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

March 2015 update

March 2015
Department for Communities and Local Government

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Department for Communities and Local Government
Fry Building
2 Marsham Street
London
SW1P 4DF

Telephone: 030 3444 0000

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Fire and rescue authorities' summaries

Document purpose

1. The previous Administration's failed FiReControl project was closed in December 2010. The legacy for the Department for Communities and Local Government was to market and dispose of the empty Regional Control Centres, and to consider how best to deliver the necessary improvements to the efficiency and resilience of fire control rooms.

2. It is six months since the Department published the last progress updates[1]. Based on updated information, this document provides a summary of the progress being made to market and dispose of the remaining Regional Control Centres (see Annex **A**), and of the improvements being delivered by the Future Control Room projects, delivery dates, resilience benefits, projected savings, and additional benefits the project partnerships have identified.

3. The information presented in this document shows that:

    - Five of the nine remaining Regional Control Centres have been sub-let or transferred (Durham, Warrington, London, Fareham and Wolverhampton), and the annual cost of the vacant sites has been reduced by reducing the cost of maintenance.

    - Interest from two separate private sector organisations in two of the sites is being investigated. The two remaining centres continue to be actively marketed.

    - And the 22 Future Control Room Projects continue to make steady progress:

        - Two further projects have completed, bringing the total number of projects that have now completed to six, or 27% of the projects. In addition, three projects are on track to complete shortly following publication of this document (bringing completion to 41%), and a further four projects are expected to complete by the end of June (59% completion).

        - Three projects are estimating completion in 2016, two at the beginning and one towards the end of the year. Delivery of the final project will complete the programme as a whole. These three projects are discussed in more detail at paragraphs 18 and 47 below.

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

- Although total project completion is less than expected at this stage at 27%, this does not provide the full picture: 66%, or two thirds, of the resilience benefits projected to be in place when the Scheme completes are now in place. In addition, since the last update there have been further increases in eight of the resilience benefits identified, with significant increases of 10% or more in three of those.

- Projected savings now stand at £135 million. This is £5 million more than reported in the previous update.

Pre-FiReControl

4. Prior to the FiReControl project, all of the 46 Fire and Rescue Services had a main Control Room and at least one separate fallback control with different systems and technology in each. Each Control Room operated on a standalone basis with no networking capabilities for fallback and could not readily make use of spare capacity within other Controls should they become overwhelmed with calls or suffer a system failure. In short, resilience and business continuity arrangements were not appropriate for the risk faced by an emergency service:

   - Caller locations could not be automatically identified and relied on the intervention of the British Telecom Emergency Operators to provide subscriber details, leading to delays in mobilisations.
   - There was limited use of data and the mobilising operation relied heavily on voice communications and manual processes.
   - Systems were unable to provide accurate location details for resources, so relied on pre-populated information which could not identify the nearest, most appropriate, resource to mobilise.

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 was expected to deliver significant resilience and efficiency benefits in terms of reduced numbers of control rooms, and the ability to mobilise resources from any part of the country. It proved to be an overly ambitious and undeliverable project, and was closed down in December 2010.

The Future Control Room Services Scheme

7. While the FiReControl project was not delivered it was accepted that the changes and benefits programmed for delivery were still relevant to a modern Fire and Rescue Service. 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 **B**).

Summary Assessment

Project completion and progress

10. The two projects that have completed since the previous update are:

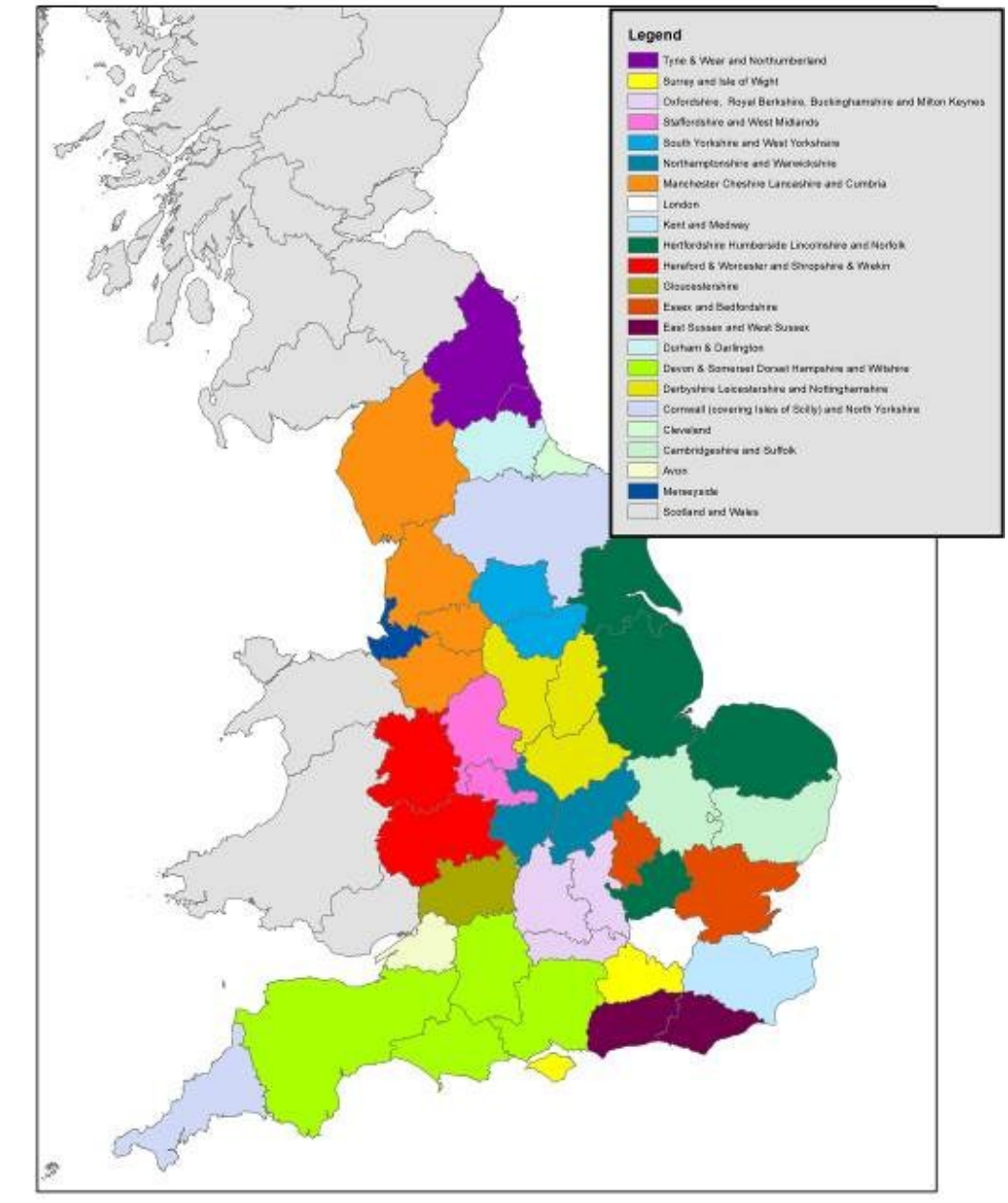
    - Durham and Darlington,
    - Hereford and Worcester, and Shropshire and Wrekin.

11. This brings the total number of projects who have completed to six, or 27% of the projects. This equates to 13 fire and rescue authorities, or 29% of the fire and rescue authorities completing their control rooms projects.

