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NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY - POLICY & STRATEGY COMMITTEE

Date: Friday, 29 January 2016 **Time:** 10.00 am

Venue: Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

A handwritten signature in black ink, appearing to read "M. W. Taylor". The signature is written in a cursive, flowing style.

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

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ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

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**NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM
FIRE AND RESCUE AUTHORITY**

**NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY -
POLICY & STRATEGY COMMITTEE**

**MINUTES of the meeting held at Fire and Rescue Services HQ, Bestwood Lodge,
Arnold Nottingham NG5 8PD on 13 November 2015 from 14.02 - 15.38**

Membership

Present

Councillor Darrell Pulk (Chair)
Councillor Brian Grocock
Councillor Chris Barnfather
Councillor Gordon Wheeler
Councillor Yvonne Woodhead
Councillor Malcolm Wood

Absent

Councillor Jon Collins, Substituted
by Councillor Malcolm Wood

Colleagues, partners and others in attendance:

John Buckley	- Chief Fire Officer
Malcolm Townroe	- Clerk and Monitoring Officer to the Authority
Neil Timms	- Treasurer to the Authority
Catherine Ziane-Pryor	- Governance Officer

14 APOLOGIES FOR ABSENCE

Councillor Jon Collins (Other City Council Business) Councillor Malcolm Wood substituted.

15 DECLARATIONS OF INTERESTS

John Buckley, Chief Fire Officer, declared a personal interest in agenda item 9, minute 22), Principal Officer Pay Review, and withdrew from the meeting during the item.

16 MINUTES

The Committee confirmed the minutes of the meeting held on 18 September 2015 as a true record and they were signed by the Chair.

17 CONSULTATION RESPONSE ON 'ENABLING WORKING BETWEEN EMERGENCY SERVICES'

John Buckley, Chief Fire Officer, presented the report which provided the consultation document and response to the Government consultation regarding 'Enabling Close Working Between the Emergency Services'. Due to the time constraints of the consultation period the Chair, Vice Chair and Lead Opposition Spokesperson had worked together to compile the response which was submitted on behalf of the Authority.

Members of the Committee commented:

- (a) the response was also presented to the City Council which endorsed it and commented that it was well prepared;
- (b) whilst Nottinghamshire's consultation response has focused on delivery of service, other responses focused on the financial implications;
- (c) devolution and regionalisation may impact on the future provision of services;
- (d) meetings have been held with staff based at headquarters, where the response has received positive feedback;
- (e) staff had also been encouraged to also put their own views forward.

Resolved to ratify the response to Government, on behalf of the Authority, regarding the consultation 'Enabling Closer Working Between The Emergency Services.'

18 OPERATIONAL ASSESSMENT PEER REVIEW REPORT

John Buckley, Chief Fire Officer, presented the report which provides the outcome of the peer review operation assessment which had taken place in June 2015.

The assessment outlined which areas had been considered at the request of the Service. This included:

- (a) Community Risk Management;
- (b) Prevention;
- (c) Protection;
- (d) Preparedness;
- (e) Health and Safety and Welfare;
- (f) Training and Development;
- (g) Leadership;
- (h) Organisational Development and Readiness.

Overall the outcome of the independent and objective review was generally seen as positive and will be published. It is noted that the final document was not received in time to be processed and submitted to the last full authority meeting.

Members commented as follows:

- (a) all officers and staff should be pleased with the report and find it useful as the Service continues to develop;
- (b) there is only a passing reference to member involvement in the review although members took time to speak with the reviewers;
- (c) the findings are interesting and where minor concerns have been expressed these should be explored, including ethos in groups and compartmentalisation;

John Buckley responded that some of the areas identified for improvement had already been identified by management and were in the process of being addressed. This included a more joined up approach to communication with workshops scheduled to align and address some of the issues.

Councillors were reassured that managers had identified and were addressing all issues identified in the review and that no unexpected issues were presented.

RESOLVED

- (1) to formally receive the operational assessment report from the peer assessment team;**
- (2) to task the Chief Fire Officer to utilise the observations within the report to contribute towards any key decisions going forward.**

19 FEES AND CHARGES

John Buckley, Chief Fire Officer, presented the report proposing that the scale of charges in relation to Special Service calls and the use of service facilities are revised.

It is noted that there has been no variation in charges for several years and that regular reviews are required.

Charges can only be made to the value of the cost of providing the service and cannot incorporate profit. When called, the Service will always attend.

Room hire needs to be charged at an appropriate rate relevant to users.

Where Special Services are repeatedly requested in preference to businesses carrying out maintenance and repair work, such as to lifts, charges could be considered, in line with other Fire and Rescue Services which charge businesses as a deterrent after a set number of call-outs. However, further careful consideration is required prior to any significant changes.

