Department for Communities and Local Government

Future Control Room Improvements -
Government update on fire and rescue authority schemes

Ex-Fire Regional Control Centres - marketing and disposal

December 2015 update

December 2015
Department for Communities and Local Government

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December 2015

ISBN: 978-1-4098-4745-8

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Fire and rescue authorities' summaries

Document purpose

1. Following the closure of the failed FiReControl project in December 2010, the Department for Communities and Local Government provided Fire and Rescue Authorities with £81m to deliver improvements to the efficiency and resilience of their fire control rooms.

2. This document provides a six monthly update on the improvements being delivered by the 22 local Future Control Room projects, setting out delivery dates, resilience benefits, projected savings, and additional benefits the project partnerships have identified. It also sets out the progress being made to market and dispose of the remaining Regional Fire Control Centres (see Part 2).

3. The 22 Control Room Projects continue to make steady progress:

   - Six further projects have completed since the March 2015 update, bringing the total number of projects now completed to 12.

   - Overall projected savings stand at £143 million – an increase of 6% since the last report.

   - 79% of the resilience benefits expected to be delivered by the Scheme, and funded by the DCLG grant, are now in place.

4. We continue vigorously to market the remaining empty Fire Control Centres to both public and private sectors:

   - We have successfully disposed of five of the original nine Fire Control Centres since 2010 saving the tax payer £6 million per annum.

   - We continue to market the four vacant units actively, and look for ways to reduce the facilities cost to the tax payer and put the buildings into use at the earliest opportunity.

   - The Department has worked hard to reduce the cost of the properties and to sub-let the facilities to others, firstly marketing the buildings to fire and other emergency services and government bodies, and secondly to the open market. We have also worked with potential bidders to explore the cost of conversion, and with other government departments to find a use for the sites.

   - Since the last update in March 2015, interest received in Wakefield and Cambridge from two separate private sector organisations has been progressed, resulting in terms being agreed to sub-let both centres, resulting in total anticipated savings to the Department of approximately £20.9 million (£15.6 million for Cambridge and £5.3 million for Wakefield) over the remaining lease

terms. We are also investigating interest received in Taunton and Castle Donington Centres.

FiReControl

5. FiReControl aimed to replace England's 46 standalone fire and rescue control rooms with a national network of nine regional control centres. It sought to improve operations by introducing state of the art technology and similar ways of working across nine Regional Control Centres.

6. 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 proved to be an overly ambitious and undeliverable project, and was closed down in December 2010.

The Future Control Room Services Scheme

7. 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.

8. To deliver these, Government made £81 million available for local improvements. 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.

9. 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 (tables showing how the £81.187 million has been allocated are at Annex **A**). The benefits that will be secured by the planned improvements can be found in Annex **B**.

Summary Assessment

Project completion and progress

10. Six further projects have completed since the March 2015 update, they are:

- Cleveland
- Oxfordshire, Royal Berkshire, Buckingham and Milton Keynes.

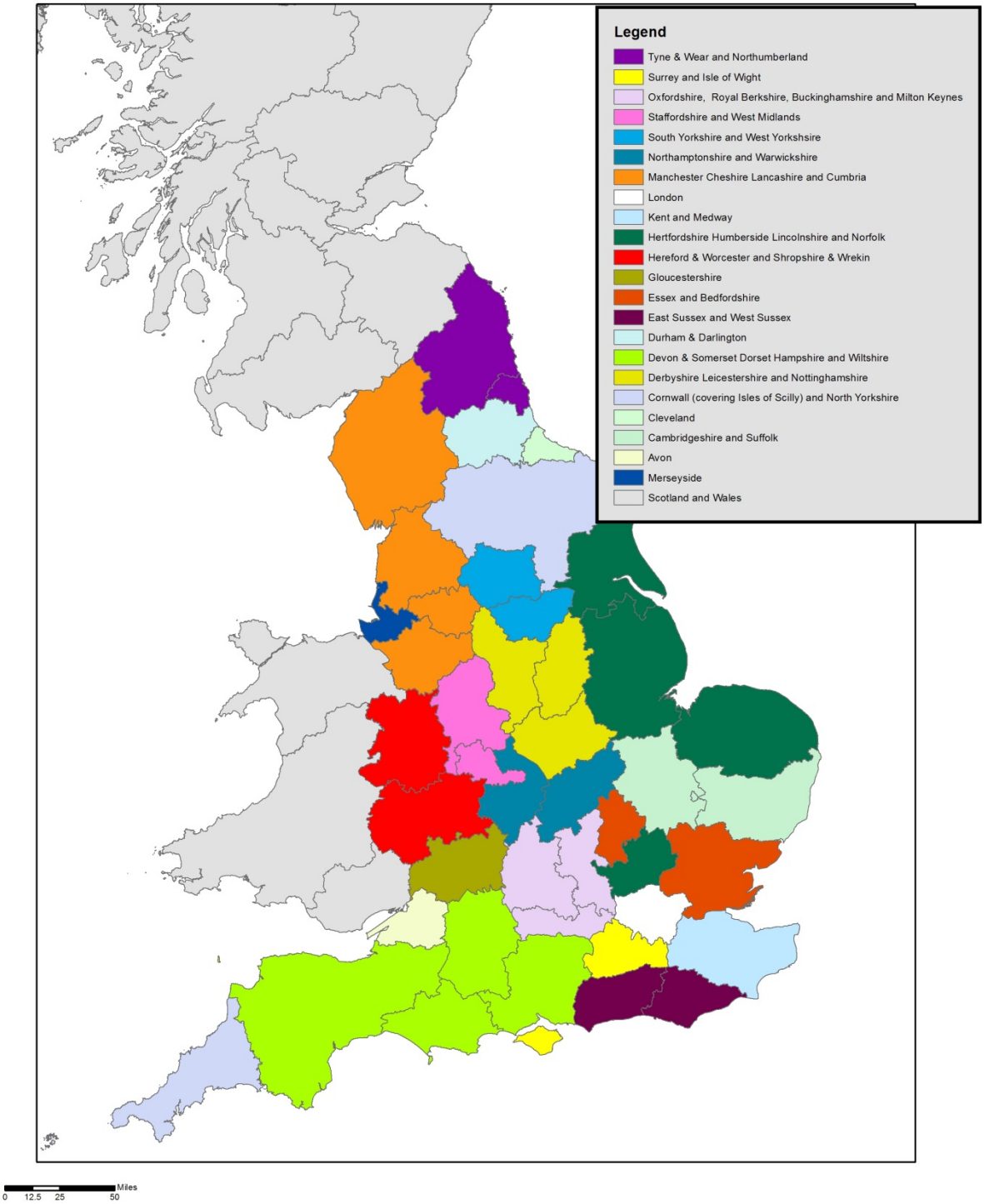
- South Yorkshire and West Yorkshire
- Kent and Medway
- Derbyshire, Leicestershire and Nottinghamshire
- London

11. This brings the total number of projects who have now completed to 12, out of the Scheme's 22 projects, which represents 55% completion.

12. The maps on the following page show:

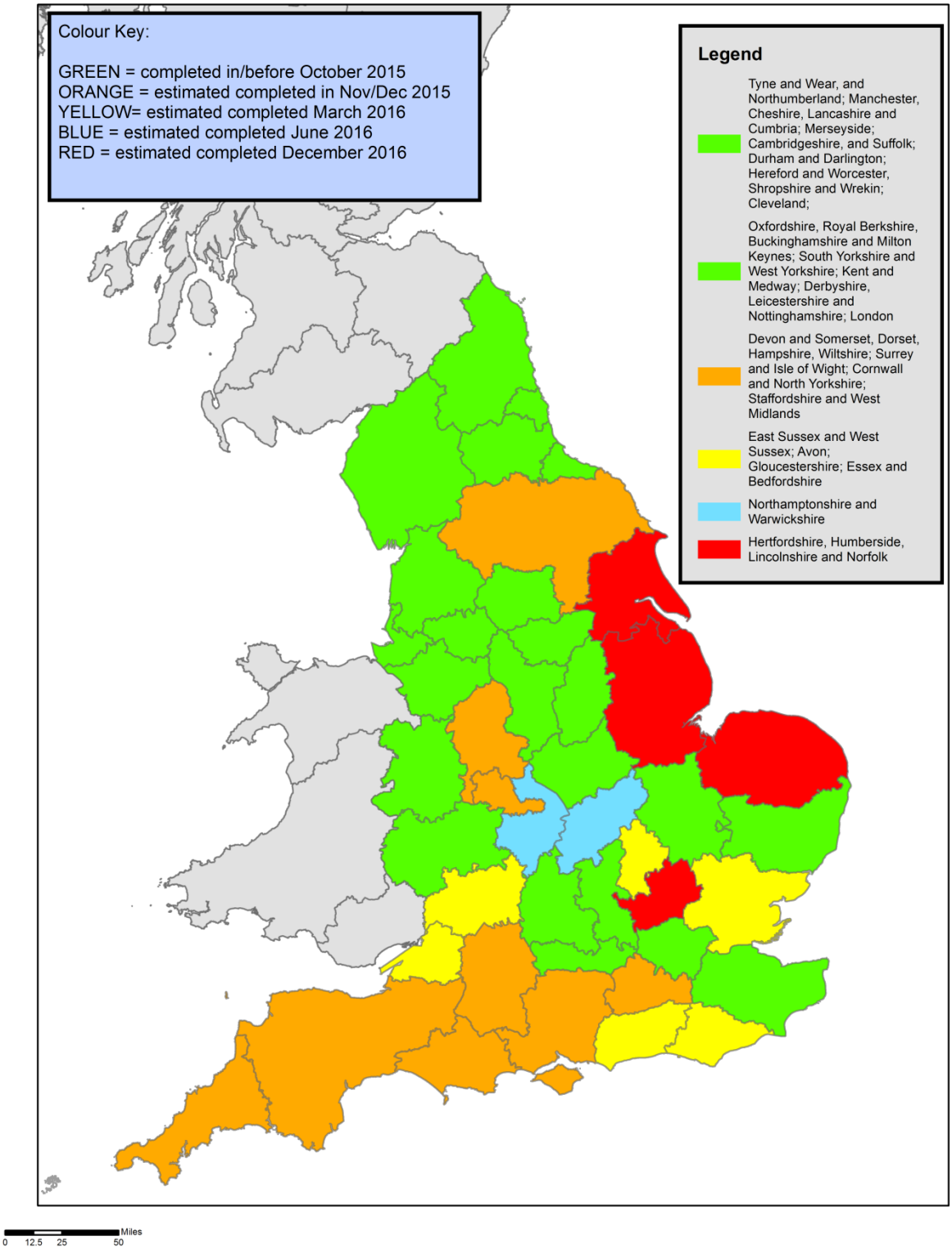
    i. the project partnerships that have been formed between the fire and rescue authorities; and
    ii. the coverage provided by the completed projects in England, and the coverage that will be provided as the remaining projects complete.

The project partnerships between fire and rescue authorities



Produced by the Analytical Team, FRED, DCLG.

Coverage that will be provided as the Control Room Projects complete



Produced by the Analytical Team, FRED, DCLG.

13. 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 later. This is reflected in the updated summaries now provided by the fire and rescue authorities.

14. Six projects have completed since the March 2015 update, demonstrating that major delivery hurdles associated with the provision of such complex programmes are being overcome, and bringing completion to 12 of the 22 projects. A further four projects are on track to complete by the end of December, bringing completion to 73%. A further four projects are expected to complete by the end of March 2016, which will bring total completion to 20 projects or 91%.

15. Capacity constraints of third party suppliers and technical problems associated with mordernising systems have meant that six projects completion dates have extended into 2016. These are discussed in more detail in paragraph 44. The refusal to 'go live' with systems that are anything but 100% tested and proven is a measure of the extremely high standards the projects are demanding before agreeing to transition to new technological solutions. The strategic board has monitored the situation closely and has liaised with suppliers as necessary. The Board has been reassured that the local project teams have pushed suppliers to deliver the best possible solutions that are in line with their original requirements, even where this has meant delaying adopting all of the resilience benefits.

16. 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 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:

- 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.

