. As previously reported, 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 2015 to the Fortek Vision 4 version when the fire control function relocates to the new Service Headquarters Centre, with a go-live date of June 2015, following the testing and training phases which will commence in March 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. 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.

As set out in the original bid North Yorkshire Fire and Rescue Service are in discussion with the Thames Valley Fire Control partnership about providing fallback 'remote – buddy' arrangements for them. Additionally, Cornwall Fire and Rescue Service have entered discussions with Gloucester Fire and Rescue to provide a similar support arrangement.

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 September 2014	✓	×	Partial	Partial	✓	✓	✓	×	×	×
North Yorkshire current position	✓	✓	✓	✓	✓	✓	×	×	×	×

September 2014										
Cornwall (covers Isle of Scilly) and N. Yorkshire projected **Future** Position June 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Cornwall Fire and Rescue Authority and North Yorkshire Fire and Rescue Authority project savings totaling £5.76 million by the end of 2020-21 (from £6.34 million reported in September 2013, and £5.9 million reported in March 2014).

North Yorkshire Fire and Rescue Authority upgraded its mobilising system in March 2013 and subsequently reduced staff numbers in the Control Room. These changes have secured £2.4 million of the projected total savings which will be realized over the project to 2021. This revised figure represents a reduction of £54,000 from the previous estimates. The difference is due to the Authority choosing the option with the greater efficiency as opposed to the option with the most savings.

A number of the efficiencies and savings forecasted for Cornwall Fire and Rescue Authority are predicated on the fire control function adopting a new work characteristic by attracting third party business and non-critical call handling income. The revised figure shows a reduction of £81,000 in projected income from the previous estimates.

Project completion date

30 June 2015 (from previous projection of 31 March 2015; and original estimate of 31 December 2014).

The ‘go’ live date for the project has been revised due to a delayed completion date of the new Cornwall Fire and Rescue Service headquarters. Originally planned for January 2015, this is now delayed until 23 February 2015 which has a knock-on effect of delaying the ‘go live’ until June 2015.

Derbyshire, Leicestershire, and Nottinghamshire

High Level Summary **Grant: £5,400,000**

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities used old mobilising systems which had limited functionality and were becoming increasingly difficult to support. All three Fire and Rescue Authorities maintained secondary fallback sites. Call overflow and fallback arrangements were manually operated. The three Fire and Rescue Authorities worked in partnership to procure and implement a common, fully integrated command and control solution which is operated by each Fire and Rescue Authority from separate sites. The system at the heart of the solution is located in two separate data centres and features full data replication and automatic fallover. Fallover from one fire and rescue authority to another is automatic, immediate and fully functional. A full voice and data communications capability using the Airwave network is provided, along with an automatic vehicle location system, which ensures the nearest appropriate resource is mobilised to an incident. Common procedures and operating practices are in place.

Resilience benefits compared to baseline in 2009

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

Projected savings

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities project savings totaling £7.188 million by the end of 2021-22 (no change from previous report).

Project completion date

31 December 2014 (from previous report of May 2014, and original projection of 31 December 2013. However, the completion date is back in line with that reported in March 2013).

The delay to the original project delivery date is partly due to issues faced in developing the system to meet the exact requirements of the Fire and Rescue Service end users. As the system is fully integrated, except the Geographic Information System , any development has to be managed centrally by the supplier to ensure the impact on the core system is not negatively affected and that the changes will not negatively impact on the suppliers' other customers' support and maintenance. Language, translation of technical requirements and other cultural differences have also contributed to the delay. The project is still on budget and being managed to ensure quality of the end product is not compromised.

Devon and Somerset, Dorset, Hampshire, and Wiltshire

High Level Summary **Grant: £7,200,000**

Devon and Somerset, Dorset, Hampshire, and Wiltshire Fire and Rescue Authorities operate their own control rooms and call handling and mobilising systems. Each fire and rescue authority maintains a secondary control facility and has a fallback arrangement with another Fire and Rescue Authority. The four fire and rescue authorities are planning to implement a new resilient call handling and mobilising system which will be a single system networked to serve all 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.

Details were provided in the last update regarding Dorset and Wiltshire working together to find ways to achieve efficiencies and increase resilience through greater collaboration. In December 2013, both fire authorities agreed to work towards a full authority and service combination with a business case decision in late 2014, and thereafter a potential combination date of April 2016. Additionally, both authorities have also agreed to establish a joint command and control centre at Potterne, near Devizes, Wiltshire. The control centre is already built and operational (currently serving Wiltshire only), and the transition from a four control room system model to a three system model will take place within the existing Networked Fire Control Services Partnership project planning framework. As well as embracing the themes from the ‘Facing the Future’ review by Sir Ken Knight, by working together collaboratively to develop a single, sustainable fire and rescue service which will provide greater resilience and savings, this initiative illustrates the benefits of the wider partnership approach, and the level of confidence in the system being supplied to the partnership.

The re-design of the network architecture to support the three control model from the previous four control model and software changes resulted in a delay. Several other tasks have also taken longer than the supplier and fire and rescue services anticipated including agreement of the critical design documents, writing and agreeing test scripts, preparing data for the new system, and completing the first major test of the system in Factory Acceptance Testing. This is now complete and installation of equipment is well underway in all of the fire and rescue services. The overall delay from the award of contract is ten months. All installation and testing activity will be completed in January 2015 and the first fire and rescue service,

Hampshire, will go live immediately afterwards. This will be followed by go live for Devon and Somerset and then Wiltshire Fire and Rescue Service. Dorset will then transition to the Joint Command and Control Centre with Wiltshire within approximately three months.