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



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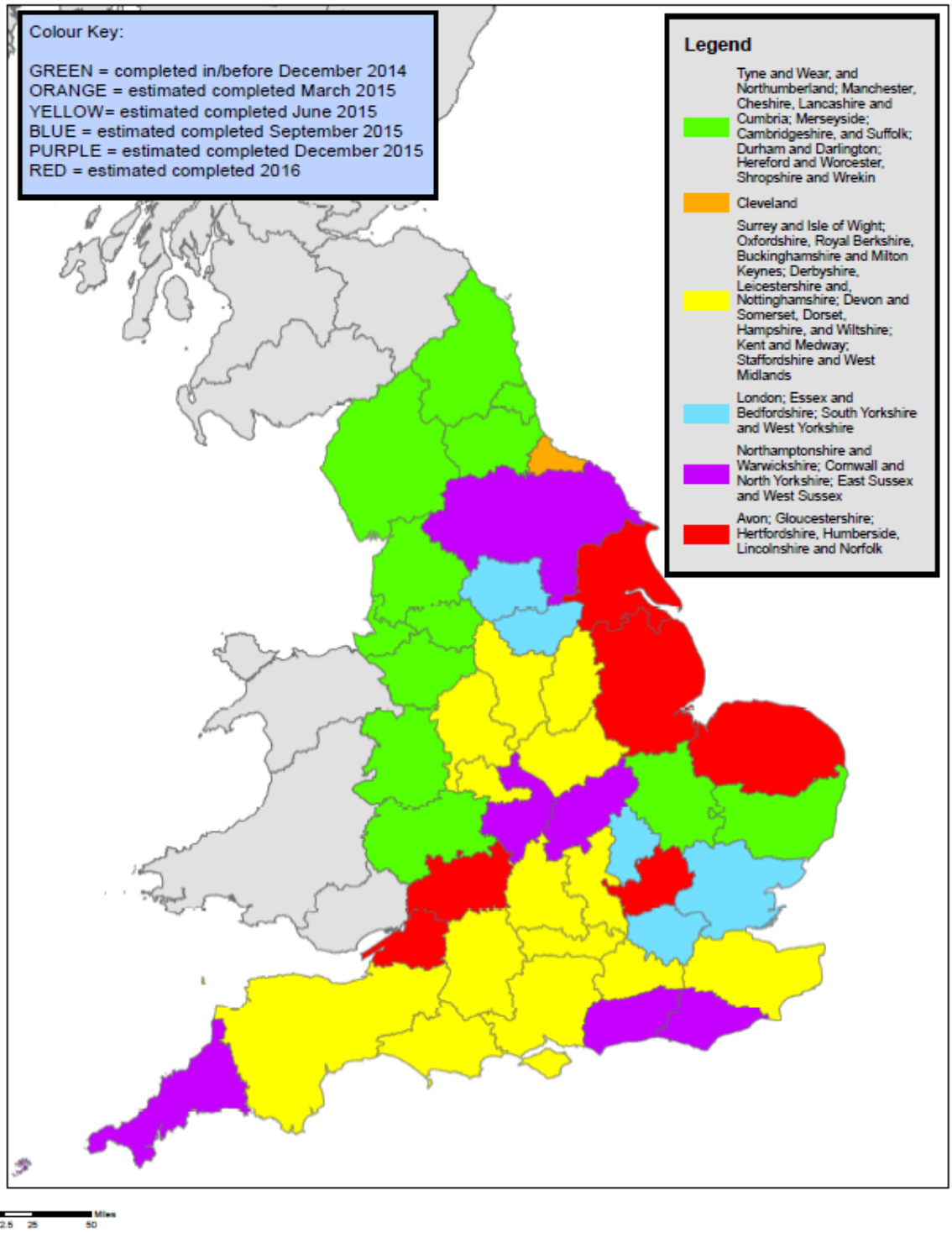
Coverage that will be provided as the Control Room Projects complete



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14. While the number of projects that have completed is significantly less than expected at the time of the last update, three projects are on track to complete shortly following publication of this document (bringing completion to 41%), and a further four projects are expected to complete by the end of June (59% completion).

15. Of the remaining nine projects, a number of whom have already 'gone live' while rolling out the remaining elements, six continue to estimate completion by the end of this calendar year. These projects are making steady progress towards delivery of their forecast enhancements, with advances being made in the key areas of collaboration and new ways of working. The delays encountered are due to a number of factors, e.g. delays encountered with third party providers, contract issues, and the delayed handover of a new Service headquarters. These are discussed further at paragraph 47.

16. However, these projects have used the time to continue to revise and update their working practices and have identified additional benefits e.g,

- Additional savings in light of a decision to pursue further collaboration between partnering fire and rescue authorities, eg one project intends to run one control facility between two of its partnering services.

- Standardised operational training, which has reduced training preparation. and standardised control recruitment for fire fighter control personnel.

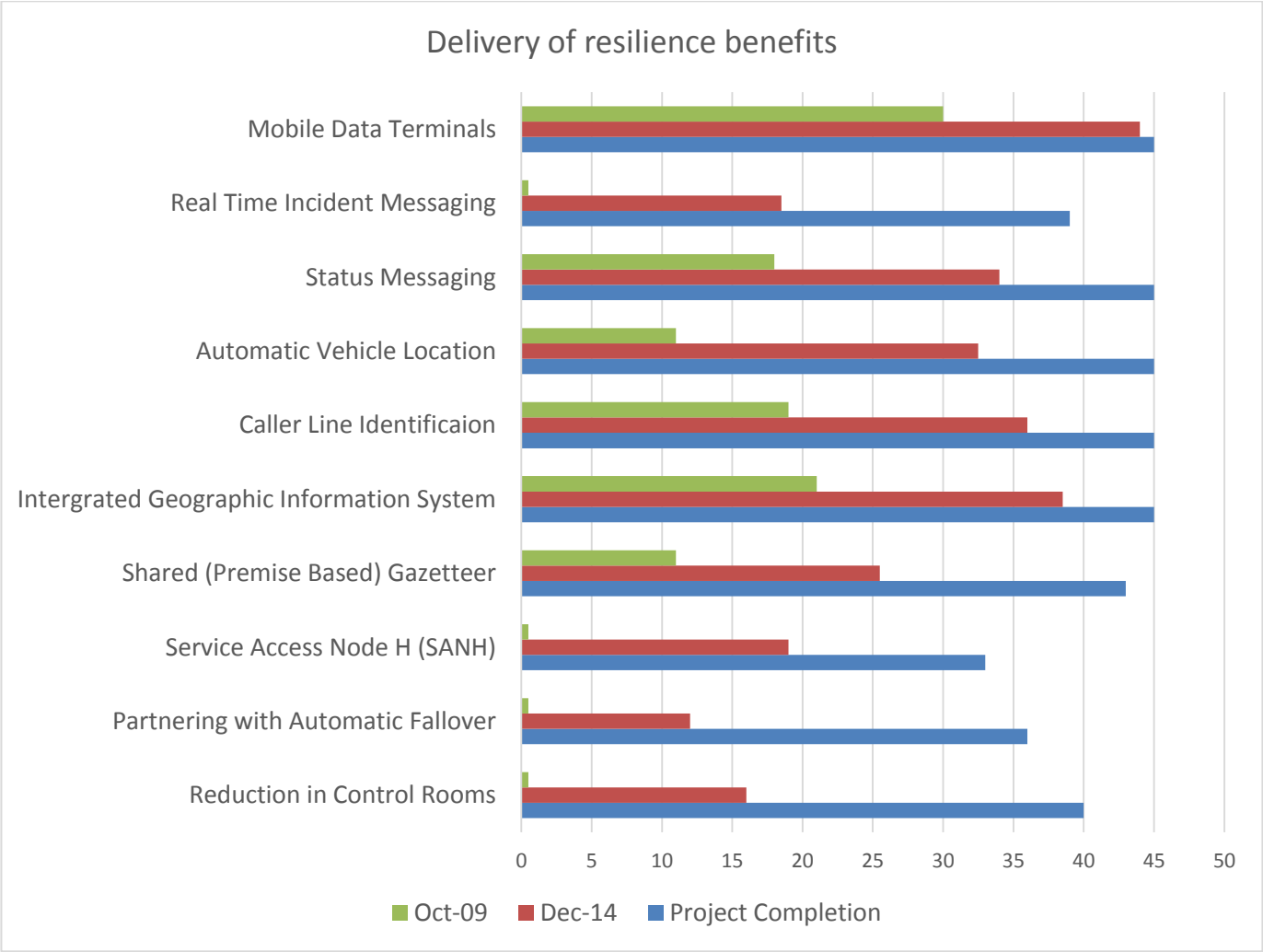
17. We consider that these delays to delivery dates do not present significant risk to the overall delivery of the Control Rooms Scheme, and are off-set by an increase in additional savings and benefits projects have identified since the bids were approved. On completion, these projects will provide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

18. Three projects are currently estimating completion during 2016. One of the projects has faced delays in the procurement process for the system upgrades that incorporate the integrated communications control system. Its revised completion date of February 2016 is based on the stop dates included in the contract with the supplier. The Future Control Rooms Strategic Board will consider whether and what further support could be offered to this project. The second project has altered its completion date to come in line with the expected go-live date of this project – its 'buddying partner.' However, its present system supports all the resilience improvements other than automatic failover and multi-agency incident transfer. It is 'system ready' for this when it becomes available, and will be able to deliver fallback arrangements when its buddying partner goes live.

19. The supplier timeline for the upgrade of the third project estimating full delivery in 2016 dictates a completion date of November 2016. While the timescales for full delivery are disappointing, we consider that the reasons for the delay are unavoidable, and the improvements already delivered by the project have increased both firefighter and public safety. Final delivery will see this collaborative project deploying a similarly cutting edge solution to that implemented by the Networked Fire Control Services Partnership in terms of call handling and mobilising resilience, i.e. seamless fallback arrangements across a wide geographic area. The solution, although on a smaller scale, will replicate that intended to have been delivered by the FiReControl project in terms of shared data and joint working capabilities. In the meantime, we shall liaise with both the suppliers and the project to discuss what steps can be taken to bring completion forward, and identify what support can be provided by the Strategic Board.