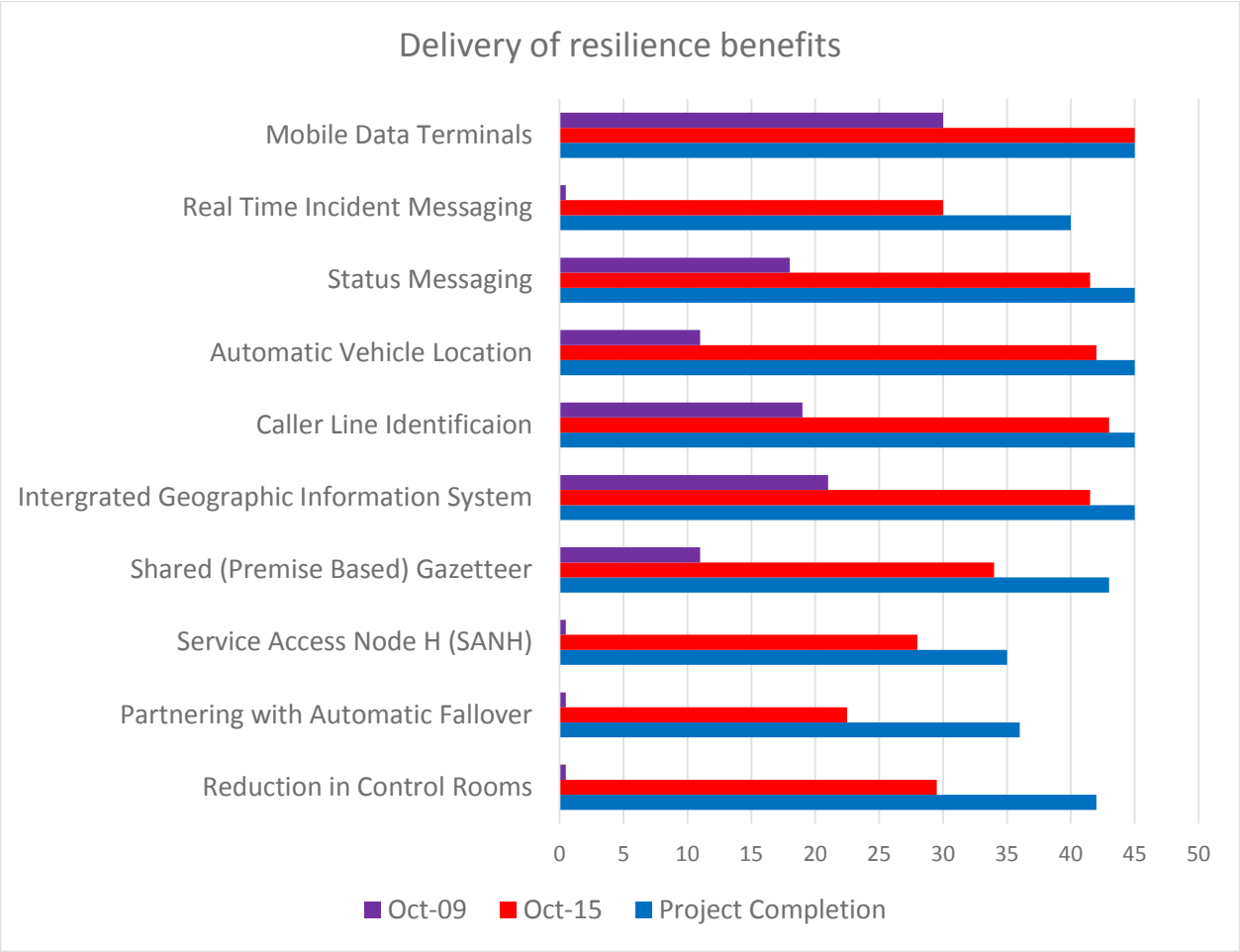
17. On completion, these projects will provide state-of-the-art equipment, communications systems and mobilising infrastructure which will enable the Fire and Rescue Service to provide an effective, resilient capability to respond seamlessly to major national incidents, including acts of terrorism, industrial accidents and natural disasters.

18. Delays to delivery dates do not present significant risk to the overall delivery of the Control Rooms Scheme, and remain off-set by an increase in additional savings and benefits projects have identified since the bids were approved.

Delivery of the resilience benefits

19. 421 resilience benefits[1] are expected to be in place when all of the projects have completed. 110 benefits were in place at the baseline of October 2009, leaving 311 resilience benefits to be delivered through the Control rooms Scheme. The chart below demonstrates the progress being made.

[1] For definitions of resilience benefits see Annex B



20. 357, or 85%, of the resilience benefits estimated to be in place by the end of the Control Rooms Scheme are now in place. This equates to 247 resilience benefits delivered through the Control Rooms Scheme, or 79% of the benefits expected to be delivered by the Scheme, and funded by the DCLG grant. To provide further clarity, we would not expect the resilience benefits 'Partnering with Automatic Failover' and 'Reduction in Control Rooms' to be fully delivered by the projects until they near completion.

21. Since the previous update there have been increases in the delivery of nine of the resilience benefits identified, with significant increases of 15% or more in the delivery of real time incident messaging, status messaging, automatic vehicle location, caller line identification, shared gazetteers, SAN Hs, partnering with automatic failover and the reduction of control rooms.

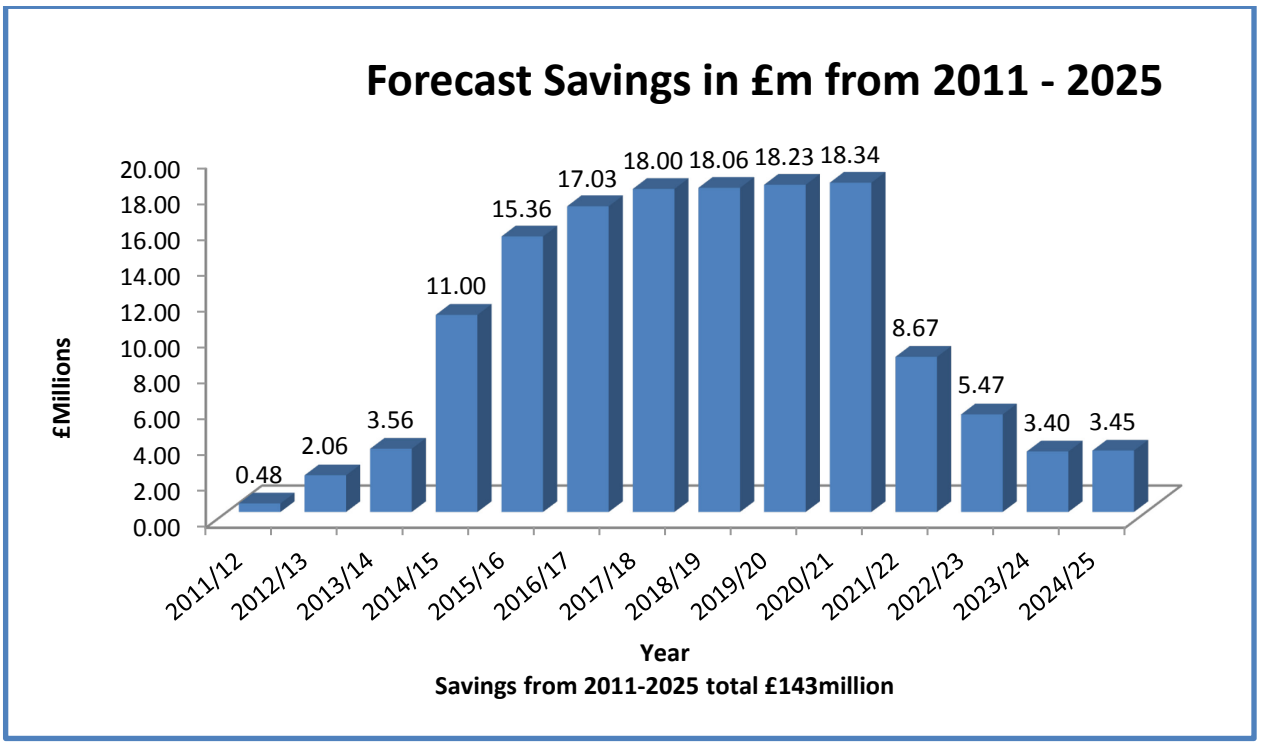
22. Many of the proposed improvements have grown in design since the original bids were made, and many will continue to develop and improve beyond 2015, expanding into wider sub-national improvements. Several authorities are taking advantage of the partnership and project management arrangements that were set up to deliver their control projects to manage the delivery of other related projects that they were 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:

- 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.

Financial Benefits

23. Five of the projects have provided revised forecasts for their financial benefits. The total forecasted savings for the Control Rooms Scheme now stand at £143 million. This is £8 million more than reported in the March 2015 update, and an increase of £15 million on the 2012 baseline. The table below sets out the savings which fire and rescue authorities have forecast to result from the planned improvements.



24. In summary, our assessment is that the projects continue to make steady progress; the delays do not present significant risk to the overall delivery of the Scheme, and any 'gaps' are off-set by alternative arrangements that are being made, and additional benefits the projects have identified.

Comparing the benefits to FiReControl - Resilience of the system now

25. It is difficult to compare the benefits to be delivered by the current projects with those planned under FiReControl. Projects will deliver many 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, e.g. through:**
    - Merging existing control rooms and establishing partnership arrangements between fire authorities or control room back-up in emergencies, providing cost savings without increasing risk.
    - A range of technical 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.

- **Improve the ability of fire and rescue authorities to interoperate with each other and with other emergency services and agencies, e.g. 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.

- **Improve local and national resilience, e.g. 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).

26. 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.

Locally delivered projects helping to secure national resilience

27. 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.

28. 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.

29. 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.

30. The Framework also sets out strategic governance arrangements for national resilience. The Fire and Rescue Strategic Resilience 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.

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

32. **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. New systems will mean that these projects all 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).

33. **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 have access to systems and improved ways of working to provide fast and effective responses to events that pose an immediate threat to life, health, property, or the built environment.

34. **Use of FiReControl Regional Control buildings and other legacy assets:** Three projects, which are now live, have made use of the FiReControl Project's legacy Regional Control Centre buildings. 28 Fire and Rescue Authorities are now using highly resilient connections to the Airwave network (SAN H). 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 resilience assets and assists in their mobilisation in conjunction with the National Resilience Team. The deployment of equipment to deal with recent wide spread flooding was effectively managed from this centre.

35. **Better services to the public:** The public is the main beneficiary from increased resilience and enhanced capability. 96% of fire and rescue authorities, more than double the number at the outset of the Control Rooms Scheme, 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

[2] The National Resilience Planning Assumptions describe 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.

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.

36. **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 up to date information to 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.

37. **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

38. 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. 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 C**). 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 progress of projects and savings.

39. 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.

40. It is expected that there will continue to be changes to the remaining projects as they complete, both in terms of forecasted savings and completion dates.

Analysis

Timescales for completing the improvements

41. The tables below set out the dates fire and rescue authorities completed and delivered 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	25 November 2013
	Manchester, Cheshire, Lancashire and Cumbria	28 May 2014
	Merseyside	15 July 2014
	Cambridgeshire, and Suffolk	5 August 2014
	Durham and Darlington	3 December 2014
	Hereford and Worcester, Shropshire and Wrekin	31 December 2014
	Cleveland	31 March 2015
	Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes	23 April 2015
	South Yorkshire and West Yorkshire	31 May 2015
	Kent and Medway	31 July 2015
	Derbyshire, Leicestershire and Nott'hamshire	9 September 2015
	London	30 September 2015
Number of projects complete	**12** (out of 22)	
% of projects complete	55% (of the 22 projects)	

Estimated completion dates of remaining projects

Dec 2015	March 2016	June 2016	Dec 2016
Devon and Somerset, Dorset, Hampshire, and Wiltshire Surrey and Isle of Wight Cornwall and North Yorkshire Staffordshire and West Midlands	East Sussex and West Sussex Avon Gloucestershire Essex and Bedfordshire	Northamptonshire and Warwickshire	Hertfordshire, Humberside, Lincolnshire and Norfolk
4 Projects	**4 Projects**	**1 Project**	**1 Project**
18% (of the 22 projects)	18% (of the 22 projects)	5% (of the 22 projects)	5% (of the 22 projects)

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

42. 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 later. This is reflected in the updated summaries now provided by the fire and rescue authorities.

43. Six further projects have now completed as shown in the table above. This brings the total number of projects who have completed to 12, or 55%. A further four projects are on track to complete by the end of the year, which will bring the number completing to 73%. Four more projects are expected to complete by the end of March 2016, which will bring scheme completion to 91%.

44. Of these projects still to go live:

- **Three projects are due to complete by the end of November 2015**. One project has amended its project plan by five months to take account of the revised handover of one of the Service's new headquarters building, which impacted on their go live date with the Vision 4 platform. The second project is awaiting the installation of its SAN H. It has, however, already delivered broadly 90% of the planned resilience benefits. The remaining project's completion date has been rescheduled due to data preparation and interface development delays which would, if ignored, place additional risks to public and firefighter safety.

- **Another project which is scheduled to go live in December 2015** is awaiting the installation of a new integrated communications and control system that will enable it to access the Airwave network using a resilient ground based connection. It has, however, already delivered broadly 80% of the planned resilience benefits.

- **The remaining six projects estimate completion in 2016**. Four of those projects anticipate completion before the end of March 2016, one of which has altered its completion date to come in line with the expected 'go live' date of its 'buddying partner.' However, its present system supports all the resilience benefits (some 90%) other than automatic failover, which it will be able to deliver when its buddying partner goes live.

- Delays to the five other projects estimating completion in 2016 have been caused by a range of issues, such as the necessary procurement and contract negotiations, or delays to the development of their mobilising systems. However, these projects have already delivered a significant proportion of their planned resilience benefits, e.g. the final project, anticipating completion in November 2016, has delivered broadly 60% of its planned resilience benefits and more will come on stream throughout the year. The project has delivered the wide area network that will provide the link between the four project partners to allow true single system working with automatic failover for both call handling and mobilising using a shared gazetteer and allowing access to all risk data across the Services. Delivery of such a geographically wide reaching network has, understandably, been a complex exercise.

Planned resilience improvements

45. 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 November 2016[3].[4] [5]

Total and % of Fire and Rescue Authority areas with planned improvements						
	October 2009		October 2015		Completion (November 2016)	
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%	30	67%	40	89%
Status Messaging	18	39%	41.5	92%	45	100%
Automatic Vehicle Location	11	24%	42	93%	45	100%
Caller Line Identification	19	41%	43	96%	45	100%
Integrated Geographic information system	21	46%	41.5	92%	45	100%
Shared (Premise Based) Gazetteer	11	24%	34	76%	43	96%
Service Access Node H (SAN H)	0	0%	28	62%	35	78%
Partnering with Automatic Failover	0	0%	22.5	50%	36	80%
Reduction in Control Rooms and/or Secondary Control Rooms	0	0%	29.5	66%	42	93%

[3] Where the projects have reported full delivery of a resilience benefit it has been recorded as 1.0 in the figures above. 'Partial delivery' has been recorded as 0.5.