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 September 2014	✓	×	Partial Complete early 2014	Partial Complete early 2014	✓	Partial	×	×	×	Partial
Dorset current position September 2014	✓	×	✓	✓	✓	✓	×	×	×	×
Hampshire current position September 2014	✓	×	×	×	✓	✓	×	×	×	×
Wiltshire current position September 2014	✓	×	×	×	×	×	×	×	×	×
Devon and Somerset, Dorset, Hampshire and Wiltshire **Future** Position April 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

The four Fire and Rescue Authorities project savings totaling £16.91 million by the end of 2023-24 (changes to date of realisation but no change from the previous report to the savings anticipated).

Project completion date

30 April 2015 (from previous projection of 31 December 2014)

Hampshire 'go-live' is dependent on passing Site Acceptance Testing within the planned date and time allowed. The fire and rescue authorities are working jointly with Capita to reduce the time taken for data preparation, and have developed corporate gazetteers to support the data requirements and for wider use within each Service. Although this development has taken longer than anticipated, it is a major benefit that will provide each Fire and Rescue Service with a long-term valuable gazetteer asset for use not only in response, but also in protection and prevention activities.

The overall feeling within both Capita and the fire and rescue services is that the project is running well, will deliver the planned resilience and operational benefits, and that the savings outlined in the original business case will be achieved.

Additional benefits

Joint Control Maintenance of Competency Scheme

An additional benefit directly as a result of the Networked Fire Control Services Partnership project is the development of a joint Maintenance of Competency Scheme for Control. This scheme provides a framework for the Networked Fire Control Services Partnership to deliver quality training of an equal standard across each of the fire and rescue services. This will ensure that the skills and competencies of all control personnel are maintained to the same level across the partnership to provide resilience throughout the partnership. The scheme will also highlight safety critical areas relevant to each control specific role.

In turn, the Maintenance of Competency Scheme will allow for a high level of quality assurance and assessment of individual standards that are the same for everyone. It will allow for competencies to be achieved and assessed at any particular Fire and Rescue Service to allow more flexibility in the training cycle and allow catch up/refresher sessions where required.

Standardised Operational Training and Guidance Notes for Mobile Data

The fire and rescue authorities have developed standardised operational training for mobile data applications by the development of joint training packages and operational guidance notes which have been delivered to operational personnel. As well as standardising the delivery of training this has also reduced training preparation workload in individual fire and rescue service.

Common Incident Types and Attribute Lists

The Fire and Rescue Services have agreed common incident types based on the output of the collaborative partnership to enable the Networked Fire Control Services Partnership fire and rescue service to prepare response plans to incidents. They have also agreed common attribute lists for equipment and personnel. The process and outputs have been shared via Chief Fire Officer's Association National Resilience with other fire and rescue service collaborations.

Standardised Call Handling Audit

A standard call handling audit process has been produced as part of the suite of tools to deliver quality assurance across the Networked Fire Control Services Partnership. This process is designed to identify areas of best practice and areas that require improvement in relation to call handling. All fire and rescue services will be using the same process to ensure the same standards are achieved across the partnership.

Standardised Control Recruitment

A standardised selection process for fire fighter control personnel has been produced as part of the suite of tools to deliver quality assurance across the Networked Fire Control Services Partnership. The selection tool for fire fighter control covers the process from advert, to interview and appointment and will be used for all future recruitment of personnel in Networked Fire Control Services Partnership Controls.

Incident Ground Technology

The partnership is looking for opportunities beyond Fire Control. The natural extension of the work is to look at the technologies both in terms of communications and data capture on the incident ground. The fire and rescue services have established a dedicated officer who is examining the advances made in all four fire and rescue services in this area and exploring ways in which they can achieve efficiencies through common working practices and procurement of technology.

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.

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 September 2014	✓	×	×	×	×	×	✓	✓	×	✓

Durham and Darlington projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Project completion date

31 October 2014 (from original projection of 31 December 2013. This has changed five months from May 2014 in previous report). The ‘go’ live date for the project has been revised due to performance and stability issues with the new system. The Authority is actively pursuing the prime contractors to resolve these issues; as a result the supplier has allocated additional resources to the project and they are confident that they will be able to achieve the revised go live date as agreed.

East Sussex and West Sussex

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

The Sussex Control Centre, which is responsible for the command and mobilising functions of both East Sussex and West Sussex Fire and Rescue Services, went live on 21 May 2014.

Previous agreements between the Authorities paved the way for this amalgamation including:

- A Section 16 agreement whereby the relevant functions under the Fire Services Act were discharged to East Sussex Fire Authority and appropriate governance arrangements for the future running of the Control.
- Transfer of Undertaking Protection of Employment transfer of the staff employed by West Sussex County Council to East Sussex Fire Authority.
- New establishment structure resulting in 20 fewer control posts.
- Refurbishment of facilities at Haywards Heath Fire Station to accommodate a modern, resilient and sustainable Control Centre.
- Procurement of new integrated mobilising and integrated communications control system through Official Journal of the European Union process (noting that the integrated communications control system is fully in operation from 'go live') with mobilising system and mobile data terminals to go live later in the year.
- Buddying arrangements exist with Cambridgeshire Fire and Rescue Service, and when alignment with systems is completed a fuller service will be provided. Ports on the new SAN H are being shared.
- Audits of the project have been undertaken and regular reporting to ensure good governance.

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 September 2014	✓	×	✓	✓	✓	✓	×	×	×	×
West Sussex current position September 2014	✓	×	✓	✓	✓	×	×	×	×	×

East and West Sussex projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

East Sussex Fire Authority and West Sussex County Council project savings totalling £6.333 million by the end of 2020-21(no change from previous report, but an overall decrease of £3,950 million from the original estimate).

Project completion date.