Delivery of the resilience benefits

20. However, the number of projects that have completed to date does not present the full picture of progress that is being made. 417 resilience benefits are expected to be in place when all of the projects have completed. 110 benefits were in place at the baseline of October 2009. As the chart below shows there has been significant progress in delivering these benefits.



21. 278 of the resilience benefits are now in place. This equates to 66%, or 2/3 of the total 417 benefits that are currently estimated to be in place by the end of the Control Rooms Scheme. To provide further clarity on the progress being made, 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, or complete.

22. Since the previous update there have been increases in the delivery of eight of the resilience benefits identified, with significant increases of 10% or more in the delivery of integrated geographic information systems, SAN Hs, and the reduction of control rooms. The number of projects reporting that they will fully deliver Partnering With Automatic Failover (whereby the 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) has reduced by seven. Ahead of the next publication of this update in September 2015, we shall assess the resilience of the alternative fallback

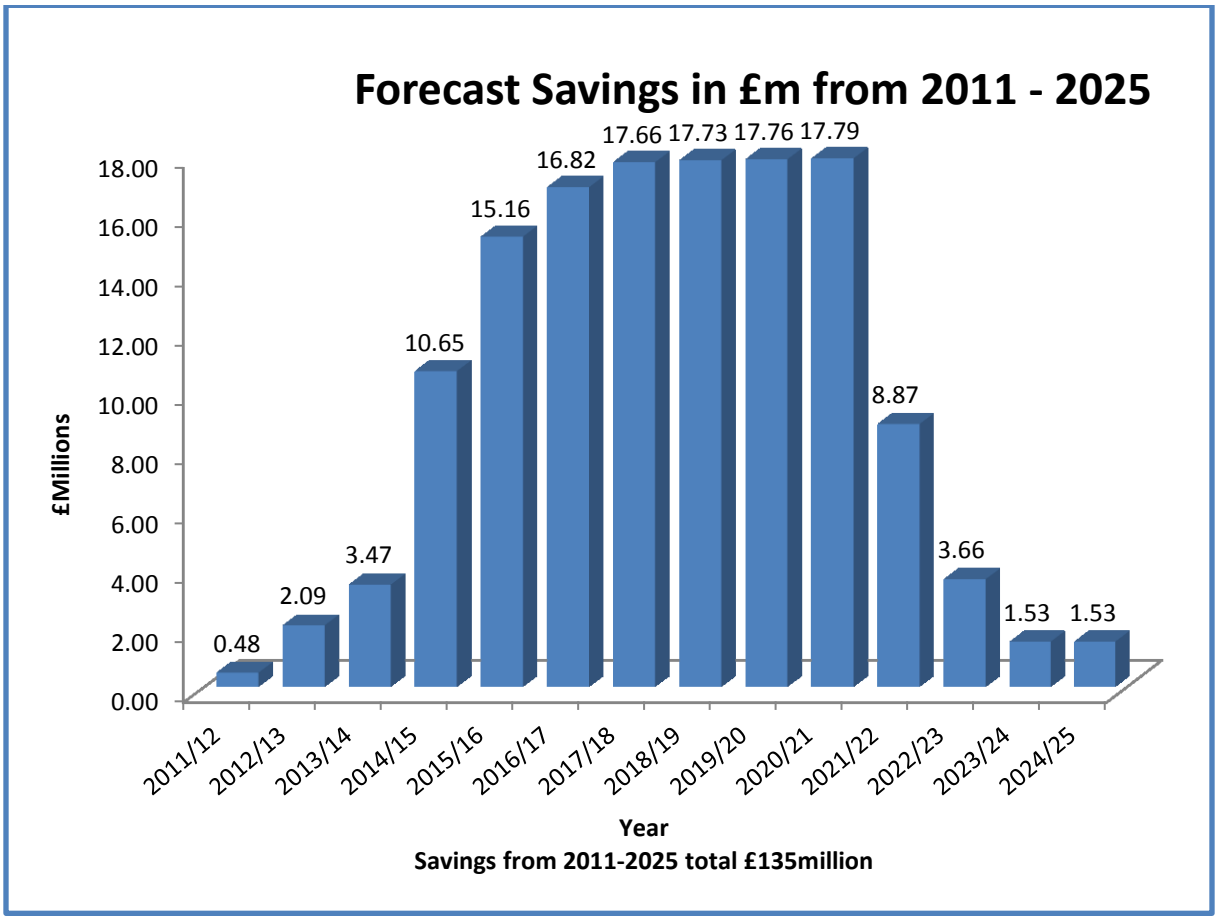
arrangements being put in place and will present this to the Strategic Board for consideration. This is discussed in further detail at paragraphs 58-62.

23. While the financial investment of £81million relates to local improvements over a set period of time, the programme of improvements has not been static and purely local. Many of the proposed improvements have grown in design since the original bids were made, and many will continue to develop and improve beyond 2015, expanding into 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 each formerly running separately, e.g. incident management/command support, and officer mobilising. As well as delivering efficiencies, this is also expected to improve operational effectiveness and interoperability. Additionally there are:

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

Financial Benefits

24. Total forecasted savings for the Control Rooms Scheme stand at £135 million. This is £5 million more than reported in the October 2014 update and £7 million more than the original early estimates of March 2012. The table below sets out the savings which fire and rescue authorities have forecast to result from the planned improvements.



25. While we expect some further fluctuations in estimated savings as the projects complete, this again underlines that the projects are firmly in the delivery stage and that progress is being made. A number of project partnerships are continuing to identify additional benefits which will offer further savings and efficiencies in addition to those already identified.

26. 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

27. It is difficult to compare the benefits to be delivered by the current projects with those planned under FiReControl. Although not designed to replicate FiReControl, nor to provide a single national system, the current improvement projects will deliver many of the technological improvements of the original project, along with efficiency savings and increased resilience. In terms of the 'availability of control room services,' and the 'speed and accuracy of call handling and mobilisation' dimensions of resilience, the vast

majority of fire and rescue authorities are procuring systems and functionality that are likely to equal the resilience that would have been provided by FiReControl. The updated summaries show that the projects will significantly:

- **Improve the efficiency of fire and rescue control rooms, eg 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, eg 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, eg 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).

28. 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

29. 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.

30. 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.

31. 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.

32. The Framework also sets out new strategic governance arrangements for national resilience and the setting up of a Fire and Rescue Strategic Resilience Board. The Board takes a leadership role in ensuring that fire and rescue capability is fit for purpose, which includes assessing capability against the annually updated National Resilience Planning Assumptions[2]. The Board

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

is regularly updated on progress of the Future Control Room Services Scheme.

33. 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.

34. **Responding to major regional incidents:** The main rationale for the Control Room Scheme has been to strengthen resilience locally, and to facilitate the delivery of national resilience. 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).

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

36. **Use of FiReControl Regional Control buildings and other legacy assets:** Three projects, which are now live, have made use of the FiReControl Project's legacy Regional Control Centre buildings. Seventeen 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 New Dimension assets and assists in their mobilisation in conjunction with the National Resilience Team. Recent wide spread flooding was effectively managed from this centre.

37. **Better services to the public:** The public is the main beneficiary from increased resilience and enhanced capability. 78% of fire and rescue authorities, almost double the number from before the Control Rooms Scheme started, have Caller Line Identification. When a member of the public makes a call, Caller Line Identification will enable their location (whether from a landline or mobile telephone) to be identified automatically. The control centre computer systems will help the control room staff to rapidly locate the incident and mobilise appropriate resources. Increased use

of networking and modern Integrated communications and control systems combined with revised national guidance for dealing with spate conditions means that fire and rescue services are now better equipped to deal with the surges in demand caused by extreme weather events and large scale incidents.

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

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

"The evidence set out in this document shows that the future control room projects continue to make steady progress, and demonstrates further that the localist approach taken, with support from Central Government, is the right way forward."

Peter Holland
Chief Fire and Rescue Advisor
CBE QFSM FIFireE (Life)

Delivery arrangements

40. Responsibility for delivering the improvements rests at the local level. However, from the outset, we have ensured that clear accountabilities and effective programme and project management processes are in place. 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 project plans and savings.

41. It is clear that a tremendous amount of work is underway in fire and rescue authorities to deliver the necessary improvements to control room efficiency and resilience. The project summaries continue to demonstrate how a localist approach – the approach favoured by fire and rescue authorities in response to the Department's consultation on future arrangements – to further investment in control rooms is succeeding across the country.