[4] Where the projects have reported a resilience benefit as 'equivalent' it has been counted as not being delivered for the purposes of this table.

[5] The figures in the table include London Fire Brigade, which did not submit a bid for the grant for future control room services as alternative arrangements had been agreed previously. The figures for the 2009 baseline count Devon and Somerset as separate fire and rescue authorities. For December 2014 Devon and Somerset are counted as a joint fire and rescue authority. Cornwall and the Isles of Scilly are counted as one fire and rescue authority throughout 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 2015 delivery date

46. **Mobile data terminals.** All 45 of the fire and rescue authorities now have mobile data terminals configured for data-based mobilising. This is an increase of 35% since the October 2009 baseline.

47. **Real time incident messaging.** 40 fire and rescue authorities are planning to have the facility to fully use real time incident messaging by project completion. 30 fire and rescue authorities have now fully secured this benefit, which equates to 67% delivery. This is an increase of 67% since October 2009.

48. **Status messaging.** All 45 fire and rescue authorities are planning to use status messaging by project completion. 41 fire and rescue authorities have fully secured this benefit; and one has partially delivered it. This equates to 92% delivery, which is an increase of 53% since the October 2009 baseline.

49. **Automatic vehicle location system.** All 45 fire and rescue authorities are planning to use an automatic vehicle location system by project completion. 41 have now fully secured this benefit, and two have partially secured this. Delivery has therefore increased to 93%; 69% more than October 2009.

50. **Caller line identification.** All 45 fire and rescue authorities are planning to use caller line identification by project completion. 43, or 96%, have already fully secured this benefit. This is an increase of 55% since the October 2009 baseline.

51. **Integrated geographic information system.** All 45 fire and rescue authorities are planning to use an integrated geographic information system by project completion. 41.5 fire and rescue authorities have now fully secured this benefit, and three have partially secured this benefit. This equates to 92% delivery. This is an increase of 46% since October 2009.

52. **Shared (premise based) gazetteer.** 43 fire and rescue authorities are planning to use a shared (premise based) gazetteer by project end. 33 have already fully secured this benefit, and two have partially secured this benefit. This equates to 76% completion, which is an increase of 52% since the October 2009 baseline.

53. **Service Access Node H (SAN H).** 35 fire and rescue authorities are planning to implement a full voice and data capability on the Airwave secure communications network by project completion. 28 fire and rescue authorities have already fully secured this benefit. Delivery has increased to 62%, an increase of 62% since October 2009.

54. **Partnering with automatic systems failover.** 36 fire and rescue authorities plan to fully secure this benefit by project completion. 18 fire and rescue authorities have now fully secured this benefit, and 9 partially, equating to 50% delivery. This is an increase of 50% since the October 2009 baseline.

55. **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 on project completion. 29.5, or 66%, have done so. This is an increase of 66% since October 2009.

56. The benefits being secured by the improvements are described at **Annex B**.

Additional benefits

57. 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:

- Two projects have identified further savings to be made by changing the scope of their original programme and rationalising the number of Control rooms within their collaborations. Both projects have increased their savings forecasts as a result.

- One Fire and Rescue Service has not only combined their control location with that of the local Police force but have also taken the unique step of introducing a shared mobilising platform with the Police Service. One of the project partnerships is delivering a number of additional benefits as a direct result of the scheme. These include a Joint Control Maintenance of Competency Scheme, Standardised Operational Training and Guidance Notes for Mobile Data, a standardised call handling audit system and standardised recruitment procedures for Control staff.

- One project has installed fallback servers in a remote location which, along with the main servers, can be accessed remotely enabling a fallback control to be established in any of its buildings, removing the requirement for a dedicated secondary control facility.

- One collaborative group has introduced an enhanced level of technical resilience into their system architecture for remote mobilising so that should the servers at the primary and secondary sites experience issues, then the local Fire Control staff will be able to access the server located with their remote partner and be able to maintain operations.

How the financial benefits compare with the summary of March 2012

58. Five of the projects have provided revised forecasts for their financial savings. Overall, total forecasted savings for the Control Rooms Scheme now stand at £143 million. This is £8 million more than reported in the March 2015 update, and an increase of £15 million compared to the 2012 baseline. Increases have been due to updated analysis of figures by some projects. Where projects have

indicated reduced savings this has been due to changes to project plans and later completion dates.

Avon

High Level Summary **Grant: £1,600,000**

Avon Fire and Rescue Authority operates its own control room 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 to introduce new fall back partnerships with other fire and rescue authorities, and is 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, which was successful, and forms part of the mobilising system. 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, integrated communications control system and mobilising equipment for fall back. Avon has completed procurement of new digital Incident ground radios Motorola DP4601, DP4801 and DP 4801ex. Combined with one fixed repeater, two mobile repeaters on Command units and one mobile deployable repeater they have full service coverage as resilience to the Airwave provision.

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
Avon October 2009 baseline	×	×	×	×	✓	×	✓	×	×	×
Avon position 31 October 2015	✓	×	✓	✓	✓	✓	✓	✓	×	×
Avon Future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Predicted 2015/16 savings will be achieved in this financial year.

Project completion date

28 February 2016 (no change from previous report. Original report was 31 March 2014).

Due to the delays that Avon's "buddy" partner has experienced the completion date has been altered to align with the expected dates of the buddying partner's go-live with their integrated communications control system. However, Avon's present system supports all the resilience improvements other than automatic failover and real time incident messaging. It is 'system ready' for multi-agency incident transfer when it becomes available, and will be able to deliver fallback arrangements when its "buddy partner" goes live. Consultations with Gloucestershire Fire and Rescue Service are currently in progress to configure systems for connectivity in conjunction with Capita.

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 fully integrated 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. This work utilising the grant funding has been completed, although work continues to improve the Combined Fire Control.

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. 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 intention of reciprocal arrangements for mobilising resources remains in development pending infrastructure being available to support this element.

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. Upon full implementation of all these systems, achievement of all the benefits listed will be accomplished, including real time incident messaging. The system upgrade is being funded locally, outside the DCLG grant.

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
Cambr'shire October 2009 baseline	×	×	×	×	×	✓	Partial	×	×	×
Suffolk October 2009 baseline	✓	×	×	×	✓	✓	✓	×	×	×

Cambr'shire position September 2014	✓	×	✓	✓	✓	✓	✓	✓	Partial	✓
Suffolk position September 2014	✓	×	✓	✓	✓	✓	✓	✓	Partial	✓
Cambr'shire and Suffolk position on completion	✓	×	✓	✓	✓	✓	✓	✓	Partial	✓

Projected savings

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

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**

This project has completed and has gone live.

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 has been completed 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 been undertaken to implement the technical solution to address remote fallback, overflow and spate conditions including the implementation of remote workstations for fallback and implementation of common integrated communications control systems and telephony systems.

Work has been undertaken 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 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 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 Failover	Reduction in control rooms Secondary Controls
Cleveland October 2009 baseline	✓	×	✓	✓	Partial	×	Partial	×	×	×
Cleveland current position 30 September 2015	✓	✓	✓	✓	✓	✓	✓	×	✓	✓
Cleveland future position on completion	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

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 completed

The project completed 31 March 2015

Cornwall (covering Isles of Scilly), and North Yorkshire

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

The collaborative programme involves upgrading Cornwall's Vision 3 Command and Control platform to the Vision 4 platform version used by North Yorkshire. The two Vision 4 platforms will then be configured to provide a single system solution using a bridging architecture supported by a resilient network point to point connection.

There have been a number of challenges from the suppliers to contractual arrangements leading to lengthy legal discussions with them which have resulted in a significant delay in signing off contracts. The contracts have now been signed off with the supplier and an upgrade and delivery implementation programme has been drafted which aligns with the November 2015 go live date for the collaborative single system solution. However, it should be noted that 'achieving' the November 2015 go live milestone is still very much dependant on the supplier having critical resources available as per the implementation programme.

Cornwall's fire control function is moving to a new build Service Headquarters and the intention is for the Vision 4 upgrade to run in parallel with the migration to the new Headquarters. As reported in the previous update, the building contractor has reported a delay in the handover date to Cornwall. The handover date for access to the new building, for work to commence to provide the network infrastructure and fit out for the Critical Control Centre is 27 July 2015. The implementation programme plan has been reviewed to take account of the availability of critical resources from the supplier and the handover of the building from the contractor for Cornwall's Service Headquarters.

The key milestones to note are that the Vision 4 build will now take place in Cornwall in August 2015 with training and testing taking place in October 2015, leading to a go live date of November 2015. The integration of the system's bridging architecture will also be in place for the November go live date. This will ensure that resilient failover mobilisation arrangements are in place for both Fire and Rescue Services in November 2015. The benefits and efficiency savings remain as declared in the last update.
It is worthwhile noting that Cornwall Fire and Rescue Service have secured third party contracts for the Critical Control Centre to monitor Out of Hours calls for Cornwall Councils Highways and Environmental Services and expect to have secured additional third party contracts for monitoring Public Realm CCTV for eight town and parish councils within this reporting period.

Both Fire and Rescue Services have taken the decision to provide future resilience via a SAN I solution with secondary and tertiary bearers rather than the SAN H previously considered. In addition, since the installation of the Vision 4 system, North Yorkshire Fire and Rescue Service have de-activated their secondary control room. This has been possible due to the 'portable' nature of the Vision 4 system and existing resilience arrangements with Cleveland, Humberside and Oxfordshire Fire and Rescue Services. Cornwall Fire and Rescue Service will retain their secondary control function until the single system solution is tested and operational.

The resilient arrangement between North Yorkshire and the Thames Valley partnership is now in place and working well.

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
Cornwall October 2009 baseline	×	×	×	×	✓	×	✓	×	×	×
North Yorkshire October 2009 baseline	✓	×	×	×	✓	×	×	×	×	×
Cornwall (covers Isle of Scilly) current position 31 October 2015	✓	×	Partial	Partial	✓	✓	✓	×	×	×
North Yorkshire current position 31 October 2015	✓	✓	✓	✓	✓	✓	×	×	×	✓
Cornwall (covers Isle of Scilly) and N. Yorkshire future position on completion	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

Cornwall Fire and Rescue Service will transition from partial to full compliance for 'Real Time Incident Management' and 'Automatic Vehicle Location' when the single system solution is operational.

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 (no change from previous report, but from £6.34 million reported in September 2013).

Project completion date

30 November 2015 (no change from previous report. Original estimate was 31 December 2014).

The programme plan has been amended to take account of the revised implementation programme timetable and the revised handover date for Cornwall Fire and Rescue Services new Service Headquarters. The expectation is that the single system solution will be live in both Fire and Rescue Services by 30 November 2015 subject to the comments above on contractor capacity.

Derbyshire, Leicestershire, and Nottinghamshire

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

This project has completed and has gone live.

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 are manually operated. The three Fire and Rescue Authorities have 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 failover. Failover 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 Failover	Reduction in control rooms Secondary Controls
Derbyshire October 2009 baseline	✓	×	✓	×	×	×	×	×	×	×
Leicestershire October 2009 baseline	✓	×	×	×	×	×	×	×	×	×
Nott'hamshire October 2009 baseline	✓	×	✓	✓	×	✓	✓	×	×	×
Derbyshire, current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Leicestershire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nott'hamshire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Derbyshire, Leicestershire and Nott'hamshire future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities project savings totaling £9.636 million by the end of 2021-22. This is a decrease of £1.967 million from the previous report.

The indicative savings previously identified have been amended in light of a decision to pursue further collaboration between Leicestershire and Nottinghamshire Fire and Rescue Services by looking to run one control facility for the two Services. The later than anticipated go-live of the new mobilising system has impacted upon the projected savings for 2014-15, but savings will extend past 2021-22.

Project completed

This project completed on 9 September 2015.

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 have been provided 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. The combination order has been signed and the two services come together as Dorset and Wiltshire Fire and Rescue Service on 1 April 2016 with a single command and control centre at Potterne, near Devizes, Wiltshire. The control centre is already built and operational), and the transition from a four control room system model to a three system model has been completed. 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 was completed in 2013. The overall delay from the award of contract is now scheduled for twelve months. As this delay was anticipated, and to facilitate a reduction in potential delay, a revised, segmented approach to Acceptance Testing was developed with the supplier. This served to allow more effective resource utilisation and, as appropriate, identify issues progressively and provide sufficient time to resolve. It has been an overriding principle at all stages that quality is paramount. Retrospectively, this approach had an added advantage that underlying network concerns became visible. These have been subjected to rigorous analysis, definition of Quality of Service, and to ensure

progress escalation has occurred between the Networked Fire Control Services Partnership and Virgin Media senior management. Additionally, support has also been provided by the Future Control Rooms Strategic Board.

Final installation and testing was completed in March 2015 and the first Fire and Rescue Service, Hampshire, went live on 31 March 2015. At go-live full mobile data and status update to appliances and officers was implemented. Dynamic Group Number Assignment and talk-group per incident (via SAN H) with 'request to speak' was implemented. Attribute mobilising was implemented (for equipment, personnel to follow). Automatic Vehicle Location System is provided from Airwave radios and TomTom units allowing the nearest most appropriate resource to be mobilised. Officers are mobilised via message pagers, Airwave radios, TomTom and BOSS Mobile (an app for Android and Apple smartphones). The BOSS Mobile app also allows officers to view and update the narrative for current incidents and send status updates.