31 October 2014 (from previous report of 30 June 2014; and original projection of 31 December 2013).

However, 'go live' was achieved on 21 May 2014. The final element of the project is rolling out and installation of the mobilsing system will be completed by 31 October 2014.

Additional benefits

The Sussex Control Centre is now using the 'Request to Speak' facility on the Airwave radio. This is only possible due to the SAN H equipment – this is reducing usage by removing the need for appliances to send an initial hailing radio message.

Essex and Bedfordshire

High Level Summary **Grant: £3,200,000**

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

The two Fire and Rescue Services are working 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 Service 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 September 2014	✓	×	×	×	✓	✓	Partial	×	×	×
Bedfordshire current position September 2014	✓	×	×	Partial	×	✓	Partial	×	×	×

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

Projected savings

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

Project completion date

31 December 2014 (no change from previous report. Original projection was 31 December 2013).

The Services are working proactively to ensure ‘go live’ is as soon as reasonably possible.

Gloucestershire

High Level Summary **Grant: £1,800,000**

Gloucestershire Fire and Rescue Authority shares a control room with the police. The Authority has successfully introduced a new mobilising system and completed a refurbishment of both the primary and secondary control rooms. Procurement for an upgrade to the mobilising system to include Integrated Communication Control Systems functionality is in progress along with a review of the potential impact of Emergency Services Mobile Communications Programme.

A new resilient and dedicated mobilising network has been installed along with power protection at all critical sites. The Fire and Rescue Authority is working towards 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. This will be achieved through creation of a new network link with Avon Fire and Rescue Service's control room. Remote fallback arrangements are also under review with ongoing discussions with two other Fire and Rescue Services.

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 September 2014	✓	×	×	×	×	✓	×	✓	×	×
Gloucest'shire projected **Future** Position June 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	×

Projected savings

Gloucestershire Fire and Rescue Authority projects savings totalling £3.152 million by the end of 2020-21 (no change from previous report). The predicted savings were achieved in 2013-14.

Project completion date

31 June 2015 (from previous report of 31 December 2014, and original estimate of 31 December 2013).

This is due to the extended time taken to analyse the options available to replace the integrated communications control system and to explore fully the collaboration opportunities available.

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 have procured and implemented command and control systems from the same supplier, originally using the same external contractor as a systems integrator. The Fire and Rescue Authorities are well advanced with plans to align the two command and control systems, and have the functionality to mobilise both authorities' assets from either of the 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 continue to be further refined to ensure each Fire and Rescue Authority has the ability to take calls and mobilise the other's resources seamlessly at any time. As a result of this work the Fire and Rescue Authorities will have immediate and fully operational fallback arrangements.

Work has also progressed with Cleveland Fire Brigade to establish an agreed technical solution to provide additional remote fallback, overflow and spate.

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Fallover	Reduction in control rooms Secondary Controls
Hereford and Worcester October 2009 baseline	✓	×	×	×	×	✓	×	×	×	×
Shropshire and Wrekin October 2009 baseline	✓	×	✓	✓	×	✓	×	×	×	×
Hereford and Worcester, current position Septem ber e 2014	✓	✓	✓	✓	✓	✓	×	×	partial	×

Shropshire and Wrekin current position September 2014	✓	✓	✓	✓	✓	✓	×	equivalent	partial	×
Hereford and Worcester, Shropshire and Wrekin projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	×	equivalent	✓	✓

Projected savings

£3.382 million by the end of 2020-21 are the projected savings representing a 0.6% variation on the original estimate (no change from previous report).

Project completion date

31 December 2014 (no change from previous report. Original projection was 31 March 2014).

Additional benefits

Closer links with system designers through an established user group, allowing a joint approach to prioritising specifying and communicating future development requirements.

Opportunity to carry out technical 'critical friend' peer assessments across the three services to identify potential areas for improvement and share knowledge/best practice.

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 Service Access Nodes I arrangement and Service Access Node B radios and data communications through General Packet Radio Service with Airwave Short Data Router for resilience. New common ways of working and operating procedures are being developed to support the partnership.

The core elements of the proposed new infrastructure and procedures will be delivered across four stages. Following successful implementation, a further stage to develop back office systems will begin. The first phase of the programme is complete i.e. the upgrade of Lincolnshire Fire and Rescue Service onto the Vision3 Mobilising system. The rollout of the Wide Area Network is nearing completion and is functional, although full resilience will be achieved subsequently. The initial build of the Data Centres is nearing conclusion; the next phase and testing will commence shortly.

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 September 2014	✓	×	✓	✓	✓	✓	✓	×	✓	×
Humberside current position	✓	×	✓	✓	✓	×	✓	×	×	×

September 2014										
Lincolnshire current position September 2014	✓	×	✓	✓	✓	✓	×	×	×	×
Norfolk current position September 2014	✓	✓	✓	✓	✓	✓	✓	×	✓	×
Hertfordshire, Humberside, Lincolnshire and Norfolk projected **Future** Position July 2015	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

Projected savings

The four fire and rescue authorities projected savings total £5.446 million by the end of 2020-21 (no change from previous report).

Project completion date

31 July, 2015 (put back two months from previous projection of 20 May 2015, and seven months from original projection of 31 December 2014).

The project has been significantly delayed by the procurement of the Wide Area Network**,** which had a subsequent impact on other deliverables**.** This issue has now been resolved.

Additional benefits

In-house ICT support will be provided for the consortium by the four fire and rescue services where applicable. A virtual IT service desk will exist as the single point of contact for users to access IT support, fault reporting, access to user reports, incident reporting and monitoring, performance reporting, etc. A significant cost saving has been achieved already by not going down the fully managed service route (£1 million anticipated. Costs will be significantly less than this, £200,000-£300,000).