42. It is expected that there will continue to be changes to the projects as they progress and complete, both in terms of forecasted savings and completion dates. These will be discussed in the next update of the national summary in September 2015.

Analysis

Timescales for completing the improvements

43. 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
Number of projects complete	6	
% of projects complete	27%	

Estimated completion dates of remaining projects

March 2015	June 2015	September 2015	December 2015	2016
Cleveland (31 March)	**Surrey and Isle of Wight** (30 April) **Oxfordshire, Royal Berkshire, Buckinghamshire and Milton Keynes** (30 April) **Derbyshire, Leicestershire and, Nott'hamshire** (1 May) **Devon and Somerset, Dorset, Hampshire, and Wiltshire** (30 June) **Kent and Medway** (30 June) **Staffodshire and West Midlands** (30 June)	**London** (31 July) **Essex and Bedfordshire** (31 August) **South Yorkshire and West Yorkshire** (31 August)	**Northamptonshire and Warwickshire** (31 October) **Cornwall and North Yorkshire** (30 November) **East Sussex and West Sussex** (31 December)	**Avon** (February) **Gloucestershire** (February) **Hertfordshire, Humberside, Lincolknshire and Norfolk** (November)
1 Project	**6 Projects**	**3 Projects**	**3 Projects**	**3 Projects**
5% of projects	**27% of projects**	**14% of projects**	**14% of projects**	**14% of projects**

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

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

45. Two further projects have now completed: Durham and Darlington completed on 3 December 2014; and Hereford and Worcester, Shropshire and Wrekin completed on 31 December 2014. This brings the total number of projects who have completed to six, or 27% (this equates to 13 fire and rescue authorities, or 29% of the fire and rescue authorities completing their control rooms projects).

46. While the number of projects that have completed is significantly less than expected at the time of the last update, three projects are on track to complete shortly following publication of this document, and a further four projects are expected to complete by the end of June 2015.

47. Of those projects still to go live:

- **One project is due to complete by the end of March** having revised its completion date by three months. It has changed its plans in relation to the control room connection to the Airwave network, and has decided to retain the current SAN I installation until the Emergency Services Mobile Communications solution has been delivered.

- **Six projects due to complete by the end of June 2015.** One project has revised its completion date by three months. The fire and rescue authorities involved are working with the suppliers 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. This is a major benefit that will provide each Fire and Rescue Service with a long-term valuable gazetteer asset for use in response, and in protection and prevention activities. The Fire and Rescue Authorities involved are confident that the project is running well, will deliver the planned resilience and operational benefits, and that the savings outlined will be achieved. It is on track to complete by 30 June.

- Three projects have revised their completion dates by four months. One of those projects has explained that it has revised its completion date as a result of third party providers failing to deliver their elements to target dates. It remains on track to complete by 30 April. A further project faced delays in planning and contract issues, which have now been resolved. This project

also remains on track to complete by the end of April 2015. The third of these three projects has explained that the revised completion date is due to teething issues with additional technology which was required. It is anticipated that system build will be complete by the end of March 2015. The current end date for the project is 30 June. In the meantime, it has identified additional savings of £906,000.

- One project has revised its completion date by five months, due in part to issues faced in developing the system to meet the exact requirements of the end-users. However, the project is still on budget, being managed to ensure the quality of end product is not compromised, and on track to complete by the beginning of May. In the meantime, it has identified additional savings of £4.415 million.

- One project has revised its completion date by six months to 30 June. However, it has already achieved the overarching and key objective of combining both control functions into a single shared operation. This was delivered on schedule on 31 March 2014. 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. In the meantime, the project has identified additional savings of £230,000 and now expects to deliver total savings in excess of £13.4 million.

- **Of the three projects expected to complete by the end of September 2015**, one project remains on track to complete by the end of July, as previously reported. One project has revised its completion date by eight months. However, one of the project partners went live in January 2015, with the other partner due to go live in April 2015. Full integration in both partners is expected to be complete by the end of August 2015. Both partners have existing fall-back arrangements in place in the meantime.

- The remaining project due to complete during this quarter has revised its completion date by ten months. However, ‘go live’ was achieved on 12 November 2014, with the remaining elements due to be delivered by 31 August 2015.

- **Three projects are due to complete by December 2015**, one project has revised its completion date by two months. It remains on track to go live as a joint operation with all deliverables by the end of October. A further project has amended its project plan by five months to take account of the revised handover of one of the Service headquarters, which impacts on their go live date with the Vision 4 platform.

- The two partners in the final project to complete this quarter have relocated to a single control room. Roll out of the mobilising system will be completed by June 2015, leaving only the final element – Partnering with Automatic Failover to be delivered by December 2015.

- **Three projects are estimating completion in 2016**. One of the projects has faced delays in the procurement process for the system up-grades that incorporate the integrated communications control system. Its revised completion date of February 2016 is based on the stop dates included in the contract with the supplier. The second project has altered its completion date to come in line with the expected go-live date of this project – its 'buddying partner.' However, its present system supports all the resilience improvements other than automatic failover and multi-agency incident transfer. It is 'system ready' for this when it becomes available, and will be able to deliver fallback arrangements when its buddying partner goes live.

- The third project estimating completion in 2016 has revised its completion date to November 2016. While this is disappointing, the reasons for the delay are unavoidable, and the improvements already delivered by the project have increased both firefighter and public safety. 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.

- Two of the project partners are already able to fall back to each other and once the upgrade of all the Services' mobilising systems to the Fortek Vision4 system has been completed this functionality will exist between all partners.

- The final piece of the puzzle will provide additional enhancement to the already advanced emergency response capability, and see the project deploying a similarly cutting edge solution to that implemented by the Networked Fire Control Services Partnership. In the meantime, we shall liaise with both the suppliers and the project to discuss what steps can be taken to bring completion forward.

Planned resilience improvements

48. The table above sets out in further detail the Key areas of planned improvements, and progress for each area across the period 31 October 2009 to 31 December 2014[3] [4] [5].

Total and % of Fire and Rescue Authority areas with planned improvements						
	October 2009		December 2014		August 2015	
Improvement planned	**Total number of fire and rescue authorities**	**% of all fire and rescue authorities**	**Total number of fire and rescue authorities**	**% of all fire and rescue authorities**	**Total number of fire and rescue authorities**	**% of all fire and rescue authorities**
Mobile Data Terminals	30	65%	44	98	45	100
Real Time Incident Messaging	0	0%	18.5	41	40	89
Status Messaging	18	39%	34	76	45	100
Automatic Vehicle Location	11	24%	32.5	72	45	100
Caller Line Identification	19	41%	36	80	45	100
Integrated Geographic information system	21	46%	38.5	86	45	100
Shared (Premise Based) Gazetteer	11	24%	25.5	57	43	96
Service Access Node H (SAN H)	0	0%	19	42	33	73
Partnering with Automatic Failover	0	0%	12	27	36	80
Reduction in Control Rooms and/or Secondary Control Rooms	0	0%	18	40	40	89

[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

49. **Mobile data terminals.** All 45 of the fire and rescue authorities plan to have mobile data terminals configured for data-based mobilising by August 2015. 44, 98% have secured this benefit. This is an increase of 33% since the October 2009 baseline.

50. **Real time incident messaging.** 39 fire and rescue authorities are planning to have the facility to fully use real time incident messaging by project completion. Two fire and rescue authorities will partially deliver this. 17 fire and rescue authorities have now fully secured this benefit, and three have partially delivered it, equating to 41% delivery. This is an increase of 5% since the October 2014 update, and 41% since October 2009. One project has reported since the previous update that it will not deliver this benefit, but has clarified that Multi Agency Incident Transfer will be delivered post implementation of Vision 4.

51. **Status messaging.** All 45 fire and rescue authorities are planning to use status messaging by project completion. 32 fire and rescue authorities have fully secured this benefit; and four have partially delivered it. This equates to 76% delivery; an increase of 7% since the last update, and 37% since the October 2009 baseline.

52. **Automatic vehicle location system.** All 45 of the fire and rescue authorities are planning to use an automatic vehicle location system by project completion. 31 have now fully secured this benefit, and three have partially delivered it. Delivery has therefore increased to 72%; 5% more than the previous update, and 48% more than October 2009.

53. **Caller line identification.** All 45 fire and rescue authorities are planning to use caller line identification by project completion. 36, 80%, have already fully secured this benefit. This is an increase of 2% since the previous update, and 39% since the October 2009 baseline.

54. **Integrated geographic information system.** All 45 fire and rescue authorities are planning to use an integrated geographic information system by project completion. 37 fire and rescue authorities have now fully secured this benefit, and three have partially secured this, equating to 86% delivery. This is an increase of 10% since the October 2014 update, and 40% since October 2009.