Wiltshire Fire and Rescue Service went live on 1 July 2015, and Dorset Fire and Rescue Service went live on 26 August 2015. This will be followed by go live for Devon and Somerset Fire and Rescue Service on 10 November 2015. Devon and Somerset Fire and Rescue Service's go-live date has had to be rescheduled due to unforeseen data preparation and interface development delays in Devon and Somerset that would, if ignored, place additional risks to public and firefighter safety. Full partnership working is currently in place. Dorset's Control has closed and both Wiltshire and Hampshire have decommissioned their secondary Controls.

As Fire and Rescue Services go-live full partnership working will also commence and resilience for each Service will be delivered with each decommissioning their Secondary 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 Failover	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 2015	✓	×	✓	✓	✓	Partial	×	×	×	Partial
Dorset current position	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

September 2015										
Hampshire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wiltshire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Devon and Somerset, Dorset, Hampshire and Wiltshire future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Following completion of successful testing and confirmed go-live timescales a reassessment of finances will be undertaken.

Project completion date

10 November 2015, from previous report of 30 June 2015 and previous projections of 30 April 2015, and 31 December 2014.

Hampshire 'go-live' was 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 took longer than anticipated, it is a major benefit that provides 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

<u>Joint Control Maintenance of Competency Scheme</u>

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 services.

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 the Chief Fire Officer's Association's 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.

Operational Alignment and Efficiency

The earlier formation of an Operational Management Board to progressively provide partnership contract and performance has established a joint approach to reviewing and aligning procedures and resources to manage a transition to reduced variance in service delivery.

Amendment to Section 13/16 requirements

For the Fire and Rescue Services within the partnership the adoption of a single system allowing full mobilisation of resources partly negates the Section 13 and 16 conditions. It has been agreed to amend these between partner borders and is expected to lead to more effective and efficient delivery of services. Performance measures related to this are under consideration. It is certain to demonstrate qualitative benefit but the other aspect of quantitative e.g. financial, response times benefit cannot be determined at this stage.

Durham and Darlington

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

This project has completed and gone live

Durham and Darlington Fire and Rescue Authority operates its own control room and call handling and mobilising system. The previous mobilising and communications systems were procured almost 20 years ago and had approached their end of life. Durham and Darlington have co-located their control room within their new headquarters building in Belmont (formerly the regional control centre building).

This allows the Authority to take advantage of the resilient infrastructure within the building. The Fire and Rescue Authority has invested 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 has allowed efficiencies to be achieved through a reduction in estate costs, and in annual maintenance and information communication technology infrastructure costs which were associated with the ageing systems. The move has enabled 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 have been significantly reduced as the likelihood of failure is considerably mitigated due to the inbuilt resilience in the new headquarters building. The Authority went ‘live’ with the end-to-end mobilising and communications systems on 3 December 2014.

The project has confirmed that they will not be partnering with automatic failover. They have explored a number of options to try to achieve this but due to challenges around different mobilising systems and prohibitive costs for networking etc. it has not been possible to put this in place. However, they have fallback arrangements with Leicestershire for call handling and their secondary control facility and mobilising capabilities. This means that their fallback is similar to how it was before the control

rooms project but with an enhancement to remote system access. They will explore a further enhancement in passing back of emergency calls once Multi Agency Incident Transfer is ready to be used, which is an improvement, but short of automatic failover.

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
Durham and Darlington projected October 2009 baseline	✓	×	×	×	×	×	×	×	×	×
Durham and Darlington current position December 2014	✓	✓	✓	✓	✓	✓	✓	✓	×	✓
Durham and Darlington position on completion	✓	✓	✓	✓	✓	✓	✓	✓	×	✓

Projected savings

Durham and Darlington Fire and Rescue Authority project savings totalling £1.846 million by the end of 2020-21. No change from previous report. This is a reduction of £426,000 on original predictions as the Service were unable to move its command and control function from its existing standalone building into its new Head Quarters until October 2014 due to technical issues with the implementation of the system. The savings in subsequent years relating to staffing costs, reduction in infrastructure, and maintenance costs associated with the old system and the stand alone control building are expected to be realised as planned.

Project completion date

Project completed on 3 December 2014.

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, relocated from its previous locations (Chichester and Eastbourne) to Haywards Heath on 21 May 2014, with all staff being employed by East Sussex Fire Authority from this date. The upgrade to a single mobilising system (Remsdaq R4i) remains outstanding, although steady progress is being made towards a successful Factory Acceptance Test. Project staff are attending Remsdaq on a regular basis to provide assurance that progress is being made.

When implemented, the single mobilising system will harmonise ways of working within the control room and with regard to the mobilising of officers and appliances across the two Services. Further to this, the integration of back office solutions (such as incident reporting, crewing and availability) will ensure that processes and data inputting can be automated.

As set out in the bid, East Sussex are in discussion with Cambridgeshire to provide full buddying for fall back or spate conditions. These talks and planning are ongoing and are expected to be achieved through a resilient network link between the two sites where full mobilising can be achieved across the three Service areas from either site. All parties are keeping in close contact to ensure that specific project events are programmed to maintain effective call-taking capacity.

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 through an Operational and Executive Governance arrangement is in place and working well between the two Services for the 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 Failover	Reduction in control rooms Secondary Controls
East Sussex October 2009 baseline	✓	×	✓	✓	×	✓	Partial	×	×	×
West Sussex October 2009 baseline	✓	×	✓	✓	×	×	×	×	×	×
East Sussex current position 31 October 2015	✓	✓	✓	✓	✓	✓	×	✓	×	×
West Sussex current position 31 October 2015	✓	×	✓	✓	✓	×	×	✓	×	×
East and West Sussex projected future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

East Sussex Fire Authority and West Sussex County Council project savings totalling £6 million by the end of 2020/21. No change from previous report, but an overall decrease of £700,000 from the original estimate.

Following the move to the new premises and the partial adoption of the new staffing model as well as a minor reorganisation there have been staff related savings. However, additional costs due to delays with development and installation of the mobilising system have offset them. The savings are anticipated to accrue from the beginning of 2015-16.

The delay in completion is placing legacy system budgets under pressure in both services and these are being managed internally by the respective parties.

Project completion date

31 January 2016 (from previous report 31 December 2015, and original projection of 31 December 2013).

Project Completion date is linked to successful completion of Factory Acceptance Test, which is currently planned for week commencing 27 July 2015. If successful, then a reasonable projection for go live would be January 2016.

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 Airwave usage by removing the need for appliances to send an initial 'hailing' radio message.

There are greater opportunities for buddying and further collaboration with Cambridgeshire and Suffolk as both control rooms will be using the same make of mobilising system, integrated communications control system and SAN H.

Separating the control room from the existing East Sussex Fire and Rescue Service Headquarters has given the Service the scope to consider changes to headquarters provision and working practices, without having the major issue of control room relocation. The old control room in West Sussex is a separate building on the headquarters and station site, which will allow the county council flexibility in its use for the future.

Harmonising ways of working between previous control rooms and mobilising the quickest asset will deliver tangible improvements to the communities of East and West Sussex, this being especially pertinent to those communities on the borders of East and West Sussex.

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. Bedfordshire has its own modern control room and manages its own call handling. However, its mobilising system is at the end of its useful life. Bedfordshire is also developing a new 'virtual' information and communication technology infrastructure which will provide a similar enhanced functionality to that of Essex.

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in Control Rooms/ Secondary Controls
Essex October 2009 baseline	×	×	×	×	✓	✓	Partial	×	×	×
Bedfordshire October 2009 baseline	✓	×	×	×	×	✓	Partial	×	×	×
Essex current position 31 October 2015	✓	×	×	×	✓	✓	Partial	×	×	×
Bedfordshire current position 31 October 2015	✓	×	×	Partial	×	✓	Partial	×	×	×
Essex and Bedfordshire future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Essex and Bedfordshire Fire and Rescue Authorities project savings totaling £3.34 million by the end of 2021-22. This is a reduction of £2.452 million from the 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. Also the annual projected savings of £724,000 originally included a figure of £200,000 for Station end equipment and communications; this figure was a one-off rather than an annual saving, and has now been amended to £524,000. As a result, the revised savings of £524,000 will not be achieved in full until 2016-17. Savings of £56,000 were achieved in 2014/15 and savings of £140,000 are expected in 2015/16.

Project completion date

31 March 2016 (from previous estimate of 31 August 2015 in the last report. The original projection was 31 December 2013).

Essex County Fire and Rescue Service went live with the new Remsdaq Resque 4i and Frequentis mobilising solution on 14 January 2015. At 'Go Live' the Essex County relocated Control staff from its existing facility to a purpose built Control environment in its new Headquarters. A shift pattern change and also a reduction of 20% in staff numbers occurred at the point of cut-over.

As part of the 'soft launch' planned for the entire project, Bedfordshire Fire and Rescue Service 'go live' was originally scheduled for April 2015, with full dynamic mobilising being available to both Services between May and August 2015 (including mobile data terminals, status messaging and global positioning system officer devices - these support person or vehicle location).

Service infrastructure and supplier architecture was put in place to provide a highly resilient system, with the ability to take and manage operational incidents from either Fire Service and secondary/tertiary sites if required.

However, there was a significant number of functional, performance and availability issues with the new Resque 4i mobilising system during the first two months of the Essex operation, which could not be resolved, resulting in the decision for Essex to revert back to the old Resque NX system at the end of March 2015 and postpone the Bedfordshire implementation. It should be noted that although Essex reverted back to the Resque NX mobilising system, they were able to continue using the new Frequentis integrated communications control system without any issues, although neither system has yet been implemented for Bedfordshire.

A number of meetings and workshops were held with Remsdaq during April and early May 2015, from which a revised Project Plan was drawn up to deliver a fully functional, performant and integrated system for both Essex and Bedfordshire by October 2015. At that point, it was agreed that both Essex and Bedfordshire would remain on their respective Remsdaq legacy systems until the full Resque 4i solution was delivered for both Services.

Following that, a more detailed plan to remediate the performance and availability issues and deliver a fully functional system to support the original requirements was drawn up in

agreement with Remsdaq in May, with the Final Control Infrastructure scheduled to be in place by the end of July 2015 and a fully functional version of Resque 4i delivered in mid-June, as input to the full Functional, System and User Acceptance Testing stages.

However, despite ongoing infrastructure remediation work by Remsdaq since mid-May and subsequent testing on the Essex ICT infrastructure, to date a performant system has not been provided and Step 1 of the infrastructure plan has not been completed. A fully functional version of Resque 4i has not been delivered as yet, so the project is currently approximately 5-6 weeks behind the schedule.

Whilst the suppliers still appear to be confident that they can deliver and meet the October target date, even if that is achieved for the core mobilising system, it is now unlikely that either Service will be able to implement a fully integrated solution with all interfaces in place by that date. Hence it is likely to be early 2016 before all the benefits start to be realised by both Essex and Bedfordshire.

Whilst both Fire Services remain in the commissioning phase, elements of the final solution are live but full integration will not be available until all of the components of the project are complete. However, both Essex and Bedfordshire have available existing fall-back arrangements.

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. A procurement process for an upgrade to the mobilising system to include integrated communication control systems functionality has now concluded with the implementation phase now in progress. The potential impact of the Emergency Services Mobile Communications Programme is also being considered at this time.

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 remote fallback arrangements with Avon Fire and Rescue Authority which would enable either party to take calls and mobilise resources during 'spike' and 'spate' conditions on behalf of the other. This will be achieved through the creation of a new dedicated network link with Avon Fire and Rescue Service's control room, which will also provide a resilient integrated communications control system platform for both Fire and Rescue Services.

Gloucestershire's Fire Control system is 'system ready' for multi-agency incident transfer once it becomes available. Beyond February 2016 once full fallback arrangements with Avon are successfully achieved, Gloucestershire Fire and Rescue Authority will further explore the ongoing requirement for provision of their own secondary/fallback Control Room.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
Gloucest'shire October 2009 baseline	×	×	×	×	×	×	×	×	×	×
Gloucest'shire current position 31 October 2015	✓	×	×	×	×	✓	×	✓	×	×
Gloucest'shire future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	×

Projected savings

Gloucestershire Fire and Rescue Authority projects savings totaling £3.152 million by the end of 2020-21 (no change from previous report). The predicted savings were achieved in 2013/14 and 2014/15.

Project completion date

28 February 2016 (no change from previous report. Original estimate was 31 December 2013). Due to unavoidable delays in the procurement process for the system up-grades that incorporate the integrated communications control system, the current predicted

project completion date now stands between November 2015 and February 2016. This is based on the long stop dates included in the contract by the supplier.

Hereford and Worcester, and Shropshire and Wrekin

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

This project has completed and gone live

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.