Work with the consortium has already extended into other arenas within the four services, eg Incident Command. Principal Officers have met to discuss other areas of potential collaboration. Options on the telephony configuration are currently being considered which could provide a fit for purpose solution with significant savings, ie utilisation of direct session initiation protocol trunks into British Telecom/Kingston Comms network as opposed to the current Integrated Services Digital Network 30e lines. This offers a modern solution to line provision with an enhanced feature set such as line diversion and enhanced flexibility with dynamic channel allocations so that during peak times the number of channels can be increased. It is envisaged that, initially, a mixture of provision will be deployed where tried and tested technologies can be provided alongside new technologies providing a simple upgrade and therefore future proofing of the solution.

A proposal has been agreed to conduct ‘non-core’ call handling for County Council agencies within Norfolk which will achieve efficiencies and income generation.

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.

The second phase of the project involves 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 (Service Access Node 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.

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 September 2014	✓	×	✓	✓	✓	✓	✓	×	×	×
Kent and Medway projected **Future** Position February 2015	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

Projected savings

Kent and Medway fire and rescue authoritie's project savings totaling £2.071 million by the end of 2020-21 (no change from previous report, but this is a reduction of £134,000 from the original estimate).

Project completion date

24 February 2015 (from 31 December 2014 in previous report).

A major project milestone was achieved in June 2014, when the Fire and Rescue Authority signed a contract for the supply of the command and control fire agency module, for use on Kent Police's network. This took longer than anticipated and had an impact on the anticipated start date, pushing it back just eight weeks to the end of February 2015.

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. The following information is therefore provided on that basis.

The London Fire Brigade operates its own Fire Control service, call handling and mobilising system and maintains a hot-standby fallback control room at a separate location away from its Primary Control.

The London Fire Brigade control has operated from the former London Regional Control Centre building in Merton since February 2012 and awarded a contract for a replacement mobilising solution later that same year. The replacement solution will deliver a premise based gazetteer and enable the geographic mobilising of operational resources, i.e. the nearest appropriate resources by their predicted travel times. The accommodation available in the Regional Control Centre building has allowed London Fire Brigade to locate additional functions at Merton. One of these functions is the Fire and Rescue Services National Co-ordination Centre. The successful response to the widespread flooding in January and February 2014 was coordinated from Merton and the facilities in the Regional Control Centre were key to the Fire and Rescue Services National Co-ordination Centre support for the Fire Service's sustained operations throughout this period.

Partnering with automatic system failover was not in scope of this project. However, at July 2015 London Fire Brigade will continue to have automatic system failover between its own servers located at its Primary and Fallback control centres.

The London Fire Brigade has collaborated with the Staffordshire and West Midlands Fire Control and North West Fire Control Ltd to establish a tri-partite mutual support arrangement for spike, spate and fallback conditions. Subject to funding, this tri-partite syndicate intend to implement a technical solution to transform the interim buddying arrangements. This will provide a resilient, networked Fire and Rescue Service mutual support arrangement, ensuring an uninterrupted and improved 999 service to the London, North West England, Staffordshire and West Midlands communities. A combined population of 19 million people will benefit from these arrangements.

London Fire Brigade is seeking to improve its working arrangements with the Metropolitan Police and London Ambulance Service by using data exchange, and work is in progress to develop interoperability using the Multi Agency Incident Transfer protocol.

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 September 2014	✓	✓	✓	×	✓	✓	×	✓	×	×
London projected **Future** Position July 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	×

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 2015 (from original projection of 31 July 2014).

This revised date is necessary to enable the completion of functional development, including the interfaces to essential back office systems and their rigorous testing before live deployment.

Additional benefits

The successful completion of this project will enable a technical solution for collaboration and interoperability between the London, Staffordshire and West Midlands, and North West Fire Controls, that will transform these buddy arrangements and also provide the means to deliver improved working arrangements with the Metropolitan Police Service and the London Ambulance Service. The overall benefits of implementing these arrangements will be to provide an improved service to the public and to reduce operating costs.

Manchester, Cheshire, Lancashire and Cumbria

High Level Summary **Grant: £8,400,000**

This project has completed and gone live.

Greater Manchester, Cheshire, Lancashire and Cumbria fFire and rescue authorities have transferred their control room function to North West Fire Control**.** Cumbria had already transferred their control room function to Cheshire Fire and Rescue Authority on 1 June 2012 as part of the transitional arrangements to the new fire control centre in Warrington.

The project included 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 and ways of working across the four Fire and Rescue Authorities to aid centralised mobilising and interoperability. The project has delivered significant savings in staffing, systems and estate costs. In addition to the financial benefits, the project has provided the Authorities with improved resilience and interoperability (particularly in relation to the mobilisation of nearest available resources to life risk incidents across traditional authority borders. The project also included the provision of a suitable resilient control function and the establishment of a partnering arrangement with the London, and Staffordshire and West Midlands Fire and Rescue Authorities.

The project has delivered many of the planned benefits intended to be realised under the FiReControl project and consideration was, and continues to be, 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 position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cheshire position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Lancashire position September 2014	✓	✓	✓	✓	✓	✓	✓	"G" with voice and data	✓	✓
Cumbria Position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Manchester, Cheshire, Lancashire, Cumbria Future Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

The project completed on 28 May 2014.

The respective Authorities transferred their control room function to North West Fire Control on the following dates:

- Cheshire and Cumbria – 14 May 2014
- Lancashire – 21 May 2014
- Greater Manchester – 28 May 2014

Merseyside

High Level Summary **Grant: £1,800,000**

This project has completed.

Merseyside Fire and Rescue Authority and Merseyside Police have developed a Joint Command and Control Centre which houses major incident command and control facilities, emergency planning for the county and all call handling and dispatch services for police and fire and rescue. On 15 July 2014 Merseyside Fire & Rescue Authority saw the successful go-live of its Fire and Rescue Control room in the Joint Control Centre. At the time of writing the Police are well underway with preparations to occupy the Joint Control Centre from late August 2014 with full operation in the early autumn.