55. **Shared (premise based) gazetteer.** 43 fire and rescue authorities are planning to use a shared (premise based) gazetteer by project end. 24 have already fully secured this benefit, while three fire and rescue authorities have

partially secured this. This equates to 57% completion, an increase of 4% since the last update, and 33% since the October 2009 baseline.

56. **Service Access Node H (SAN H).** 33 fire and rescue authorities are planning to implement a full voice and data capability on the Airwave secure communications network by project completion. 18 fire and rescue authorities have already fully secured this benefit, and two have partially secured this. Delivery has therefore increased to 42%, an increase of 11% since the October 2014 update, and 42% since October 2009.

57. Of the two projects (four fire and rescue authorities) who have reported since the last update that they will not secure this benefit, one project has explained that resilience will be provided via a SAN I solution with secondary and tertiary bearers. The other project has reported that implementation of the SAN H will be dependent on the suppliers being able to provide sufficient resources to support the single integrated communication control system integration testing.

58. **Partnering with automatic systems failover.** 32 fire and rescue authorities plan to fully secure this benefit by project completion. Eight fire and rescue authorities will partially deliver this. Eight fire and rescue authorities have now fully secured this and eight have already partially secured this, equating to 27% delivery. This is 2% less than previously reported (due to the difference in reporting partially or fully delivered – see below), but an increase of 27% since the October 2009 baseline.

59. Since the previous update the number of projects reporting that they will *fully* deliver Partnering With Automatic Failover has reduced by seven. However, three of the projects have delivered systems which partially replicate this, and two projects have confirmed that delivery of this benefit remains an aspiration - they continue to investigate potential partnerships.

60. Of the two projects who have confirmed that Partnering with Automatic Failover will not be delivered, one project, now reported as completed, has explained that 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 it has not been possible to put this in place. However, they have fallback arrangements with another Fire Service for call handling and their secondary control facility would be used for mobilising in the event of a failure within their primary control. 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 when Multi Agency Incident Transfer is ready to be used, which is an improvement, but falls short of automatic failover.

61. The second project has explained that the local Police Service will take any overspill emergency calls and pass them back to the Fire Authority's 999 staff to mobilise resources. In the future, the incidents will be passed automatically via the Steria system. A further Police Service will also be able to do this as the Authority's secondary control function, with the same pass-back arrangements being used. The local Police Service is also the Fire Authority's flood buddy. This arrangement worked well during the 2013 flooding and there are no plans to develop a further flood buddy arrangement at the current time.

62. Ahead of the next publication of this update in September 2015, we shall assess the resilience of the alternative fallback arrangements being put in place and will present this to the Strategic Board for consideration.

63. **Reduction in control rooms and secondary control rooms.** 40 of the 45 fire and rescue authorities are planning reductions in the number of control rooms on project completion. 18, or 40%, have done so. This is an increase of 11% since the October 2014 update, and 40% since October 2009. Since the last update one project (two fire and rescue authorities) has reported that it will not secure this benefit. However, it has explained that both Services will be in a position to consider a move to a joint control room. The decision will be subject to political approvals.

64. The benefits being secured by the improvements are described at **Annex D**.

Additional benefits

65. 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:

- As a direct result of system enhancements delivered by this scheme, further collaboration has been achieved between two Fire and Rescue Authorities, who will amalgamate their current two control rooms into a single facility.

- One Fire and Rescue Service is developing a critical control centre model where the fire control function will have additional responsibility for managing 'service' work and third party income generation contracts e.g. Out of Hours Highway Calls and Public Realm CCTV monitoring.

- 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 collaborative programme has taken advantage of an opportunity to carry out technical 'critical friend' peer assessments across three services to identify potential areas for improvement and share knowledge/best practice.

- 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

66. Overall, total forecasted savings for the Control Rooms Scheme stand at £135 million. This is £5 million more than reported in the October 2014 update and £7 million more than the original early estimates of March 2012.

67. Seven of the projects have provided revised forecasts for their financial benefits since the previous update.

68. Of those, one project has increased its estimated savings by £4.4 million due to the intention to pursue further collaboration between two of the partnering fire and rescue authorities by running one control facility for the two services.

69. One project has increased its estimated savings by £906,000 after re-assessing its savings profile. A third project has revised its savings to show an increase of £720,000. However, the extension of the delivery date to 31 March 2015 means that the savings, and ten years profile, for this project will not take effect until 2015/16.

70. A further project is ahead of its previously reported savings and is on track to deliver an additional £230,000 of savings.

71. One of the fire and rescue authorities that has completed its Control Rooms project since the previous update has revised its savings by £426,000 as the Service was unable to move its command and control function from its existing standalone building into its new headquarters until October 2014 due to technical issues with the implementation of the system.

72. One of the projects has revised its savings by £333,000. While it has identified additional savings, these have been off-set by additional costs due to delays in the installation of the mobilising system.

73. A final project has revised its savings by £300,000 due to the delay in implementing the Vision 4 programme, and introduction of the operating model.

Avon

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

Avon Fire and Rescue Authority operates its own control room and call handling and mobilising system. The integrated communications control system was outdated and no longer supported. It has now been replaced as part of Avon's improvement project. Avon plans to implement a number of upgrades to improve the resilience and efficiency of its control room functions, 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.

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 December 2014	✓	×	✓	✓	✓	✓	✓	✓	×	×
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).

Project completion date

28 February 2016 (from previous report of 31 March 2015, and original report of 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.

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).

Savings achieved 2011/12, 2012/13, 2013/14, 2014/15.

Project completion date

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

Cleveland

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

Cleveland Fire and Rescue Authority operates its own control room and call handling and mobilisation system. The Fire and Rescue Authority has implemented a state of the art technology to replace its legacy 17 year old mobilising system. The Fire and Rescue Authority has enhanced the functionality provided by its new mobilising system and peripheral equipment (e.g. station alerters, mobile data terminals) and strengthened the security and resilience of those systems and the networks they use. Work is also underway to improve the protective security arrangements for the control room.

A tri-service memorandum of understanding has been agreed with Shropshire and Wrekin Fire and Rescue Authority, and Hereford and Worcester Fire and Rescue Authority (who operate the same mobilising system) in relation to fallback arrangements to provide enhanced resilience and efficiency. Work has commenced on implementing the technical solution to address remote fallback, overflow and spate conditions including the implementation of remote workstations for fallback and implementation of common integrated communications control systems and control room personal branch exchange systems (a 'private' telephone exchange).

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

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

Resilience benefits compared to baseline in 2009

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

The project is on track to complete by 31March 2015 (from 31 December 2014 in previous report) given that the intention is to retain the SAN I approach.

Cornwall (covering Isles of Scilly), and North Yorkshire

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

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 in contractual arrangements leading to lengthy legal discussions with suppliers which have resulted in a delay in signing off contracts. This led to difficulties with resource allocation for the supplier as the fire control sector is drawing on resources from a relatively small market place. However, progress has been made to resolve these and a revised implementation plan has been agreed with the supplier to deliver the programme. The single system solution will be available from the supplier in June 2015 and be live in both controls in November 2015.

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. On a monthly basis the Chief Fire Officer of Cornwall Fire and Rescue Service attends a programme board which publishes a progress report. In "Cornwall Fire and Rescue Service contractor's monthly progress report no.10" published on 28 January 2015 it was confirmed that a revised programme has been submitted and approved for a completion date of 11 June 2015 for the Service Headquarters facility. The collaborative programme plan has been reviewed to take account of the issues with the systems supplier and the building contractor for Cornwall's Service Headquarters.

The key milestones to note are that the Vision 4 build will now take place in Cornwall in July and August 2015 with training and testing taking place in September and October 2015, leading to a revised 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 delay since the last update will have no impact on the benefits or efficiency savings declared in that update.

Since the last report, North Yorkshire Fire and Rescue Service 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. As previously reported, a further resilience arrangement is being developed whereby North Yorkshire provide fallback 'remote – buddy' arrangements for Thames Valley Fire Control Partnership.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
Cornwall October 2009 baseline	×	×	×	×	✓	×	✓	×	×	×
North Yorkshire October 2009 baseline	✓	×	×	×	✓	×	×	×	×	×
Cornwall (covers Isle of Scilly) current position December 2014	✓	×	Partial	Partial	✓	✓	✓	×	×	×
North Yorkshire current position December 2014	✓	✓	✓	✓	✓	✓	×	×	×	✓
Cornwall (covers Isle of Scilly) and N. Yorkshire future position on completion	✓	✓	✓	✓	✓	✓	✓	×	✓	✓

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

The project plan has been amended to take account of the revised handover of Cornwall's new service headquarters, which impacts on their go live date with the Vision 4 platform.