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
Hereford and Worcester October 2009 baseline	✓	×	×	×	×	✓	×	×	×	×
Shropshire and Wrekin October 2009 baseline	✓	×	✓	✓	×	✓	×	×	×	×
Hereford and Worcester, current position December 2014	✓	✓	✓	✓	✓	✓	×	equivalent	✓	✓
Shropshire and Wrekin current position	✓	✓	✓	✓	✓	✓	×	equivalent	✓	✓

December 2014										
Hereford and Worcester, Shropshire and Wrekin position on completion	✓	✓	✓	✓	✓	✓	✖	equivalent	✓	✓

Projected savings

£3.572 million by the end of 2020-21 (this is an increase of £190,000 from the previous report)

Project completion date

This project completed on 31 December 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 Node I arrangement and Service Access Node B radios. Data communications will be 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 are being delivered across six stages. Following successful implementation, a further stage to develop back office systems will begin. The first stage of the programme is complete, i.e. the upgrade of Lincolnshire Fire and Rescue onto the Vision3 Mobilising system. The rollout of the Wide Area Network is also complete and Lincolnshire has been migrated onto the network for resilience. The second stage - initial build of the Data Centres is nearing conclusion; testing is in progress. Training and Migration planning is ongoing in preparation for Stages three to six, the migration of the fire and rescue services onto the Vision 4 mobilising platform.

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
Hertfordshire October 2009 baseline	✓	×	×	✓	✓	×	✓	×	×	×
Humberside October 2009 baseline	✓	×	✓	×	×	×	✓	×	×	×
Lincolnshire October 2009 baseline	×	×	✓	×	×	×	×	×	×	×
Norfolk October 2009 baseline	✓	×	✓	✓	✓	×	✓	×	×	×
Hertfordshire current position 31 October 2015	✓	×	✓	✓	✓	✓	✓	×	✓	×

Humberside current position 31 October 2015	✓	×	✓	✓	✓	×	✓	×	×	×
Lincolnshire current position 31 October 2015	✓	×	✓	✓	✓	✓	×	×	×	×
Norfolk current position 31 October 2015	✓	✓	✓	✓	✓	✓	✓	×	✓	×
Hertfordshire, Humberside, Lincolnshire and Norfolk future position on completion	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

Projected savings

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

The major cost savings anticipated were predicted to be realised later on in the programme of work. Initial predictions showed that savings would be achieved in late 2014 and beyond. It is anticipated that the programme of work over a ten year period will still deliver a return on investment, although some refresh elements will incur costs that will need to be met by efficiencies.

Cost reduction has been attained by the utilisation of the existing Airwave solution which provided a resilient communications solution without the use/procurement of the proposed full SAN H solution which is expensive. A reduction in cost has been achieved by the upgrade of the Lincs mobilising system, as opposed to full procurement, £600,000-£650,000.

Shared procurement of station end equipment (essentially a communications system that alerts crews to a fire call by operating lights, bells and alerters, prints out the turnout instructions and operates peripheral equipment such as automatic doors), mobile data terminals, wide area network, and shared development for communications gateways has taken place.

The procurement of the wide area network is a new burden to fire and rescue services, but will facilitate the joint working upon which the concept of the East Coast and Hertfordshire Control Room Consortium is predicated.

The two data centres have been established and full operation will occur in readiness for the first cutover to Vision4. The establishment of these two data centres will realise significant savings across the four Fire and Rescue Services.

Project completion date

30 November 2016 as notified in previous report. Original projection was 31 December 2014).

The project was initially delayed by the procurement of the wide area network**,** which had a subsequent impact on other deliverables**.** This has now been resolved. A further issue emerged regarding the preparation of gazetteer data as reported to the Future Control Rooms Strategic Board in December 2014. A delay was identified due to the gazetteer data entry requirements imposed by the suppliers to convert existing gazetteer data sets into AddressBase Premium format. The level of detail required was highlighted to East Coast and Hertfordshire Control Room Consortium when a data preparation planning workshop and gazetteer administration training were conducted by the suppliers to enable the initial system build.

The quality of the data is essential to the success of the programme and this is reflected within the suppliers and East Coast and Hertfordshire Control Room Consortium risk register. The reference system to allow this work to progress is now in place. Training took place and work is now progressing in this area. The delay was estimated at twelve months incorporating the supplier's timings to allow for further developments and configuration work prior to functional acceptance and site acceptance tests. This has been formally agreed at Board level. The supplier's plan has been adjusted in accordance with their resource requirements and availability to deliver.

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 shortly, acting 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 (£1million anticipated). Costs will be significantly less than this. Savings on the Capita service level agreement are also being negotiated as the Consortium will provide first and second line maintenance in house.

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. Available options identified on the telephony configuration 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 enabling 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. Further opportunities will be investigated when appropriate.

Kent and Medway

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

This project has completed and has gone live.

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 Authority has also reduced watch strengths and removed station managers from watches, creating ongoing base savings.

The second phase of the project involved the migration by Kent and Medway Fire and Rescue Authority to the multi-agency system used by Kent Police. The replacement enabled 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.

The original grant funding provided by DCLG was intended to cover costs associated with the replacement of the Service's mobile data terminals hardware and software as well as the replacement of the mobilising system. This is no longer the case as all grant funding used in the move to co-locate with Kent Police into the joint Control Room facility and the migration of the Authority's mobilising function to Kent Police's platform. All resilience benefits have been delivered using legacy equipment and the replacement of the mobile data terminals hardware and software will now be funded locally and had no adverse impact on the benefits already delivered by the Control Rooms project.

In relation to call handling fallback arrangements, eg during spate conditions, Kent Police take any overspill emergency calls and pass them back to the Authority's 999 staff to mobilise resources. However, Kent Police will not deploy Fire resources directly. In the future, the calls will be passed via the Steria system to Kent Police and back to the Authority automatically. Essex Police will also be able to do this as the Authority's secondary control function if Kent Police is not available for any reason, with the same pass-back arrangements being used. This was a change to the original project plan.

Kent Police is the Authority's flood buddy. This arrangement worked well during the Christmas 2013 flooding and there are no plans to develop a further flood buddy arrangement at the current time.

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
Kent and Medway October 2009 baseline	✓	×	✓	✓	✓	✓	✓	×	×	×
Kent and Medway current position September 2015	✓	✓	✓	✓	✓	✓	✓	×	×	✓
Kent and Medway future position on completion	✓	✓	✓	✓	✓	✓	✓	×	×	✓

Projected savings

Kent and Medway Fire and Rescue Authority projects savings totaling £2.977 million by the end of 2020-21, the same as previous report.

Project completion date

Project completed on 31 July 2015.

London

High Level Summary **Grant: N/A (see below)**

This project has completed and has gone live.

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

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 those functions is the Fire and Rescue Services National Co-ordination Centre. The successful response to the widespread flooding in January and February 2014 was co-ordinated 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 October 2015 London Fire Brigade will continue to have automatic system failover between its own servers located at its Primary and Fallback control centres. In addition, London Fire Brigade has established tri-partite arrangements for fallback, spate and spike conditions with Staffordshire and West Midlands and the North West Fire Control Services.

London Fire Brigade is seeking to improve its working arrangements with the Metropolitan Police Service and London Ambulance Service by using data exchange and work is in progress to develop interoperability using the Multi Agency Incident Transfer protocol. A bid for transformation funding from DCLG to establish technical interoperability between the London Fire, the Metropolitan Police and London Ambulance Service was successful.

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
London October 2009 baseline	×	×	✓	×	✓	✓	×	×	×	×
London current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	partial	×

London future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	x

Projected savings

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

Project completion date

Project completed 30 September 2015.

Additional benefits

The successful completion of this project will enable a technical solution for collaboration and interoperability between the London Fire Brigade, the Metropolitan Police Service and the London Ambulance Service to be delivered using the transformation funding provided by DCLG. The overall benefits of implementing these arrangements will be to provide an improved service to the users of the London Emergency Services 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 and Lancashire Fire Authorities and the County Council of Cumbria have made a significant amount of progress since the initial approval of their business case in 2012/13. Between 14 and 28 May 2014 the four Authorities successfully transferred their control room functions and a number of staff from their existing fire and rescue service control rooms to a fully integrated solution in Warrington. All command and control functions along with other ancillary services are now being operated from a single purpose built centre, namely North West Fire Control (North West Fire Control Ltd).

The collaborative project has included the procurement and installation of a state of the art mobilising system with full voice and data communications capability through Airwave and other networks. Additional convergence work has been undertaken to streamline and standardise existing operating procedures across the four Services to further enhance and influence centralised mobilising and interoperability. Work has commenced with suppliers to scope plans for the implementation of Dynamic Group Number Allocation (DGNA) on Airwave, Automatic Call Distribution (ACD) and Multi-Agency Incident Transfer (MAIT).

It is the intention of North West Fire Control Ltd. to offer its services to other Fire and Rescue Authorities to generate additional revenue which will either increase profitability for the Company or reduce future contract costs to the individual North West Fire and Rescue Authorities and Cumbria County Council. This is in addition to the significant savings in staffing, systems and estate costs already realised.

In addition to the financial benefits, the project has also delivered improved resilience and interoperability (particularly in regard to the mobilisation of nearest available resources across border), and through the implementation of buddy Agreements between Staffordshire and West Midlands and London Fire Brigade Control Rooms. While the resilient buddy arrangements have been in place since 28 May 2014 the formal Agreement was completed and signed in December 2014. This additional resilience is supplementary to a 'secondary control' facility operated by North West Fire Control Ltd. on a remote site that has a multi-functional purpose as a fallback control, additional capacity to supplement main control or as a training venue.

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
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	✓	✓	✓	✓	✓	✓	✓	✓	Partial	✓
Cheshire position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	Partial	✓
Lancashire position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	Partial	✓
Cumbria Position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	Partial	✓
Manchester, Cheshire, Lancashire, Cumbria position on completion	✓	✓	✓	✓	✓	✓	✓	✓	Partial	✓

Projected savings

The four Fire and Rescue Authorities projected savings totaling £19.616 million million by the end of 2024-25 (an increase of £12.476 million from previous report, as a result of an extension to the reporting window, figures being based on 'actual' rather than 'predicted' project savings and the inclusion of additional efficiency savings).

Project completion date

The project completed on 28 May 2014.

While the system has been effectively handling calls and mobilising resources since this date, a number of system changes and enhancements have been implemented since the go live.

Merseyside

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

This project has completed.

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 and collaboration, e.g. delivering against the considerations listed for the Joint Emergency Services Interoperability Principles 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. The new Merseyside Joint Control Centre is now part of the National Critical Infrastructure and continues to deliver considerable benefits around:

- 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, shared procurement of training materials

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
Merseyside October 2009 baseline	×	×	×	✓	✓	✓	✓	×	×	×
Merseyside position September 2014	✓	✓	✓	✓	✓	✓	✓	✓	×	×
Merseyside position on completion	✓	✓	✓	✓	✓	✓	✓	✓	×	×

Projected savings

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

Project completion date

The project completed on 15 July 2014 when the Fire and Rescue Control went live in the Merseyside Joint Control Centre.

Merseyside Fire and Rescue Authority is 'system-ready' to deliver Multi Agency Incident Transfer when available. While the project has completed without Partnering with

Automatic Failover being delivered, this remains an aspiration and they continue to investigate potential partnerships with other Fire and Rescue Authorities for both spate and fault conditions. In the meantime, the secondary control location can be utilised when required. The existing arrangement is that calls are diverted to Mersey Police or North West Fire Control during spate or fault conditions before relocation to the secondary control.

Northamptonshire and Warwickshire

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

Northamptonshire and Warwickshire Fire and Rescue Authorities currently operate individual control rooms and mobilising systems. Emergency call handling is primarily managed via a shared integrated communications control system; which also provides call line identification capability. Mutual fall-back arrangements are in place and this arrangement is further enhanced by North West Fire Control providing long distance buddy arrangements.

Since 2012 the two Authorities have been working in partnership to deliver a transitional programme over three years. The aim is for both services to share common operating platforms which will allow the introduction of a new operating model and improved resilience. Through high levels of integration and common ways of working each Authority will be able to take each other's calls and mobilise each other's resources in a seamless fashion for protracted periods.

Full voice and data capability will be provided via the Airwave network and the Automatic Vehicle Location System will be used to support nearest resource mobilising.

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. These moves were funded outside of the DCLG Grant.

A five-fire and rescue service partnership agreement has been entered into between Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes (the Thames Valley Fire Control Service partners), Northamptonshire, and Warwickshire, for the provision of a 20-port SANH and a fallback Control Link solution. The SANH is located at the Thames Valley Fire Control Service in Calcot, near Reading and the Control Link is located within the Warwickshire Fire and Rescue Control at Leamington Spa. These were commissioned in September 2014 and November 2014 respectively. The SANH is being used by all partners for voice communications, automatic vehicle location systems and status messaging with the Control Link being used as back up for automatic vehicle location and status messaging.

In November 2013 Warwickshire went live with a new mobilising system (Capita Vision 4). It is intended that Northamptonshire will follow suit and migrate onto a shared Capita Vision 4 platform by May 2016.

Both Authorities have completed a joint mobile data terminals procurement process and both services are currently mobilising direct to these terminals via respective Capita Vision 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 Failover	Reduction in control rooms Secondary Controls
Northamptonshire October 2009 baseline	✓	×	×	×	×	×	×	×	×	×
Warwickshire October 2009 baseline	✓	×	×	×	✓	×	×	×	×	×
Northamptonshire current position 31 October 2015	✓	×	✓	✓	✓	✓	×	✓	×	×
Warwickshire current position 31 October 2015	✓	×	✓	✓	✓	✓	×	✓	×	×
Northamptonshire and Warwickshire future position on completion	✓	×	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings
Northamptonshire and Warwickshire Fire and Rescue Authorities project savings of circa £2.586 million by the end of year 2020-21. This is a reduction of £165,000 since the previous report in recognition of the need for a 2 month proof of concept period, following project completion, before new staffing models are introduced.