The original feasibility was considered on 17 May 2012, and final approval to proceed granted on 22 October 2012 after a procurement exercise through the North West Construction Hub. Excellent project management has meant the contract works achieved practical completion on 14 March 2014.

Practical completion has allowed the Authority and Merseyside Police to begin to occupy the building and finalize works for full completion. The Joint Control Centre facility comprises two separate control rooms, a multi-agency emergency planning department, and newly designed Strategic and Tactical command facilities.

In addition Merseyside Fire and Rescue Authority has commissioned and developed a Secondary Fire and Rescue Control at the Authority's Training and Development Academy. This was also achieved, on time, on budget and has been utilized during the 'lift and shift' of the main control room as well as during a power loss.

For Merseyside Fire and Rescue Authority a move to using a newly procured Airwave SAN H and hardware Integrated Communication Control System, which has already been installed, is planned to take place 7 October 2014.

With the new Fire and Rescue Control the Authority has reorganised staffing to deliver savings of £400,000.

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

- sharing of early situational awareness;
- joint dynamic risk assessments;
- joint response plans;

- joint command, control and coordination arrangements;
- effective Airwave communication;
- joint testing and exercises; a joint procurement of an operational/multi-agency training software with video and audio facilities

The new Merseyside Joint Control Centre will form part of the Critical National Infrastructure.

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 September 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	×
Merseyside projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	×

Projected savings

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

Project completion date

The Fire and Rescue Control went live in the Merseyside Joint Control Centre on 15 July 2014. The SAN H and Integrated Communication Control System have been delivered, and installed and will go live in November 2014.

Northamptonshire and Warwickshire

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

Northamptonshire and Warwickshire fire and rescue authorities currently operate individual control rooms, call handling and mobilising systems. Both Fire and Rescue Authorities maintain separate secondary control facilities but now provide mutual fall-back. In addition, both services have entered into an agreement with the North West Control for the provision of long distance buddy arrangements.

Since 2012 the two Authorities have been 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. These will be supported by a 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 mobilised 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 Collaboration forum and a Joint Concept of Operations has been agreed

A decision about moving to a joint single primary and secondary back-up will be made once the concept is operationally tested and proven. As a direct result of a re-evaluation and third party assurance of supplier options of Vision by Northamptonshire, it is expected that the decision to moving to a joint control will now be delayed until August 2015.

Both Warwickshire and Northamptonshire are now working from new control rooms (from May and September 2013 respectively, with Northamptonshire's being completely relocated). These locations provide suitable accommodation for the new systems, improve the resilience of the function and provide the capacity to manage combined call levels; both services have increased capacity from four operator positions to six and eight at Warwickshire and Northamptonshire respectively. These moves were funded outside of the DCLG Grant.

Northamptonshire and Warwickshire Fire and Rescue Authorities have entered into an agreement with Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire and Rescue Authorities for the provision of a SAN H and Control Link capability to provide a data communications platform. The SAN H will be located at the Thames Valley Control Centre at Reading, with fall-back via a control link which is located at Leamington. Both SAN H and Control Link should be fully operational by September 2014. Testing of the installed products is currently underway. In addition, both services aim to include a Virtual Private Network as a tertiary bearer. The Northamptonshire link is currently being tested..

In support of the above, Northamptonshire have updated their network infrastructure, security procedures and communications equipment, in preparation for enabling Northamptonshire access to the Public Service Network and integrate with partner organisations utilising cloud based infrastructures.

Both Northamptonshire and Warwickshire Fire and Rescue Services have completed their station-end equipment installation programmes. As part of that programme Northamptonshire have included a compatibility upgrade programme in support of security levels advised by the Regional Control Centre project

In November 2013 Warwickshire went live with a new mobilising system (Vision4). It is intended that Northamptonshire will also upgrade to a Vision 4 platform in the second half of 2014. Both Services are now operating live on a shared integrated communications control system. This upgrade has also allowed Northamptonshire with call line identification capability via the Enhanced Information Service for Emergency Calls product.

Both authorities have completed a joint mobile data terminals procurement process. To improve capacity and programme delivery new joint governance arrangements were implemented in February 2014.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
Northamptonshire October 2009 baseline	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗
Warwickshire October 2009 baseline	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Northamptonshire current position September 2014	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Warwickshire current position September 2014	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗
Northamptonshire and Warwickshire projected **Future** position August 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

Project completion date
31 August 2015 (from previous report of 31 March 2015).

The programme remains on track, other than for the slight delay caused by obtaining the third party assurance, to go live as a joined operation with all deliverables contained in the resilience table in place by August 2015.

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 the 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 is being implemented across phases; the first phase has been completed successfully. The next phase is delivering common mobilising procedures and alignment of operational policies and procedures, and preparing for the merge of the three existing control rooms and the implementation of a new fallback arrangement with another fire and rescue authority.

The contract for the new mobilising system for the Thames Valley Fire Control Service has now been awarded to Capita Secure Information Solutions Ltd after a robust tendering process and the contract was signed in late November 2013. To ensure there will be sufficient staff in post and appropriately trained at the start of the Thames Valley Fire Control Service, selection from the pool of staff available from the three Fire and Rescue Services is taking place. Appointments have been made to the posts of Thames Valley Fire Control Service Control Manager and Thames Valley Fire Control Service Training Manager, both to commence in post by the end of July 2014, with selection for remaining posts ongoing. Where it has been identified that there are insufficient staff at a level within the Thames Valley Fire Control Service, external recruitment has been started.