Derbyshire, Leicestershire, and Nottinghamshire

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

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities used old mobilising systems which had limited functionality and were becoming increasingly difficult to support. All three Fire and Rescue Authorities maintained secondary fallback sites. Call overflow and fallback arrangements are manually operated. The three Fire and Rescue Authorities are working 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 December 2014	✓	×	✓	×	×	×	×	×	×	×
Leicestershire current position December 2014	✓	×	×	×	×	×	×	×	×	×
Nott'hamshire current position December 2014	✓	×	✓	✓	×	✓	✓	×	×	×
Derbyshire, Leicestershire and Nott'hamshire future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

Derbyshire, Leicestershire and Nottinghamshire Fire and Rescue Authorities project savings totaling £11.603 million by the end of 2021-22. This is an increase of £4.415 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 running 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 14/15, but savings will extend past 21/22.

Project completion date

1 May 2015 (from previous report of 31 December 2014, and original report of 31 December 2013).

The delay to the original project delivery date is partly due to issues faced in developing the system to meet the exact requirements of the Fire and Rescue Service end users. It is further compounded by a complex underpinning system architecture designed to deliver the exact working and failover arrangements required for seamless transfer between facilities. As the system is fully integrated any development has to be managed centrally by the supplier to ensure the impact on the core system is not negatively affected and that the changes will not negatively impact on the supplier's other customers' support and maintenance. Recent testing has identified some distinct differences in the way in which data is structured and used between the United Kingdom and France (representing the core of the system). Work to rectify this, along with challenges found with interfacing to existing Authority systems, has required considerably more development than originally anticipated. Language, translation of technical requirements and other cultural differences have also contributed to the delay. The project is still on budget and being managed to ensure quality of the end product is not compromised, with go-live now anticipated to have occurred by 1 May 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 were provided in the last update regarding Dorset and Wiltshire working together to find ways to achieve efficiencies and increase resilience through greater collaboration. In December 2013, both fire authorities agreed to work towards a full authority and service combination with a business case decision in late 2014, and thereafter a potential combination date of April 2016. Additionally, both authorities have also agreed to establish a joint command and control centre at Potterne, near Devizes, Wiltshire. The control centre is already built and operational (currently serving Wiltshire only), and the transition from a four control room system model to a three system model will take place within the existing Networked Fire Control Services Partnership project planning framework. As well as embracing the themes from the ‘Facing the Future’ review by Sir Ken Knight, by working together collaboratively to develop a single, sustainable fire and rescue service which will provide greater resilience and savings, this initiative illustrates the benefits of the wider partnership approach, and the level of confidence in the system being supplied to the partnership.

The re-design of the network architecture to support the three control model from the previous four control model and software changes resulted in a delay. Several other tasks have also taken longer than the supplier and fire and rescue services anticipated, including agreement of the critical design documents, writing and agreeing test scripts, preparing data for the new system, and completing the first major test of the system in Factory Acceptance Testing. This is now complete and installation of equipment 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 activity will be completed in March 2015 and the first Fire and Rescue Service, Hampshire, will go live immediately afterwards. This will be followed by go live for Devon and Somerset, and then Wiltshire Fire and Rescue Service. Dorset will then transition to the Joint Command and Control Centre with Wiltshire within approximately three months.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems 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 December 2014	✓	×	✓	✓	✓	Partial	×	×	×	Partial
Dorset current position December 2014	✓	×	✓	✓	✓	✓	×	×	×	×
Hampshire current position December 2014	✓	×	×	×	✓	✓	×	×	×	×
Wiltshire current position December 2014	✓	×	×	×	×	×	×	×	×	×
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

30 June 2015 (from previous projections of 30 April 2015, and 31 December 2014).

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

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

Additional benefits

Joint Control Maintenance of Competency Scheme

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

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

Standardised Operational Training and Guidance Notes for Mobile Data

The Fire and Rescue Authorities have developed standardised operational training for mobile data applications by the development of joint training packages and operational guidance notes which have been delivered to operational personnel. As well as standardising the delivery of training this has also reduced training preparation workload in individual fire and rescue 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. 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. When implemented, the single mobilising system will harmonise ways of working within the control room and in 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.

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
East Sussex October 2009 baseline	✓	×	✓	✓	×	✓	Partial	×	×	×
West Sussex October 2009 baseline	✓	×	✓	✓	×	×	×	×	×	×
East Sussex current position December 2014	✓	✓	✓	✓	✓	✓	×	✓	×	×
West Sussex current position December 2014	✓	×	✓	✓	✓	×	×	✓	×	×
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. This is £333,000 less than the previous report, and 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 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.

Project completion date.

31 December 2015 (from previous report of 31 October 2014; and original projection of 31 December 2013).

The two Fire and Rescue Authorities have relocated to a single control room. Roll out and installation of the mobilising system will be completed by June 2015, leaving only Partnering with Automatic Failover to be delivered by December 2015

Additional benefits

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

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 December 2014	✓	×	×	×	✓	✓	Partial	×	×	×
Bedfordshire current position December 2014	✓	×	×	Partial	×	✓	Partial	×	×	×
Essex and Bedfordshire future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Projected savings

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

Project completion date

31 August 2015 (from previous projection of 31 December 2014. Original projection was 31 December 2013).

Essex County Fire and Rescue Service went live with the new Remsdaq 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’ is 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)). The slight project delay is due to outstanding testing and also completion of the Airwave Code of Connection approvals.

Service infrastructure and supplier architecture is 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. 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. Procurement for an upgrade to the mobilising system to include integrated communication control systems functionality is in progress along with a review of the potential impact of Emergency Services Mobile Communications Programme.

A new resilient and dedicated mobilising network has been installed along with power protection at all critical sites. The Fire and Rescue Authority is working towards 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 will be 'system ready' for multi-agency incident transfer once it becomes available. Beyond February 2016 once full fallback arrangements with Avon have been 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 December 2014	✓	×	×	×	×	✓	×	✓	×	×
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.

Project completion date

February 2016 (from previous report of 30 June 2015, and original estimate of 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

£3.382million by the end of 2020-21 (representing a 0.6% variation on the original estimate).

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 will be 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. The second stage - initial build of the Data Centres is nearing conclusion; testing and the next stage will commence shortly.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems 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 December 2014	✓	×	✓	✓	✓	✓	✓	×	✓	×
Humberside current position December 2014	✓	×	✓	✓	✓	×	✓	×	×	×
Lincolnshire current	✓	×	✓	✓	✓	✓	×	×	×	×

position December 2014										
Norfolk current position December 2014	✓	✓	✓	✓	✓	✓	✓	×	✓	×
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 (from previous report of 31 July 2015, and original projection of 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 has since emerged regarding the preparation of gazetteer data as reported to the Future Control Rooms Strategic Board in December 2014. A delay has been 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 has taken place and work has commenced in this area. The delay is now estimated at twelve months. This incorporates 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 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.

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

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

For communications, the control room uses the fully networked Airwave system (Service Access Node G), with real time incident messaging, already in use by Kent police. New mobile data terminals and station-end equipment will also be supplied through separate projects within the Kent Fire programme.

The 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 funding is earmarked to be consumed by the move to co-locate with Kent Police into the joint Control Room facility and the forthcoming migration of the Authority's mobilising function to Kent Police's platform. Going into 2015/16 the Authority expects to have unspent capital grant of approximately £110,000 and about £300,000 of unspent revenue grant. What it has spent to date has all been on control related issues, and the remainder will be in 2015/16. 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 will have 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 will take any overspill emergency calls and pass back 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 is 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 December 2014	×	×	✓	✓	✓	✓	✓	×	×	×
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. This is an increase of £906,000 from the previous report, following a reassessment of the savings profile.

Project completion date

30 June 2015 (from February 2015, and 31 December 2014 in previous reports).
A major project milestone was achieved in June 2014, when the Fire and Rescue Authority signed a contract for the supply of the command and control fire agency module, for use on Kent Police's network. This took longer than anticipated and had an impact on the anticipated start date. The completion date has been moved again due to some teething issues with additional technology which was required. It is anticipated that system build will be complete by the end of March 2015. In line with the revised plan for use of the Control grant described above, the current end date for the project is June 2015, which will see the go-live of the Authority on its new mobilising system.

London

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

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

The 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 July 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 have 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 December 2014	✓	✓	✓	×	✓	✓	×	✓	×	×
London future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	✓	×

Projected savings

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

Project completion date

31 July 2015 (from original projection of 31 July 2014). The project is on track for technical completion by 31 July 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.