Project completion date
31 May 2016 (from previous reports of 31 October 2015, and August 2015).

Both services realise that one of the key elements to a successful transition is that of the alignment of data and operational procedures. In mitigation both services have set up a joint data team to prepare this data to ensure the successful and timely transition. In addition governance project structures have been reviewed to ensure that the programme is delivered to budget.

Real time incident messaging (Direct Electronic Incident Transfer/Multi Agency Incident Transfer) will be delivered post Vision 4 implementation.

Additional benefits
Where possible, both services have sought and entered into joint procurement processes to make better use of resources available such as:

- 5-way joint procurement of SANH and Control link, resulting in savings of around £100,000 (compared with a Northamptonshire and Warwickshire joint purchase of an eight port variant B over five years)

- Joint Warwickshire and Northamptonshire procurement of an integrated communications control system, saving around £17,000 on the purchase price.
- Joint procurement of mobile data terminals resulting in a joint saving of around £24,000 as a result of discounts received for bulk purchase.

Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes

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

This project has completed and gone live

Oxfordshire and Royal Berkshire Fire and Rescue Authorities operated their own control rooms and call handling and mobilising systems. Each had a secondary off-site control facility and a manually operated fallback arrangement with each other. Buckinghamshire and Milton Keynes Fire Authority operated 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.

The three Fire and Rescue Authorities worked together to implement a single joint control room function based in Calcot, Berkshire, with a secondary Control function in Kidlington, Oxfordshire, a new fallback arrangement with North Yorkshire Fire and Rescue Service, and with capacity for other fire and rescue authorities, clients or partners to join.
The plan was implemented in phases, and final cutover to the Thames Valley Fire Control Service from the three separate services took place 21-23 April 2015, delivering common mobilising procedures and alignment of operational policies and procedures.

Thames Valley Fire Control Service staff were selected from the pool of staff available from the three Fire and Rescue Services. Where it was identified that there would be insufficient staff at a level within the Thames Valley Fire Control Service, external recruitment took place with new recruits receiving induction in the Thames Valley Fire Control Service and training on the appropriate systems. To ensure the recruits had as much experience as possible at the time the Thames Valley Fire Control Service went live, they were allocated onto the watch system of one of the partner fire and rescue services.

As part of the delivery, the contract for the new mobilising system for the Thames Valley Fire Control Service was awarded to Capita Secure Information Solutions Ltd after a robust tendering process.

Network infrastructure has been installed to enable the three Thames Valley Fire Control Service partners to connect to and access systems. This includes primary and secondary routings for resilience purposes. Part of this network installation, and the work on existing and new installations, was to ensure Public Services Network compliancy for the Thames Valley Fire Control Service systems at the point of go-live.

A five-fire service partnership agreement has been entered into between Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes (the Thames Valley Fire Control Service partners), Northamptonshire, and Warwickshire, for the provision of a 20-port SANH and a fallback Control Link solution. The SANH is located at the Thames Valley Fire Control Service at Calcot, near Reading. It was commissioned in September 2014 and is available for use by all partners. All Thames Valley Fire Control Service partners are now using the SANH for radio traffic. The Control Link is located within the Warwickshire Fire and Rescue Control at Leamington Spa. It was commissioned in November 2014 and is available for use by all partners. Thames Valley Fire Control

Service are now using the Control Link connection for automatic vehicle location system and status messaging.

The three Fire and Rescue Authorities adopted 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 provides a full voice and data communications capability using the Airwave network, an enhanced information service and an automatic location service for emergency calls, which will reduce emergency call handling times. The introduction of an automatic vehicle location system also ensures 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 Failover	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 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Royal Berkshire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Buckingh'shire and Milton Keynes current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Oxfordshire, Royal Berkshire and Buckingh'shire and Milton Keynes future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire Authorities project savings totaling £15.872 million by the end of 2024-25. However, the extension of the delivery date means that the savings to the Fire Authorities will not take effect until financial year 2015/16, and each of the 10 years' savings will be for the full year. With go-live in April 2015, the project is on track to deliver the projected savings.

Project completed

Project completed 30 April 2015.

The cutover by the three fire and rescue services took place 21-23 April 2015 (from previous projection of 31 December 2014, and original projection of 31 March 2014), and the Thames Valley Fire Control Service is now live.
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Additional benefits
The technical solution that is being implemented to enable the remote buddy (North Yorkshire Fire and Rescue Service) to call handle and mobilise on behalf of the Thames Valley Fire Control Service has introduced a further level of technical resilience into the architecture. A replicating server for the mobilising system has been installed at North Yorkshire with the effect that, should the servers at the primary and secondary sites experience issues, then the Thames Valley Fire Control staff will be able to access the server located at North Yorkshire and be able to maintain operations.

South Yorkshire and West Yorkshire

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

This project has completed and has gone live.

Both Fire and Rescue Authorities have now installed the fundamental elements of the new Command and Control system procured from Systel S.A. and the system is live in both Authorities. The system delivers a shared call handling and mobilising function based on a distributed infrastructure offering increased resilience for both Services. Whilst go-live was achieved within the aspirational timescales, a number of required elements are still to be delivered outside of the improvement scheme but within the contract with Systel S.A. The new system is data-centric and provides a full voice and data communications capability using the Airwave network, enhanced caller identification to reduce emergency call handling times, and an automatic vehicle location system to help ensure the nearest appropriate resource is mobilised to an incident. Real time incident messaging is included to enable the Fire and Rescue Authorities to interoperate more efficiently with other emergency services. The new system enables the Services to take each other's calls and mobilise their resources seamlessly. There is no longer 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.

At initiation the programme had a detailed governance structure as follows:

- Joint Control Collaboration Project – this is the collaboration project between both Authorities for the procurement of the Command and Control information and communications technology solution.

- New Control Premises Project – this was 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. The build was completed six weeks ahead of schedule and within budget. This project is closed.

- New Control Ways of Working Project – this involves the complete revision of the West Yorkshire Fire and Rescue Service Control room 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 Yorkshire and West Yorkshire Control staff. Both organisations are continually identifying opportunities to align operations and ways of working. This will deliver future efficiencies and improve service delivery standards.

The programme has been implemented through the West Yorkshire Fire and Rescue Service bespoke project framework based on PRINCE 2 principles. The programme has been running since June 2011 and is subject to continuous external audit for 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 Failover	Reduction in control rooms Secondary Controls
South Yorkshire October 2009 baseline	✓	×	✓	×	×	✓	×	×	×	×
West Yorkshire October 2009 baseline	✓	×	✓	×	×	✓	×	×	×	×
South Yorkshire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
West Yorkshire current position September 2015	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
South and West Yorkshire Future Position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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

This project completed on 31 May 2015.

The system became operational in South Yorkshire Fire Service Control room on 9 July 2014 and West Yorkshire Fire Service Control room on 12 November 2014.

All resilience benefits funded through the Fire Control Improvement Scheme have now been delivered in line with the approved bid for funding. The project completed the last of these benefits in May 2015 with the delivery of Automatic Vehicle Location Service, although further improvements will be delivered with enhanced hardware and further software developments later in the year.

The contract with Systel SA included additional functionality to that detailed within the original bid to DCLG and these continue to be developed within the contract but outside of the functionality funded by the improvement scheme.

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 originally installed in 2008, 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 and 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 the 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 2016 to support the commitment to enhancing and developing the tri-partite resilience arrangements. The implementation of the Direct Electronic Incident Transfer and/or the Multi Agency Incident Transfer interface is still being considered to further develop the existing tri-partite resilience arrangements.

The shared call handling and mobilising system will incorporate a single integrated communication control system, providing full voice and data communications capability using the Airwave network, and will extend to mobile data terminals. It will enable seamless mobilisation and management of both Fire and Rescue Authorities' resources and 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.

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
Staffordshire October 2009 baseline	×	×	✓	×	✓	✓	×	×	×	×
West Midlands October 2009 baseline	✓	×	✓	✓	✓	✓	×	×	×	×
Staffordshire current position 31 October 2015	✓	partial	✓	✓	✓	✓	✓	×	Partial	✓
West Midlands current position 31 October 2015	✓	partial	✓	✓	✓	✓	✓	×	Partial	✓
Staffordshire and West Midlands future position on completion	✓	partial	✓	✓	✓	✓	✓	✓	Partial	✓

Projected savings

Project savings totaling £13.383 million by the end of 2021-22. (£33,000 less than in the previous report)

Based on the actual savings achieved during the first year of operation Staffordshire and West Midlands Fire and Rescue Authorities actually saved £1.648 million this is £33,000 short of the increase saving predicted in the last report but still ahead of the original forecast, this slight increase is due mainly to legal and staffing costs, covering sickness, overtime and training.

Project completion date

November 2015 (from previous report of 30 June 2015. The original projection was 31 March 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 the Department for Communities and Local Government and realised the majority of the efficiency savings at this date. However, as set out in the project mandate document appended to the efficiency grant bid and to minimise the risks involved in bringing the two controls together, the project has developed a phased approach to the implementation of the supporting technical elements of the integrated communications control system and SAN H.

As reported in the last update, the single integrated communication control system implementation was on schedule to be delivered by the end of December 2014. However, as a result of third party suppliers delaying some of the integration activities and the subsequent movement of the formal testing and training activities into the ‘no change’ Christmas period, it was deemed less risk to reschedule these activities into January and February 2015, giving an early March go-live date. Following this the suppliers formal Site Acceptance Tests passed with no issues but the User Acceptance Test failed with severity faults against the ‘999’ lines, which were deemed sufficiently severe to postpone the End User Training that had been scheduled for February 2015.

Following on from the last report, Authority and Supplier resources have been confirmed to support a revised go-live in the summer. A final CoCo accreditation for SAN I was submitted in April, which has since been returned in June with minor issues. Once these issues have been resolved a confirmed go-live date will be published.

As previously reported, the Fire and Rescue Authorities were hoping to achieve an earlier connection to British Telecom’s Ground Base Network which would have allowed implementation of the SAN H alongside the single integrated communication control system at the end of 2014. As they were not able to bring forward British Telecom’s scheduled date of February 2015, they decided to de-couple the single integrated communication control system and SAN H implementations. Airwave completed their own tests in March 2015, however, the implementation of SAN H will be dependent on the suppliers being able to provide resources to support the single integrated communication control system integration testing and SAN H CoCo accreditation based on the approved SAN I submission in June 2015. Considering the above and the potential training impact on existing control staff we are currently investigating a go live in Quarter 4 2015.

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 incident command suite and developed its mobile command unit to incorporate the appropriate technology and integration with Surrey. Similarly, Surrey also upgraded its Operational Command and Control capability that met the Olympic requirement by building an operations room, situation room, a mobile main incident command unit for major incidents, a mobile forward command unit (for medium-sized incidents – four pumps plus) and two mobile rapid command units (for support and two-four pump sized incidents). Joint mobilising was successfully achieved and has been operating well for some years. Another upgrade to the mobilising system and other facilities has now been completed (Capita Fortek Vision) in common with the majority of regional partners in the Chief Fire Officers Association South East and London region. These upgrades also include the relocation of the primary control to a new building in Salfords and the provision of a full voice and data communications capability using the Airwave network and automatic vehicle location system. This will also be coupled with the dynamic cover software tool in the Fortek 4. The current on-call availability systems have been replaced in both the Isle of Wight and in Surrey with one that gives improved access and visibility of on-call 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 was implemented in 2013. A new, more resilient network solution (Unicorn) is now also in place. Surrey plans to upgrade its secondary control facilities at the former control centre at Reigate once the primary control is established at Salfords. As this solution uses cloud based technology from secure servers the ability to stand up a control in the primary incident control unit and at other locations is also now possible. There has been an agreement at the principle level for Surrey to fall back to London Fire Brigade.

All benefits will be delivered by December 2015, the only outstanding issues are integrated communications control system upgrade (to be installed Nov 2015) and the strategic decision to fallover with London.

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
Surrey October 2009 baseline	F/line appliances	×	✓	✓	✓	partial	✓	×	×	×
Isle of Wight October 2009 baseline	partial	×	×	×	×	×	×	×	×	×
Surrey and Isle of Wight position December 2014	✓	✓	✓	✓	✓	partial	✓	×	×	✓
Surrey and Isle of Wight position on completion 2015	✓	✓	✓	✓	✓	✓	✓	×	×	✓

Projected savings

Surrey and Isle of Wight Fire and Rescue Authorities project savings totaling £5.017 million by the end of 2020-21 (no change from previous report).

Project completion date

31 December 2015.

The completion for the joint call handling and 999 call taking and despatch was achieved in March 2012 (the first in England following the failure of the FiReControl project). Since then, as out lined, there have been continuous improvements which have seen upgrades (lately vision 4) etc. The next phase of our rolling improvement plan is that we are moving the joint control to Salford's for business reasons and greater server and Business Continuity capacity and resilience, however, due to legal issues with third party suppliers this has been delayed beyond our control to Dec 2015. The new Capita ICCS, (upgrade from previous CYFAS system) which is compatible with local Police Forces is being factory tested in Oct 2015 ready for delivery. Completion at 2015 will be without Partnering with Automatic Failover being delivered. However, this remains an aspiration. As noted above, there has been an agreement at the principle level for Surrey to fall back to London Fire Brigade. These talks will begin in earnest when both London Fire and Surrey have implemented their Capita Fortek 4 solutions.