Agreement has been reached for a Remote Buddy and Alternate Support arrangement with a fourth fire and rescue service, to be in place by 10 December 2014, and work is underway to deliver the technical solution to enable this and to agree processes and training for the staff within this supporting Fire and Rescue Service.

Network infrastructure is being installed to enable the three Thames Valley Fire Control Service partners to connect and access systems. This is including primary and secondary routings for resilience purposes. Part of this network installation, and work on existing and new installations, is ensuring Public Services Network

compliancy for the Thames Valley Fire Control Service systems at the point of go-live.

A 20-port Service Access Node H has now been installed, tested, and commissioned, and is now available for connection and use by the SANH partnering fire and rescue services (Thames Valley Fire Control Service, Northamptonshire and Warwickshire).

The three Fire and Rescue Authorities are adopting existing operational policies and procedures, and these are currently being developed by a wider consortium of fire and rescue authorities, thereby providing for improved cross-border incident management, interoperability and intra-operability. The new mobilising system will provide a full voice and data communications capability using the Airwave network, enhanced information service and automatic location service for emergency calls, which will reduce emergency call handling times. The introduction of an automatic vehicle location system will also ensure the nearest appropriate resource is mobilised to an incident.

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	✓	×	×	×	×	✓	×	×	×	×
Buckingh'shire and Milton Keynes October 2009 baseline	×	×	×	×	✓	✓	✓	×	×	×
Oxfordshire current position September 2014	✓	×	×	×	×	✓	×	×	×	×
Royal Berkshire current position September 2014	✓	×	×	×	×	✓	×	×	×	×
Buckingh'shire and Milton Keynes current position September 2014	✓	partial	partial	partial	✓	✓	✓	×	×	×
Oxfordshire, Royal Berkshire and Buckingh'shire and Milton Keynes projected **Future** position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire Authorities project savings totalling £15.148 million by the end of 2023-24 (no change from previous report).

Project completion date

31 December 2014 (no change from previous report. Original projection was 31 March 2014. Completion was pushed back because of the increased demand for mobilising systems from similar projects around the country, and a limited number of desirable providers being available).

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

The programme has a detailed governance structure as follows:

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

Both organisations are identifying opportunities to align operations and ways of working. This will deliver future efficiencies and improve service delivery standards.

The programme is being implemented through a bespoke project framework based on PRINCE 2 principles. The Programme has been running since June 2011 and is subject to continuous external audit for the governance, 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 September2014	✓	✓	✓	✓	×	✓	✓	✓	✓	✓
West Yorkshire current position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
South and West Yorkshire projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

South Yorkshire and West Yorkshire Fire and Rescue Authorities project savings totaling £6.57 million (no change from previous report).

Project completion date

31 October 2014 (this is four months later than the previous estimate of 30 June 2014, but remains two months earlier than the original projection of 31 December 2014). Although all resilienece benefits have been delivered, final testing will need to be completed before this project can safely say it is complete

Staffordshire and West Midlands

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

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

The two Fire Authorities have developed a partnership to combine the provision of fire control services using a shared call handling and mobilising system. This was achieved on 31 March 2014 with go-live of the shared fire control centre operating from a single premise in the West Midlands with a single set of staff mobilising for both Fire and Rescue Services. This new shared fire control centre is 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 that have to be maintained from four to two. West Midlands and Staffordshire are currently working with London Fire Brigade and North West Fire Control Services and have established tri-partite arrangements for fallback, spate and spike conditions. These have replaced previous arrangements Staffordshire had with Shropshire Fire and Rescue Authority, and those West Midlands had with Staffordshire. There is a plan to upgrade the existing command and control system to Vision 4 in 2015 to support the commitment to enhancing and developing the tri-partite resilience arrangements. This will include the implementation of the Direct Electronic Incident Transfer and Multi Agency Incident Transfer interface.

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

Some of the benefits of the project, and efficiency savings are dependent on ongoing discussions with High Speed2 on a property issue.

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 September 2014	✓	×	✓	✓	✓	✓	✓	×	×	×
West Midlands current position September 2014	✓	×	✓	✓	✓	✓	✓	×	×	×
Staffordshire and West Midlands projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Based on actual savings to date, coupled with forecast costs to year end, Staffordshire and West Midlands Fire and Rescue Authorities are on track to deliver a total saving of £13.182 million by the end of 2021-22, showing an increase in total savings of £1.719 million from the previous report. During the budget year 2014/15 the actual costs and underlying assumptions for running the shared fire control will be closely scrutinised and reviewed, allowing a more accurate picture of the future savings to 2021/22 to be established and verified.

Project completion date

31 December 2014 (no change from previous report. Original projection was 31 March 2014).

The Shared Fire Control went live on 31 March 2014 realising efficiency savings for both Services from this date. The project is based on two phases with the completion of the technical phase programmed for 31 December 2014

The overarching and key objective of combining both control functions into a single shared operation was delivered on schedule on 31 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 dependent on third party delivery schedules, and the project team is working closely with suppliers to expedite processes to achieve an early conclusion.

Additional benefits

Following the implementation of the first phase of the full solution both Fire and Rescue Authorities are continuing to investigate and implement 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 been completed. The second phase to upgrade the mobilising system and other facilities is also underway. These upgrades include the relocation of the primary control to Salfords and the provision of a full voice and data communications capability using the Airwave network and automatic vehicle location system. This will be coupled with dynamic cover software tool in the Fortek 4 upgrade taking place in October 2014, which will help ensure the nearest appropriate resource is mobilised to an incident. The current retained availability systems have been replaced in both the Isle of Wight and in Surrey with one that gives improved access and visibility of retained fire-fighter availability.