The financial case has relied on significant external financial support from DCLG both in the project phase which will be expended by the end of 2014/15 financial year at which point North West Fire Control Ltd will move into its 'operational' phase and become funded solely by its own operations with the largest income stream being the provision of the fire control system from the four Fire Authorities. 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 totalling £7.140 million by the end of 2020-21 (no change from previous report).

Project completion date

The project completed on 28 May 2014.

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.

Merseyside Fire and Rescue Authority and Merseyside Police have developed a Joint Command and Control Centre which houses major incident command and control facilities, emergency planning for the county and all call handling and dispatch services for police and fire and rescue. The original feasibility was considered on 17 May 2012, and final approval to proceed granted on 22 October 2012 after a procurement exercise through the North West Construction Hub. Excellent project management has meant the contract works achieved practical completion on 14 March 2014. The Joint Control Centre facility comprises two separate control rooms, a multi-agency emergency planning department, and newly designed Strategic and Tactical command facilities.

On 15 July 2014 Merseyside Fire and Rescue Authority saw the successful go-live of its Fire and Rescue Control room in the Joint Control Centre. Merseyside Police are also fully operational in the Joint Control Centre. In addition, Merseyside Fire and Rescue Authority has commissioned and developed a Secondary Fire and Rescue Control at the Authority's Training and Development Academy. This was also achieved, on time, on budget and has been utilised during the 'lift and shift' of the main control room as well as a fallback prior to the move to the Joint Control Centre.

Merseyside Fire and Rescue Authority went fully operational with the newly procured Airwave SAN H and Capita DS3000 Integrated Communications and Control System on 24 February 2015. This provides increased resilience and availability to both Primary and Secondary control locations.

With the new Fire and Rescue Control the Authority has reorganised staffing to deliver savings of £400,000. As well as achieving improved efficiency and resilience, the Authority is confident that the arrangements and enhancements will enable them to meet specific demands for interoperability, e.g. delivering against the considerations listed for the Joint Emergency Services Interoperability Programme and contained within the national framework, with the ability to respond to emergencies rapidly and to accurately share and disseminate information between command levels and organisations. This will be achieved through effective use of well configured and data-integrated mobile data terminal solutions. The joint control room project will bring immediate and considerable benefits to deliver:

- sharing of early situational awareness;
- joint dynamic risk assessments;
- joint response plans;
- joint command, control and coordination arrangements;
- effective Airwave communication;
- joint testing and exercises; a joint procurement of an operational/multi-agency training software with video and audio facilities

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems 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. It was commissioned in September 2014 and is available for use by all partners. Oxfordshire is 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. Oxfordshire and Northamptonshire are now using the Control Link connection for automatic vehicle location system 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 August 2015. At this stage, both services, technically, will be in a position to consider a move to a single joint control room once the concept has been operationally proven. This decision will be subject to political approvals.

Both Authorities have completed a joint mobile data terminals procurement process and Northamptonshire are currently mobilising direct to these terminals via the Capita Vision 3 system.

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
Northamptonshire October 2009 baseline	✓	×	×	×	×	×	×	×	×	×
Warwickshire October 2009 baseline	✓	×	×	×	✓	×	×	×	×	×
Northamptonshire current position December 2014	✓	×	Partial	✓	✓	✓	×	Partial	×	×
Warwickshire current position December 2014	✓	×	×	×	✓	✓	×	Partial	×	×
Northamptonshire and Warwickshire future position on completion	✓	×	✓	✓	✓	✓	✓	✓	✓	×

Projected savings
Northamptonshire and Warwickshire Fire and Rescue Authorities project savings of £2.751 million by the end of 2020-21. This is a reduction of £300,000 since the previous report. However, real time incident messaging (Direct Electronic Incident Transfer/ Multi Agency Incident Transfer) will be delivered post Vision 4 implementation.

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

The programme remains on track to go live as a joint operation with all deliverables, as outlined in the resilience table above, in place by October 2015. However, 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**

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

In August 2012, an approach was made by Buckinghamshire and Milton Keynes Fire Authority to the Oxfordshire and Royal Berkshire partnership to join the Thames Valley Fire Control Service programme. All three Fire and Rescue Authorities have endorsed this approach and a legal agreement, similar to the existing programme partnership agreement, was signed by the three Fire Authorities on 22 March 2013. The three Fire and Rescue Authorities are working together to implement a single joint control room function which will be based in a single location, in Calcot, Berkshire, with capacity for other fire and rescue authorities, clients or partners to join. The plan is being implemented in phases; the first phase has been completed successfully. The next phase is delivering common mobilising procedures and alignment of operational policies and procedures, preparing for the merger of the three existing control rooms, and the implementation of a new fallback arrangement with another fire and rescue authority.

The contract for the new mobilising system for the Thames Valley Fire Control Service has now been awarded to Capita Secure Information Solutions Ltd after a robust tendering process. The contract was signed in late November 2013. To ensure there will be sufficient staff in post and appropriately trained at the start of the Thames Valley Fire Control Service, selection from the pool of staff available from the three Fire and Rescue Services has taken place. Appointments have been made to the posts of Thames Valley Fire Control Service Control Manager and Thames Valley Fire Control Service Training Manager. Both started in post at the end of July 2014 with selection for remaining posts ongoing. Where it has been identified that there are insufficient staff at a level within the Thames Valley Fire Control Service, external recruitment is taking place. As the appointment of new recruits takes place, they are receiving induction in the Thames Valley Fire Control Service and training on the appropriate systems. To ensure the recruits have as much experience as possible at the time the Thames Valley Fire Control Service goes live, they are being allocated onto the watch system of one of the partner fire and rescue services.

Agreement has been reached for a remote buddy and alternate support arrangement with North Yorkshire Fire and Rescue Service to be in place by the time the Thames Valley Fire Control Service goes live, and work is underway to deliver the technical solution to enable this and to agree processes and training for the staff within this supporting Fire and Rescue Service.

Network infrastructure 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, is 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. Oxfordshire is 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. Oxfordshire and Northamptonshire are now using the Control Link connection for automatic vehicle location system and status messaging.

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems 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 December 2014	✓	×	Partial	×	×	✓	×	✓	×	×
Royal Berkshire current position December 2014	✓	×	×	×	×	✓	×	×	×	×
Buckingh'shire and Milton Keynes current position December 2014	✓	partial	partial	partial	✓	✓	✓	×	×	×
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 £15,871,672 by the end of 2024-25. This is an increase of over £720,000 from the previous report. 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.

Project completion date

30 April 2015 (from previous projection of 31 December 2014, and original projection of 31 March 2014). The revised completion date is a result of third party telephony and infrastructure providers failing to deliver their elements to target dates. This was a pre-requisite to the ability to complete the required network across the Thames Valley Fire Control Service, and the completion of the implementation of supporting systems.

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**

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. 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 will be included to enable the Fire and Rescue Authorities to interoperate more efficiently with other emergency services. The new system will enable them to take each other's calls and mobilise their resources seamlessly. There will no longer be a requirement for each Fire and Rescue Authority to maintain a secondary control facility. The two Fire and Rescue Authorities have undertaken a risk assessment and have identified that the resilience within the system has negated the requirement for another fallback arrangement. However, both Fire and Rescue Authorities are willing to enter into discussion with another authority to support their fallback requirements.

The programme has a detailed governance structure as follows:

- Joint Control Collaboration Project – this is the collaboration project between both Authorities for the information and communications technology solution. Technology for the new control system in West and South Yorkshire is currently being actioned.

- New Control Premises Project – this is the relocation of West Yorkshire Fire and Rescue Authority's control function to a new site that has been extensively altered to meet the new control needs. The build was completed six weeks ahead of schedule and within budget.

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

The programme is being implemented through a bespoke project framework based on PRINCE 2 principles. The programme has been running since June 2011 and is subject to continuous external audit for 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 December 2014	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
West Yorkshire current position December 2014	✓	✓	×	×	✓	✓	✓	✓	✓	✓
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

31 August 2015 (from previous report of 31 October 2014; and original projection of 31 December 2014). However, ‘go live’ in both control rooms was completed on 12 November 2014, although some elements are still to be delivered and are expected to complete by 31 August 2015.

Staffordshire and West Midlands

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

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

The two Fire Authorities have developed a partnership to combine the provision of fire control services using a shared call handling and mobilising system. This was achieved on 31 March 2014, with go-live of the shared fire control centre operating from a single premise in the West Midlands 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 2015 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.