Additional benefits
As part of the work being conducted by Surrey Fire and Rescue Service with Surrey and Sussex Police within the Emergency Services Collaborative Partnership (members of the Public Service Transformation Network) the first point-to-point Direct Electronic Incident Transfer system in England has been deployed between both Services. Implementation is now underway for a Multi Agency Incident Transfer hub which offers the ability to connect to diverse mobilising systems. Work is underway to include South East Coast Ambulance Service, Sussex and Surrey Police, and potentially 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 and others about how they might be included in this initiative which virtually eliminates call handling delays.

The new control room being constructed in Salford is a flexible design and will be able to accommodate a number of possible future convergent business outcomes that add value to the asset. Maximum opportunity will come from the space provided, i.e. longer term business and partnering opportunities for assisting relevant partner agencies in the joined up delivery of, e.g. TeleCare, highways monitoring, adult social care out of hours response management etc. are all being investigated.

The longer term future for Surrey 999 call taking and mobilising (2018 onwards) is in line with the South East Emergency Services Collaborative Partnership under the Public Safety Transformation Network programme. This sees Sussex and Surrey Police, Surrey and potentially East and West Sussex Fire and Rescue Services considering a joint contact, control and dispatch function and co-located with South East Coast Ambulance Service. The property in Crawley, where this function will be carried out, is being built by Surrey County Council. South East Coast Ambulance have announced their formal commitment to move their emergency operations centre and headquarters functions to the site. The Phase 1 building has achieved planning consent. Surrey Fire and Rescue Service and both Police Forces are currently working toward replacing their mobilising systems with, ideally, a joint system in 2018.

Isle of Wight Council has announced that the Isle of Wight Fire and Rescue Service will now be working in a partnership with Hampshire Fire and Rescue Service and that in 2017, when the mobilising contract is due for renewal, it will consider all options.

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.

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
Tyne and Wear October 2009 baseline	Limited	×	✓	×	×	×	×	×	×	×
Northumb'land October 2009 baseline	×	×	×	×	×	×	×	×	×	×
Tyne and Wear position December 2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Northumb'land position December 2013	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tyne and Wear and Northumb'land position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Tyne and Wear and Northumberland Fire and Rescue Authorities projected 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.

Part II

Ex-Fire Regional Control Centres - marketing and disposal

Introduction

1. This report provides a bi-annual update on the progress made (following the previous update published in March 2015) with regard to letting and reducing costs on the remaining Regional Control Centres. It aims to briefly recap on the project history, update on recent progress made and advise on the forward strategy to be adopted by the department.

2. This report does not consider the reasons for the failure of the FiReControl Project or the overall cost of the project, which has been thoroughly analysed and documented by the National Audit Office over recent years. Instead it focuses on the Department's efforts in relation to letting the buildings to other private or public sector bodies to significantly save costs and ensure that these valuable assets are used effectively.

3. The report is divided into the following sections:

    - National overview.
    - Control centres update.
    - Marketing overview.
    - Marketing and disposal strategy.
    - Conclusion.

National overview

4. The nine control centre buildings are legacy assets from FiReControl which were constructed between 2007 and 2010. The buildings are held by the department on long leases which expire between 2027 and 2035, with no break clauses.

5. The buildings were delivered by developers on a fully fitted basis with the fit out 'rentalised' at the outset. An initial rent was agreed subject to an increase every five years of 2.5% per annum compound for the duration of the term. This means that rents are significantly higher than comparable market rents.

6. The control centres are located in accessible locations, are highly bespoke, and were intended to be utilised for the regional co-ordination of fire and rescue services. They possess a range of specialist features such as double height control rooms, uninterruptible power supplies, full catering kitchens,

and large water storage and fuel storage tanks. Because of their specialist nature, the buildings are likely to only be of interest to a niche market which is able to utilise the equipment and facilities to the full capacity.

7. Since FiReControl was terminated in December 2010, the Department has taken concerted action to find tenants for the centres. Our first preference was for fire and rescue services or other emergency services to use control centre buildings – as they are purpose built for this. However, we have not imposed central solutions. Where local emergency services had decided that using a control centre is not the best way forward for their communities, we have been looking to find other suitable tenants.

8. Our general approach to these legacy assets has been to reduce running costs wherever possible, while ensuring good management of the buildings. This has been coupled with intensive effort to market the buildings to the fire and rescue services and across the wider public and private sectors, and this has resulted in significant success.

Five disposals to date

9. Five of the nine buildings (London, Warrington, Durham, Fareham and Wolverhampton) have been sub-let or transferred: four to the public sector and one to the private sector, an IT company (see table 1 below). Each occupier pays a proportion of the passing rent incurred by the Department along with paying running costs, which are considerable, less any incentives agreed such as rent-free periods. Table 1 (below) summarises progress made to date.

Table 1

RCC location	Lease expiry	Status / let?	Occupier	Operational	Estimated cost saving
London	2035	✓	London Fire Brigade	✓	c £35 million
Fareham (SE)	2033	✓	Maritime and Coastguard Agency	✓ (part)	c £18 million
Durham (NE)	2027	✓	County Durham and Darlington Fire and Rescue Service	✓	c £8.5 million
Warrington (NW)	2033	✓	North West Fire Control	✓ (part)	c £18 million
Wolverhampton (WM)	2032	✓	Oosha Ltd	✓	c £11 million

Wakefield (Y&H)	2028	Marketing underway	-	-	-
Taunton (SW)	2027	Marketing underway	-	-	-
Cambridge (EoE)	2033	Marketing underway	-	-	-
Castle Donington (EM)	2032	Marketing underway	-	-	-

Consistent action to reduce costs

10. The Department has been successful in reducing future estimated property costs by over £100 million through a combination of transferring or sub-letting centres, and reducing running costs.

11. Each of the buildings is secured and maintained by Babcock under a comprehensive facilities management contract. Facilities management and utilities are considerable costs, due to the specialist equipment present in the buildings, and this is an area where the Department has worked hard to reduce expenditure. Since 2010 facilities management costs have been reduced annually, reflecting a total saving of approximately 79% equating to around £3 million.

12. The Department has taken action to ensure effective asset management of the properties by transferring responsibility for them to the Department's Property Asset Management Unit in April 2012. The centres are now managed as part of the Department for Communities and Local Government's estate, whilst continuing to maintain close links with the Fire, Resilience and Emergencies Directorate. In addition, to ensure an appropriate audit trail and greater scrutiny prior to new lettings, a business case must be drafted and presented to the Department's Investment Sub-Committee, who make the ultimate decision as to whether centres are let, and on what terms.

13. In striving to reduce the overall liability cost of the centres, the Department has successfully negotiated lease variations with regard to five centres which form part of a portfolio held under the 'Control Centre General Partner Ltd' which was placed into administration in March 2012. As a result of agreeing these lease variations, we have negotiated rental reductions equating to £6.5 million over the remaining term of the leases.

Control centres update

14. As a result of the hard work that the Department has undertaken to market the centres, we have successfully transferred or sub-let five of the nine centres. In addition, since the last update in March 2015 we have actively progressed interest previously expressed in the centres resulting in agreeing term on two centres (Wakefield and Cambridge), with specific interest on the remaining two centres being pursued (detailed below).

- **London Regional Control Centre**
  The London Fire Brigade control room relocated to the London Regional Control Centre, located in Merton, in January 2012 and the centre is fully operational, handling emergency calls. The transferred centre has saved the Department approximately £35 million.

  The control centre houses the London Local Authority Control Centre, who carry out the emergency planning responsibilities of the London Fire and Emergency Planning Authority. Co-ordinating the London-wide response of the London Boroughs and the City of London to emergencies such as severe weather, or pre-planned events including the Olympic Games. In addition, the centre is the Fire and Rescue Service National Co-ordinating Centre, which manages the availability of national New Dimension assets[6] and assists in their mobilisation in conjunction with the National Resilience Team.

- **Warrington Regional Control Centre**
  The Warrington Regional Control Centre lease was transferred to the North West Fire Control in 2012. The centre has full operational status effective from March 2014. North West Fire Control comprises collaboration between Cheshire Fire and Rescue Service, Cumbria Fire and Rescue Service, Lancashire Fire and Rescue Service and Greater Manchester Fire and Rescue Service. The transferred centre will save the Department approximately £18 million.

  Since taking the centre, North West Fire Control has been making good use of the building by basing its project team there, along with making office space available to partners, contractors and facilities managers as flexible 'touch down' space. The centre has also been used for hosting a variety of meetings and events, including Chief Fire Officers Association events.

- **Durham Regional Control Centre**
  The Durham Regional Control Centre lease was transferred to County Durham and Darlington Fire and Rescue Service in 2012. It is estimated that the transfer of this centre has saved the Department approximately £8.5 million.

  The Fire and Rescue Service completed a substantial refit of the centre in late 2013, which the Department helped fund, including: the construction of a mezzanine level in the control room to increase capacity by about 40%; relocation of the entrance to form a new central reception area; a new restaurant area and gym; installation of roof lights and additional windows to bring in natural light; installation of

[6] Vehicles and equipment transferred by Department for Communities and Local Government to the Fire and Rescue Service as part of a national capability to respond to major disruptive events involving Chemical, Biological, Radiological and Nuclear (CBRN) materials, collapsed or unstable structures, and to move large volumes of water.

photo voltaic panels across the roof area; and creation of five meeting rooms with state of the art conferencing facilities.

The building went live as an operational headquarters in September 2013 and we understand that it has been very well received by staff. The control room functions were transferred across in May 2014 following the completion of the new IT solution.

- **Fareham Regional Control Centre**
  The Fareham Regional Control Centre was sub-let under a Memorandum of Terms of Occupation to the Maritime and Coastguard Agency in 2012. The centre has now become operational as the National Maritime Operations Centre. The facility handles calls from across the UK and replaces several coastguard stations. In their place the new national centre sits at its centre, alongside nine other 24-hour centres around the UK handling search and rescue operations. It is estimated that this transfer will save the Department approximately £18 million.

  The centre was suitable for the Coastguard Agency as it was purpose built as a Civil Contingencies Act Category 1 Emergency Response control room. The building therefore represents the opportunity for the fastest possible mobilisation of the National Maritime Operations Centre capability, with the lowest overall risk to the delivery of the Future Coastguard Programme.

  The centre has recently undergone IT works to enhance coastguard communications and work has been undertaken to develop the Agency's data centre, which is located on site. The centre is also used as a location for meetings and training events.

  Utilising the centre has removed the need to rent additional commercial premises or invest £5 million in the construction of a new site; this option has therefore delivered substantial savings to the wider public purse.

- **Wolverhampton Regional Control Centre**
  The Department sub-let the Wolverhampton Regional Control Centre in December 2013 to a Small to Medium size Enterprise (SME) IT company: Oosha Ltd. Oosha moved in to the building in December 2013 and the centre is operational. It is estimated that this letting will save the Department around £11 million.

  Letting the centre to a Small to Medium size Enterprise not only results in significant cost savings, but also supports Government's drive to assist Small to Medium size Enterprises under the Space for Growth initiative, and to stimulate economic growth. This letting was a significant milestone as it was the first letting to the private sector, which demonstrates that there is a market outside the public sector to

be targeted. Furthermore, a letting to the private rather than public sector represents a saving to the tax payer more generally.

- **Wakefield Regional Control Centre**
  The Wakefield Regional Control Centre is at present unoccupied.

  All four remaining centres were promoted as potential locations to be considered by the user services bidders for the Emergency Services Mobile Communications Programme[7]*. As a direct result, terms have been agreed with the Investment Sub Committee and solicitors have been instructed, with a service user bidder for the Emergency Services Mobile Communications Programme, who has incorporated the Wakefield centre within their tender bid.

- **Cambridge Regional Control Centre**
  The Cambridge Regional Control Centre is at present unoccupied.

  The previous interest reported in the last update from a private sector internet security company has been progressed with four inspections undertaken to date. As a direct result, following a period of negotiations, the Department have agreed terms which are being progressed.

- **Taunton Region Control Centre**
  The Taunton Regional Control Centre is at present unoccupied.

  Early stage discussions are on-going with a private sector organisation that has a requirement for space within the area. The Department is actively progressing this interest alongside the existing marketing strategy currently in place.

- **Castle Donington Regional Control Centre**
  The Castle Donington Regional Control Centre is at present unoccupied. GVA has received new interest from two separate private sector organisations which is being actively pursued by GVA to the fullest extent to progress the interest.

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[7] *The Emergency Services Mobile Communications Programme is a cross government, multiagency programme that will deliver the communication system of the future to the emergency services and other public safety users throughout Great Britain. This system will be called the Emergency Services Network.*

We have been working in collaboration with other government departments to promote the opportunity for one (or more) of the vacant centres being considered for use by the suppliers tendering for the forthcoming ESMCP.

Marketing overview

15. Marketing of the remaining centres to the public sector began in 2011 and commercial marketing in 2012. The initial approach to marketing the buildings concentrated on engagement with the local fire services. Once completed, we worked closely with the Cabinet Office Government Property Unit (GPU) to promote the buildings across the public sector.

16. Following the initial marketing initiatives set out within the initial March 2014 update, the centres continue to be actively marketed by GVA.

17. GVA has carried out a review of the marketing strategy and current market conditions and reported:

- A continued improvement in market confidence across a range of sectors;
- Stability in rentals and incentives;
- Marginal uplifts in net effective rents during 2015;
- A reduction in enquiry levels for the centres compared to the last update. However, previous specific enquiries have been progressed;
- Public sector budgetary constraints and the limited demand from target market occupiers requiring this type of specialist property continues to be a limiting factor.