Isle of Wight Fire and Rescue Authority has already upgraded its station-end equipment and aligned the technical specification with Surrey. Surrey Fire and Rescue Authority's station-end equipment replacement programme implemented a new network solution (Unicorn), which went live at the end of February 2013 and is now in place. Surrey plans to upgrade its secondary control facilities at the old control centre at Reigate once the primary control is established at Salfords. As this solution uses cloud technology from a secure server the ability to stand up a control in the primary incident control unit and at other locations is also possible.

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 December 2013	✓	✓	✓	✓	✓	partial	✓	×	×	✓
Isle of Wight current position December 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 totaling £5.056 million by the end of 2020-21 (no change from previous report).

Project completion date

31 December 2014 (from previous projection of 30 June 2014, and original projection of 31 March 2014. This is due to unexpected property procurement and planning issues which have now been resolved).

Additional benefits

As part of the work being conducted by Surrey Fire and Rescue Service and Surrey Police within the Emergency Services Collaborative Partnership (part of the Public Service Transformation Network) a point-to-point solution has been delivered between both Services. Planning is now underway for a Multi-Agency Incident Transfer hub. This is following work with the Welsh hub development programme. Work is underway to include South East Coast Ambulance Service, Sussex and Surrey Police, and East and West Sussex Fire and Rescue Services in the South-East Multi Agency Incident Transfer hub solution. Following evidenced success, discussions will take place with Isle of Wight Fire and Rescue Service and Hampshire Police about how they can be included in this initiative.

The new control room is a flexible design and will be able to accommodate a number of possible future business outcomes that add value to the asset. Maximum opportunity will come from the maximum space engineered, i.e. longer term business and partnering views for assisting partner agencies in the delivery of telecare, highways monitoring, adult social care out of hours response management etc. are being investigated.

Tyne and Wear and Northumberland

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

This project has completed and has gone live.

Previously Tyne and Wear and Northumberland Fire and Rescue Authorities each had their own primary and secondary control rooms using outdated solutions with comparatively limited functionality. The two Fire and Rescue Authorities have worked in partnership to procure and implement a new resilient solution maintaining two control rooms, which has the capacity to accept calls, and mobilise and manage resources for both Authorities.

The solution, provided by telent consortium, went live on 25 November 2013 and 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.

The new solution provides each control room with access to the Airwave network via an eight port SAN H server, providing voice and data communications. Both Fire and Rescue Services also share an integrated geographic information system and use status messaging via mobile data terminals. The system also provides an enhanced information service and automatic location service for emergency calls, 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 is irrespective of which Fire and Rescue Authority area the incident occurs in.

While much of the requested functionality is now in place there have been some challenges since 25 November 2013. Tyne and Wear and Northumberland Fire and Rescue Authorities continue to work closely with telent to address these issues, and both control staff and operational crews are to be commended for their patience and persistence in working through those issues.
Development of both the integrated communications control system and mobilising system functionality is ongoing and a recent upgrade of the Frequentis ICCS has been successfully completed. We await an upgrade to the Intergraph mobilising system to bring it in line with that currently deployed in the North West Fire Control

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	×	✓	×	×	×	×	×	×	×

Northumb'land October 2009 baseline	×	×	×	×	×	×	×	×	×	×
Tyne and Wear current position December 2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Northumb'land current position December 2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tyne and Wear and Northumb'land projected **Future** Position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Project completion date