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems Failover	Reduction in control rooms Secondary Controls
Staffordshire October 2009 baseline	×	×	✓	×	✓	✓	×	×	×	×
West Midlands October 2009 baseline	✓	×	✓	✓	✓	✓	×	×	×	×
Staffordshire current position December 2014	✓	partial	✓	✓	✓	✓	✓	×	Partial	✓
West Midlands current position December 2014	✓	partial	✓	✓	✓	✓	✓	×	Partial	✓
Staffordshire and West Midlands future position on completion	✓	partial	✓	✓	✓	✓	✓	×	Partial	✓

Projected savings

Based on the actual savings the project has delivered to date Staffordshire and West Midlands Fire and Rescue Authorities have re-forecast their expected costs and can confirm that the project is ahead of previously reported savings and are on track to deliver total savings of £13.416 million by the end of 2021-22. This is an increase of over £230,000 from the previous report.

Project completion date

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

However, 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 will realise the majority of the efficiency savings at this date. However, as set out in the project mandate document appended to the efficiency grant bid, and to minimise the risks involved in bringing the two controls together, the project has developed a phased approach to the implementation of the supporting technical elements of the integrated communications control system and SAN H.

As reported in the last update, the single integrated communication control system implementation was on schedule to be delivered by the end of December. However,

due to dependencies on third party suppliers delaying some of the integration activities which resulted in the formal testing and training activities moving 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. Although the suppliers formal Site Acceptance Tests passed with no issues, the User Acceptance Test failed with severity faults against the ‘999’ lines, which were deemed sufficiently severe to postpone the End User Training scheduled for February 2015.

The two Fire and Rescue Authorities are waiting for the suppliers to confirm their ability to support a delayed go-live after March 2015. The go-live is also dependant on the installation of an upgraded Weston Digital recording system as well as CoCo accreditation for SAN I, which is currently being reviewed, before being submitted to Airwaves.

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 are scheduled to complete their own tests by the start of 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, CoCo accreditation, based on SAN H due for submission by the end of February. In addition the training impact on existing control staff following the single integrated communication control system implementation will need to be considered.

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 is currently underway (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 upgrade which began in October 2014. 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.

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 current position December 2014	✓	✓	✓	✓	✓	partial	✓	×	×	✓
Isle of Wight current position December 2014	✓	✓	✓	✓	✓	partial	✓	×	×	✓
Surrey and Isle of Wight future position on completion	✓	✓	✓	✓	✓	✓	✓	✓	×	✓

Projected savings

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

Project completion date

April 2015 (from previous projection of 31 December 2014, and original projection of 31 March 2014). This is due to delays in planning and contract issues. However, these are now all resolved and the project is due to complete in April 2015. Completion at this date 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.

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

Resilience benefits compared to baseline in 2009

	Mobile Data Terminals	Real Time Incident Messaging	Status messaging	Automatic Vehicle Location	Call line Identification	Integrated Geographic Information System	Shared Gazetteer	Service Access Node H	Partnering with Automatic Systems 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.

Annex A

Ex-Fire Regional Control Centres - marketing and disposal

Background & Current Position

1. Following active marketing, the Department has successfully transferred or sublet five of the nine centres to date. The four centres remaining are Cambridge, Taunton, Castle Donington and Wakefield. Whilst initial interest from potential sub-tenants detailed within the last update has not materialised, there has been specific interest in, and direct enquiries about, all of the four remaining centres, which we are pursuing.

2. The Regional Control Centres are purpose built facilities previously intended to be utilised for the regional co-ordination of fire and rescue services. This provides the Department with a major challenge: without significant investment to re-design the space, the potential use of the facilities is narrow. When compared to the prevailing property market, the comparatively high annual running costs result in these niche assets being exceptionally difficult to dispose of. Even where sites have been disposed of, due to the high running costs we have not been able to transfer the full costs of the facilities to the occupiers.

3. The centres have been marketed using a multifaceted approach to ensure that the various target sectors identified are adequately advised of the centres' availability. Despite increasing the level of subsidy available to take on the centres, there remains insufficient demand to progress due to the bespoke nature of the buildings, the locations of the buildings (industrial parks) and the wider central government estate rationalisation measures in place.

4. We have reduced the annual cost of the vacant sites by reducing the cost of maintenance. We have reduced future estimated property costs to the Department by over £100 million. Since 2010 facilities management costs have been reduced annually, reflecting a total saving of approximately 79% equating to around £3 million.

Current Interest

5. Wakefield Regional Control Centre – The department is progressing negotiations with a service user bidder for the Emergency Services Mobile Communications Programme, who is incorporating the Wakefield centre within their tender bid. The contract is due to be awarded in July 2015. This collaboration demonstrates the Government's continued commitment to ensure that all avenues are explored to dispose of the remaining centres.

6. Taunton Regional Control Centre - Despite continued efforts from the department and GVA (the Department's property advisors), it has now been established that the previous interest from the private and public sector organisations has not been able to progress. Two subsequent enquiries have been received from private sector organisations, which are being pursued by GVA.

7. Cambridge Regional Control Centre - Interest received before the last update from surveyors acting on behalf of a private organisation with a requirement for the area remains live, however no further progress has been made. A number of viewings have now been undertaken and the Department and GVA will continue to pursue the interest where possible. New interest has been received from a private sector internet security company, who have now inspected. GVA are progressing the interest to the fullest extent.

8. Castle Donington Regional Control Centre - GVA have received enquiries and issued details of the centre in response to four separate agent-led requirements for the region which are being pursued. Initial discussions are on-going to progress the interest.

Future Marketing & Disposal Strategy

9. GVA are positive that continued focused marketing, complied with improving marketing conditions, will enable the Department to capitalise on its successes to date in disposing of five of the nine centres.

10. We recommend continuing with the marketing of the remaining four centres to August 2015, whilst continuing to progress alternative disposal strategies and cost reduction initiatives in parallel. This will enable the Department to progress the current interest in Wakefield from the Emergency Services Mobile Communications Programme bidder which is due to be awarded in July 2015, in addition to the interest received in Cambridge.

Summary

11. Notwithstanding the outcome of the Home Office's Emergency Services Mobile Communications Programme procurement and our continued approach to marketing the sites to the private and public sector, we consider that further investigation into continued effective cost reduction methods should be continued as the appropriate next step for the Department.

Next Steps

i. We continue to actively progress current interest on Wakefield and Cambridge.

ii. We continue to actively monitor and progress the interest from the bidder for the Emergency Services Mobile Communications Programme.

iii. We continue to progress the appraisals detailing cost reduction proposals for mothballing and re-instatement of reducing facilities management and machinery / equipment within the remaining centres.

iv. We continue with marketing initiatives as detailed within the main body of the update.

Annex B

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 supports 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 has enabled the core programme team to be established to aid the completion of the development work and put in place robust quality

assurance arrangements. The consortium has also achieved alignment of operational guidance with a number of other fire and rescue authorities on a national basis.

6. 25 fire and rescue authorities were working 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. Discussions have taken place with a number of key stakeholders to establish the work programme on a national basis and ensure that it is fully integrated with the National Operational Guidance Programme currently being managed by London Fire Brigade. The Chief Fire Officers Association have agreed to oversee this integrated approach and a project framework has been developed so that a single national hub for strategic and tactical operational guidance will be in place by April 2015.

9. Following agreement to a funding arrangement including DCLG, UK fire services and devolved administrations, the second phase of the National Operational Guidance Programme will see the development of around 40 pieces of new policy guidance and their alignment with detailed work on operational procedures being developed in collaboration by a number of UK fire services. In time, the 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 reduced collaborative partnership hub team, funded by the collaborating fire and rescue services, has been working with the National Operational Guidance Programme team to ensure that tactical guidance and other products are

integrated within the second phase of National Operational Guidance Programme and available to fire and rescue services in the future on the ukfrs.com portal. The Collaborative Partnership hub and National Operational Guidance Programme teams are currently working to ensure that the strategic and tactical guidance is aligned effectively and the proposals for the second phase of the programme are being communicated to fire and rescue service representatives at a series of workshops across the UK in March 2015.

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 160 visits to the projects since September 2012. As many of the projects have now implemented their new mobilising arrangements the team are focussing 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 publication of National Operational Guidance for Emergency Fire Control Operations. In addition to this the team continues to provide updates on the technological developments and deliverables being employed by other control room improvement projects.

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

4. 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.

5. The team continues to support the development of a suite of performance indicators for use in fire control rooms.

6. The team has provided further support through:

    - The maintenance of a knowledge hub to share and exchange information, which has around 180 subscribers from the projects.
    - Revising and updating guidance on the use of SAN H in Control Rooms.

Annex D

Benefits that will be secured by the improvements

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

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

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

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

   - **Real time incident messaging** will enable fire and rescue authorities to exchange incident information in real time both between themselves and with other emergency services and agencies. This will help reduce delays, duplication, and communication errors. 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; and that

  - 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 E

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.