18. The table below provides an indication of the specific interest received since the last update as a direct result of the active marketing undertaken to promote the centres to the public and private sector:

Centre	**No. of new enquiries received in the last 6 months**	**No. of viewings in the last 6 months**	**Number of website hits in the past 12 months**	**Number of website hits in the past 6 months**
Cambridge	2	0	33	14
Castle Donington	5	4		
Wakefield	3	1		
Taunton	2	2		

19. The Department holds marketing and disposal review meetings on a quarterly basis to ensure the forward strategy is regularly refreshed and that everything possible is being done to let the remaining vacant buildings and minimise costs. This forward strategy is considered further below.

Marketing and disposal strategy

20. The Department continues to explore the following options as part of its marketing and disposal strategy:

- Discounting – this option relates to adjusting the passing rent to market values to encourage new tenancies. This could assist in bringing the buildings into occupation and reduce non-rental running costs. It has been agreed that due to the perceived lack of interest in the buildings, a more flexible approach should be adopted during marketing.

  As part of this, during initial discussions undertaken with interested parties, GVA has sought to establish the full extent of the enquirers' budget in order to progress their interest.

  It was agreed that wholesale discounting or blanket rental reductions would not be implemented. Instead, each enquiry received would be analysed on a case by case basis to the point at which the enquirer provides a level at which they are prepared to proceed. This will in turn allow the Department to make an informed decision whether to dispose of the lease with significant subsidies, or continue marketing the buildings in an attempt to sub-let on improved terms.

- Costed Alternative Use Solution – this option relates to investing in empty buildings to convert them for other uses. Work has been undertaken to establish the cost and appropriateness of converting the buildings into more conventional commercial space. This involved investigation into the cost implications of adding net floor area provision, by installing a mezzanine within the double height control room area or reconfiguring the space to appeal to a wider market. A similar exercise was undertaken as part of the successful disposal of the Durham centre at a cost of approximately £1million. The Durham centre is being used as a successful example to promote this concept to other prospective occupiers. This information will help potential occupiers understand the full potential of the buildings, and how that potential can be delivered to match business requirements. By providing this additional information it may enable the buildings to appeal to a more conventional, wider target audience including serviced offices and a traditional headquarters office function.

- Support wider Government policy objectives – this option relates to using the buildings to support key Government initiatives. The properties have already been offered for consideration as Free Schools and are being promoted to

charities and Small to Medium size Enterprises, under the Government Space for Growth agenda. As noted above, this option has already proved successful in letting the Wolverhampton centre to a Small to Medium size Enterprise IT company. By their very nature, Small to Medium size Enterprises may lack the cashflow and covenant strength usually required by landlords to give comfort that the rent will be paid whilst also covering the significant operational costs of a control centre. It has previously been suggested that a viable deal to make the centres available for use by Small to Medium size Enterprise could be structured within the Government Space for Growth agenda. Whilst this remains a good option despite the perceived higher level of financial risk attached to Small to Medium size Enterprises, the Department has only achieved limited success, due to the lack of enquiries from Small to Medium size Enterprises.

- Hibernation – this involves closing the empty buildings and reducing the facilities running costs as much as possible whilst still protecting the specialist plant and equipment, thus ensuring the building remains fully operable should a sub-tenant be identified.

  This option has been investigated and the facilities running costs have been reduced to the minimum whilst still protecting the specialist plant, equipment and building fabric for future use. To date the buildings' running costs have been reduced by approximately £3 million.

  Building on this, the Department regularly reviews the facilities management contract and operation of the sites to maximise efficiencies.

- Facilities Management Cost Rationalisation – an options appraisal has been undertaken by Babcock for the four vacant centres, which considered further reducing the facilities management services, and mothballing specialised machinery and equipment. This work has helped minimise the total future liabilities of the centres to the Department and will inform future strategy. The review conducted earlier this year identified further annually efficiencies of around £230,000, effective from April 2015.

- Alternative Public Sector Occupation - we continue to market the centres to other Government departments; however, to date this has delivered limited success. The centres have been offered with a high level of subsidy in an attempt to generate further interest. From a wider Government perspective this could prove to be the optimal option, as it would potentially help avoid new commercial lettings. From a Departmental perspective this could prove sub-optimal due to the need to heavily subsidise the sites to lease end.

- Freehold Purchase - Purchasing the freeholds of the remaining centres would allow the Department to re-market the properties for sale as an investment with an income. Alternatively, the Department could re-market the centres for sale with vacant possession on freehold or leasehold basis. Although this option was previously discounted by the Department, it was reconsidered due

to the current low cost of borrowing and the diminishing cumulative cost of the control centres through the effluxion of time and improving investment market conditions. However, it is believed that this option remains economically unviable.

- Complete mothballing – under this scenario, any empty buildings would be permanently mothballed. This would reduce costs to an absolute minimum, although the building would remain empty. The Department would remain liable for all of the rent for the remainder of the lease term, and there would be unavoidable facilities management costs related to maintaining the empty buildings and significant re-instatement costs at lease expiry. If this option were progressed, the Department would potentially risk the specialist mechanical and electrical equipment becoming obsolete due to a lack of servicing, which would be very costly to re-commission. Taking into account the marketing and current interest received to date, this option should be considered in more detail but should only be implemented after all other disposal avenues have been exhausted.

- Forward look - it is considered that transaction opportunities will arise, albeit these will increasingly require flexibility and innovative thinking to progress deals from enquiry through to completion. Letting the centres at reasonable levels still provides the greatest potential cost savings by some margin.

21. Our continued approach will be to actively market the remaining sites to the private sector and public sector occupiers.

22. The intended disposal strategy over the forthcoming period is therefore to continue:

    - to market the control centres via site visits and the website, and development of discussions with interested parties;
    - with targeted marketing to the suitable sectors (including the IT sector);
    - to actively progress current interest on all four remaining centres;
    - to collaborate with the Government Property Unit with a view to promoting the buildings across the public and private sectors, and to support wider Government initiatives, such as Government Space for Growth;
    - to promote good practice examples where control centres have been successfully let and refitted;
    - to explore ways to reduce costs;
    - to review the marketing and disposal strategy on a quarterly basis to ensure that everything possible is being done to dispose of the remaining buildings and to minimise costs.

Conclusion

23. The Department continues to work hard to market the buildings across the public and private sectors in order to dispose of the four remaining centres and reduce the Department's remaining cost liability moving forward.

24. Since the last update in March 2015, interest received in Wakefield and Cambridge from two separate private sector organisations has been progressed, resulting in terms being agreed to sub-let both centres, resulting in total anticipated savings to the Department of approximately £20.9 million (£15.6 million for Cambridge and £5.3 million for Wakefield) over the remaining lease terms. We are also investigating interest received in Taunton and Castle Donington Centres.

25. The Department remains successful in reducing running costs, as well as reducing the rental liabilities, demonstrated by the rental reductions of around £6.5 million as a direct result of the lease variations negotiated by the Department. Further cost reduction methods have been undertaken including around £230,000 per annum savings achieved through the reduction in facilities and maintenance costs effective from April 2015.

26. The Department's marketing and disposal strategy continues to ensure that every possible action is being undertaken to sub-let the buildings, to achieve the greatest savings to the public purse. The bespoke nature and location of the buildings continues to restrict the demand for the centres. However, through a targeted and strategic marketing approach, interest continues in the remaining centres.

27. On the strength of the ongoing interest in the buildings, it is hoped that the Department will be successful in finding tenants for the remaining buildings in order to reduce the outstanding liability to the minimum possible level.

Annex A

How the Grant was allocated

1. The table below shows how £81.187 million was 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**

2. The figures above include £1 million awarded to a consortium of fire and rescue authorities (the collaborative partnership – see below) 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.

3. The following table lists the grant awarded to each project.

Grant awarded to the 22 projects

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

The collaborative partnership

4. 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 supported the work of the Chief Fire Officers Association to ensure integration into wider national work on blue light interoperability and procedure development.

5. Grant funding 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.

6. 25 fire and rescue authorities worked in the collaborative partnership, developing and adopting common tactical guidance, 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. 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.

7. The total number of documents produced by the collaborative partnership and issued to fire and rescue authorities to date is:

Guidance documents	128
Training packages	39
Risk assessments	64
Task analysis	105

8. The work of the collaborative partnership is now fully integrated with the National Operational Guidance Programme being managed by London Fire Brigade. This single national hub for strategic and tactical operational guidance has been in place since April 2015 and continues to develop the work started by the collaborative partnership

9. Following agreement to a funding arrangement including DCLG, UK fire services and devolved administrations, the National Operational Guidance Programme will develop around 40 pieces of new policy guidance which they will align with detailed work on operational procedures being developed in collaboration by a number of UK fire services. This work will deliver a one-stop shop of best practice guidance that aligns with those of the other emergency services and provide a foundation for training for UK fire and rescue services.

10 A series of workshops to familiarise operational fire fighters to the work of the National Operational Guidance Programme took place across the UK earlier this year.

11 This is the final update[8] on the work carried out by the collaborative partnership and funded through this Improvement Scheme. However, the work started by the partnership will continue through the National Operational Guidance Programme.

[8] At October 2015.

Annex B

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), and 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. The ability to do this will be provided using the Multi Agency Incident Transfer (MAIT) protocol.

   - **Data Messaging (including Status messaging)** will provide a far more efficient way of communicating with the Control Room using data instead of voice for firefighters and officers to transmit and receive

updates using pre-formatted messages, e.g. to inform the control room that their status has changed from ‘mobile to incident’ to ‘arrived at incident.’ Data 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.

- **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.

- **Eisec (including 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 call could be dropped leaving the location unknown. The Enhanced Information Service for Emergency Calls technology provided by British Telecom plc allows the installation address of the line from which an emergency call is being made to be displayed to the control room operator and has the ability to speed up the task of confirming the caller's location. The technology, in some instances may also be used to locate the whereabouts of a mobile phone caller. 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 previous hoax callers and reducing the number of times fire and rescue authority resources are mobilised unnecessarily.

- **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 callers. 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 premises details for the vast majority of properties, along with other information such as data relating to 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 failover** means that:

  - Two or more fire and rescue authorities will be working in partnership to provide their control room services.

  - The system or systems they use are able to failover to a fire and rescue services fallback system automatically with no interruption to service in the case of a system failure.

  Partnering with other fire and rescue services with automatic systems failover will significantly strengthen the ‘availability’ dimension of resilience.

  Partnering with other fire and rescue services using systems to automatically distribute emergency calls when an individual control room is experiencing high call volume will improve efficiency by effectively expanding the pool of Control Operators to handle emergency calls. Partnering systems that also allow for other fire and rescue services to mobilise resources on behalf of the affected control room will also ensure the quickest most appropriate resources are mobilised immediately.

- **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 C

The Chief Fire Officers Association National Resilience Support Team

1. The Chief Fire Officers Association's National Resilience support team has carried out over 175 visits to the projects since September 2012. Now that over half of the projects have implemented their new mobilising arrangements the team continue to focus their energies on those that have yet to do so.

2. These visits have continued to assess project progress and to inform the project teams of national developments, such as the continuing evolution of the Multi Agency Information Transfer protocol. In addition to this the team continues to provide updates on the technological developments and deliverables being employed by other control room improvement projects such as the deployment of Dynamic Group Number Assignment which is an innovative way of using the Airwave radio scheme.

3. The team continue to share the lessons learned between projects, particularly between those that have implemented their new arrangements and those that are still in the delivery and testing phases.

4. The team have worked with colleagues in DCLG to resolve issues that have been escalated to them. These include problems being experienced by one of the projects with the quality of service on their wide area network.

5. The team have produced a range of test scripts for use by projects that have procured an Airwave SAN H. The scripts are designed to help ensure that the functionality available from SAN H can be adequately tested in the Control Room environment.

6. Work is ongoing with the Chief Fire Officers Association ICT Managers to progress national standards such as GD-92 and Multi Agency Information Transfer.

7. The team continue to contribute to the development of National Operational Guidance for Emergency Fire Control Operations and the Joint Emergency Services Interoperability Principles to ensure that these programmes are aware

of the new technology and ways of working that are being introduced in fire control rooms and vice versa.

8. The team has facilitated and continues to support a number of steering groups such as the Fire Multi Agency Incident Transfer Steering Group which has ensured that the sector's requirements have been incorporated into the Multi Agency Incident Transfer protocol (that has been developed to succeed the Direct Electronic Incident Transfer protocol). These protocols enable control rooms to exchange incident information electronically. The team also supports the Fire Geospatial Data Steering Group which provides a forum for the sector to influence the development of the AddressBase gazetteer which is used to support premises level mobilising.

9. The team continues to support the development of a set of performance indicators for use in fire control rooms and is working closely with the Chief Fire Officers Association Corporate Support and Sector Improvement Directorate to make sure that these dovetail with the a new suite of sector wide indicators. The performance indicators and quality assurance measures have been designed to help ensure that modern control rooms perform to the standards expected by Fire and Rescue Authorities and other stakeholders.

10. The team has provided further support through:

    - The revitalisation of the Control Projects Knowledge Exchange which is used to share information across the projects. The Exchange currently has around 180 subscribers.

    - The revision and updating of guidance on the use of SAN H in Control Rooms – to promulgate the lessons learned from the first use of positive Dynamic Group Number Assignment. This enables Fire and Rescue Services to make more efficient and effective use of the Airwave network.

Annex D

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.