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

Additional benefits

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

Annex A
The fire and rescue authorities

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

Annex B

Project partnerships between fire and rescue authorities

1. Avon

2. Cambridgeshire, and Suffolk

3. Cleveland

4. Cornwall (covering Isles of Scilly), and North Yorkshire

5. Derbyshire, Leicestershire, and Nottinghamshire

6. Devon and Somerset, Dorset, Hampshire, and Wiltshire

7. Durham and Darlington

8. East Sussex, and West Sussex

9. Essex, and Bedfordshire

10. Gloucestershire

11. Hereford and Worcester, and Shropshire and Wrekin

12. Hertfordshire, Humberside, Lincolnshire, and Norfolk

13. Kent and Medway

14. London

15. Manchester, Cheshire, Lancashire, and Cumbria

16. Merseyside

17. Northamptonshire, and Warwickshire

18. Oxfordshire, Royal Berkshire ,
and Buckinghamshire and Milton Keynes

19. South Yorkshire, and West Yorkshire

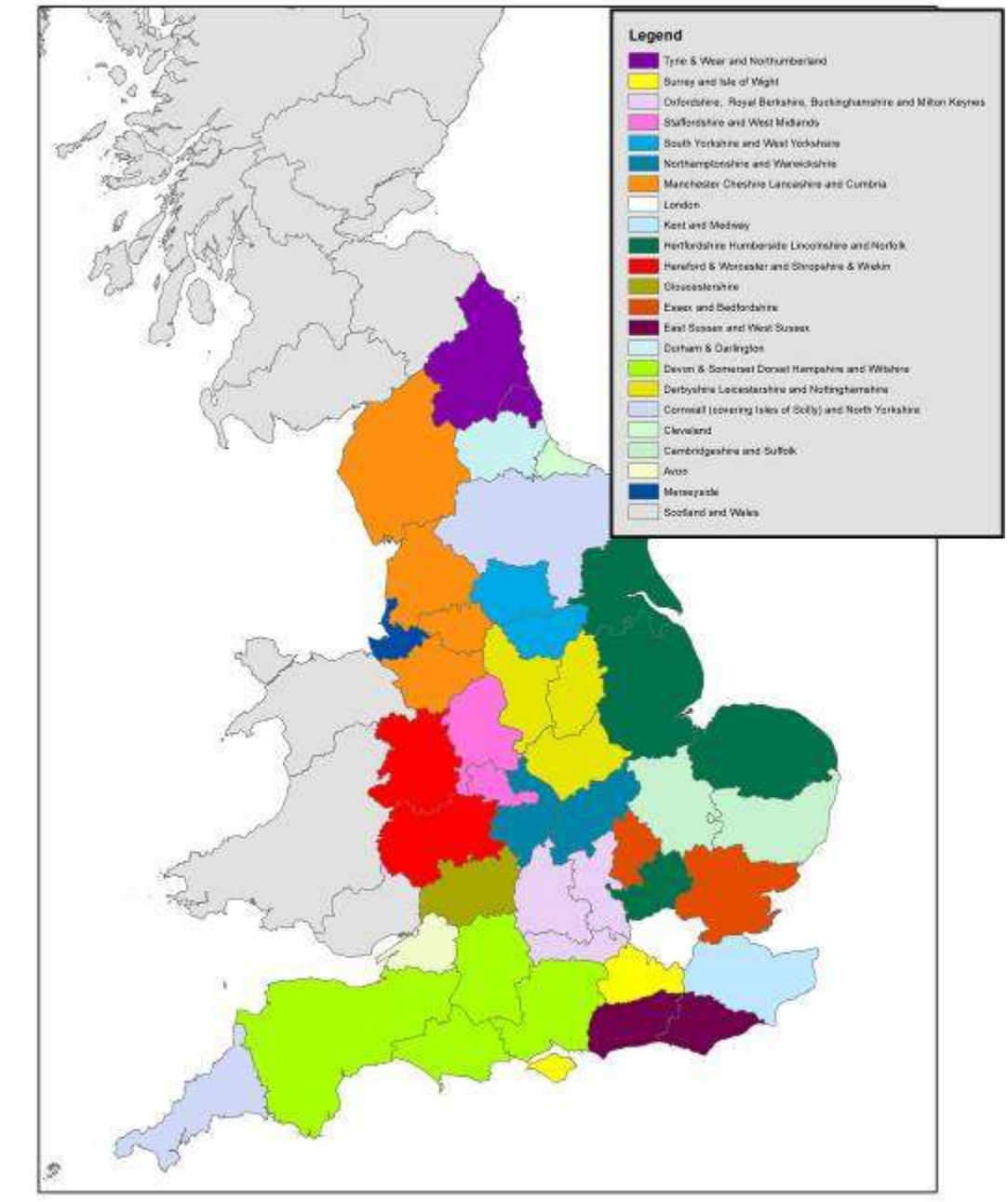
20. Staffordshire, and West Midlands

21. Surrey, and Isle of Wight

22. Tyne and Wear, and Northumberland

Annex C

Map showing the project partnerships between fire and rescue authorities



Produced by the Analytical Team, FRED, DCLG.

Annex D

Grant awarded to the 22 projects

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

Annex E

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 procedures and tactical information. 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 national work on blue light interoperability and procedure development..

2. Grant funding has enabled the core programme team to be established to aid the completion of the development work, and put in place robust quality assurance arrangements. The consortium has also achieved alignment of operational guidance with a number of other fire and rescue authorities on a national basis.

3. 25 fire and rescue authorities are now working, or have committed to work, in the collaborative partnership, developing and adopting common training packages and mobilising protocols, and a common operational assurance methodology. An operational procedure framework has been developed which would link all of the products, eg standard operating procedures, tactical operational guidance, 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 has now concluded, with the majority of the products and documents completed, the remainder to be finalised by November 2014. Benefits arising from this work programme 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 have taken place with a number of key stakeholders to establish the work programme on a national basis and ensure that it is fully integrated with the National Operational Guidance Programme currently being managed by London Fire Brigade. The Chief Fire Officers Association have agreed in principle to oversee this integrated approach and a project framework has been developed. It is envisaged that full integration can be achieved by April 2015 dependent on the securing of the necessary funding.

5. A reduced collaborative partnership hub team has been formed, funded by the collaborating fire and rescue services, to finalise the remaining products and also to maintain them in the short term while integration plans with the National Operational Guidance Programme are developed.

Annex F

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.

Annex G

The Chief Fire Officers Association National Resilience Support Team

1. The Chief Fire Officers Association's National Resilience support team has carried out over 120 visits to the 22 projects. Initially, the support team visited every project to provide an overview of the assistance and support available, and to assess how the projects were progressing. Further visits have been carried out when a project has requested support, or when the team has been made aware of an issue and considered support was necessary e.g. the development of test scripts for Integrated communications control system equipment connected to Airwave SAN H.

2. These visits have continued to assess project progress and to inform the 22 projects of national developments, such as the national incident type list (which has been endorsed by the Chief Fire Officers Association Operational Communication Board as best practice in fire control rooms), and technological developments and deliverables being employed by other control room improvement projects. Work is continuing on the production of a list of common Mobilising Attributes.

3. The support team has facilitated and delivered a number of seminars and workshops in response to issues identified during these visits, or raised by the projects, such as facilitating the development of National Operational Guidance for Emergency Fire Control Operations and the development of a suite of Performance Indicators for Fire and Rescue Service Control Rooms. The support team also works with other agencies and partners to provide extra support to projects to achieve improved resilience e.g. by contributing to the development of the Joint Emergency Service Interoperability Programme training module for Control Room Managers.

4. The team has provided further support through:

    - Maintenance of a knowledge hub to share and exchange information, which now has over 180 subscribers from the projects.
    - Publishing guidance on the use of SAN H in Control Rooms.
    - Publishing guidance on the use of AddressBase Premium in mobilising gazetteers.

5. The team have been instrumental in the formation of the Chief Fire Officers Association Fire Control Room Mobilising Officers Group which provides a national forum for Control Room Managers in the sector to meet and formulate best practice and proceed in a co-ordinated way.

6. The support team engages with the Department for Communities and Local Government on a monthly 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.

Annex H

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.