Councillors commented as follows:

- (a) the perception of citizens is that this is a free service and contributes to the Service's credibility. If charges are to be made, this may negatively impact on reputation, particularly if citizens perception is that they will be charged by the Service for attending;

- (b) further financial information is required regarding attendance cost for special services, and the range of users and market rates for room hire;
- (c) with regard to room hire charges, venues need to compete against each other to maintain their premises, if the Fire and Rescue Service make virtually no charge, this can jeopardise the facilities of other community organisations as they will not receive bookings and income. Room bookings should be charged at the going market rates to ensure that other community facility providers which hire out rooms are not undermined;
- (d) it is a valid point that whilst the Service does not charge for animal rescue, farms are businesses and public funded service is being provided for free;
- (e) charging is wrong as citizens pay council tax;
- (f) it is disturbing that businesses which choose not to maintain their equipment, such as lifts, rely on the Service to rescue their clients when the lifts break down, on the basis that the Fire and Rescue Service is free and responds immediately, in preference to a paid for maintenance service. Maybe, as with roadside recovery, a charge could be made after a certain number of incidents. This would encourage businesses to take maintenance more seriously;
- (g) in no way would the Service want to deter citizens from calling on it when in need;
- (h) caution should be exercised given that in one instance a council started to charge for environmental services regarding rat problems, where the citizens did not want to be charged for the service, they did not report issues and the rat population expanded out of control. It is vital that citizens are not led to believe that they will be charged for fire and rescue services;
- (i) if charges were to be made to repeat negligent offenders, a charging process would be required and a method of funds recovery. However, to pursue the issue further could have more substantial financial implications.

RESOLVED

- (1) to support the proposed new charges for Special Services, as set out in Appendix B, and refer these onto the full Fire Authority for approval;**
- (2) to support the proposal to recover the costs of attending Special Service incidents within the framework as follows and refer these onto the full Fire Authority for approval;**
 - (i) consider approval of charges for the containment and clearance of debris, spillages, discharges or leaks from a vehicle, storage tank or pipe would be made where the owner can be readily identified. With regards to vehicles following road traffic collisions, charging would only be considered after the conclusion of the emergency phase, and where the services provided go beyond that normally encountered from a collision – eg: clearance of a large load or tanker discharge;**

- (ii) charges for the provision or removal of water would relate to flooding in premises that has been caused by a lack of appropriate maintenance or mistakes on the part of contractors. For example, these could include insurable risks such as burst pipes and leaking roofs. Charges would not be made for flooding caused by inclement weather or other natural disasters;**
- (iii) charges for effecting entry to a premise would apply in circumstances that would be best facilitated by a locksmith. They would not apply when the incident involves a vulnerable person – eg: elderly person or child, or where there is the potential for a fire, or other emergency to occur;**
- (iv) charges for the removal of a dangerous structure would only apply where there is no risk to life, property or public infrastructure;**
- (v) no charge will be made for rescuing animals;**
- (vi) no charge will be made for lifting incapacitated persons;**
- (3) to support the proposed new charges for the hire of rooms, as set out in Appendix C and refer these onto the full Fire Authority for approval;**
- (4) to support the proposal to extend charging for the use of facilities to all Service premises and refer this onto the full Fire Authority for approval;**
- (5) to approve the proposal to fully review fees and charges every three years, and to amend fees and charges to reflect inflationary changes in the interim years.**

20 LIVING WAGE FOR SUPPLIERS

John Buckley, Chief Fire Officer, presented the report which seeks approval to apply to become an Accredited Living Wage Employer.

In 2013 the Service implemented the living wage for its own staff and now proposes to require that all contractors providing services to Nottinghamshire Fire and Rescue, ensure that the staff providing that service received at least the living wage, which is £7.85 per hour, while the minimum wage (for 25 year olds) is £7.20 per hour. Implementing this requirement would qualify the Service to become an Accredited Living Wage Employer.

Conservative Councillors commented that whilst the wages of Service employees is the business of the Service, which should quite rightly pay a living wage, it is not for the Service to dictate to businesses how much they should pay their employees. Implementing the living wage would not necessarily be easy for smaller employers and the Service should focus on its core business.

The Chair responded that the proposal follows the ethos of the Service in that implementing the living wage for its own staff was the right thing to do, and this should be extended to other people who provide services to the organisation.

It is noted that Councillors Chris Barnfather and Gordon Wheeler voted against the recommendation. However all other Councillors in attendance voted in favour.

RESOLVED to pursue the accreditation as a Living Wage Employer through the implementation of the requirement for providers of service contracts to pay their staff the living wage through tendering processes as and when they are renewed.

21 INFORMATION SHARING AGREEMENT BETWEEN THE FIRE AND RESCUE SERVICE AND THE NATIONAL HEALTH SERVICE (ENGLAND)

John Buckley, Chief Fire Officer, presented the report which informs members of the information sharing agreement between NHS England and the Fire and Rescue Service nationally.

The agreement involves sharing information such as name and date of birth, gender and address of citizens aged over 65 years old, who may be considered vulnerable and at greater risk should a fire occur, with the following objectives;

- (i) to reduce deaths and injuries as a result of fire;
- (ii) to reduce human misery and impact on the NHS;
- (iii) improving health and well-being by working closely with health and social care.

Members welcomed the initiative.

RESOLVED to note the report.

22 PRINCIPAL OFFICER PAY REVIEW

Prior to the Committee considering this item, John Buckley, Chief Fire Officer, withdrew from the meeting and was invited to return once the recommendation had been made.

Malcolm Townroe, Clerk and Monitoring Officer to the Authority, presented the report which provided the outcomes of the Principal Officer Pay Review which is undertaken every two years.

It is noted that the Chief Fire Officer was appointed at 90% of the pay scale, which would rise in stages to 100% during a three-year period.

Councillors questions and comments were responded to as follows:

- (a) the requirements of the post have not changed since the last review;
- (b) all current pay scales have been built into the budget, including incremental payments;
- (c) not all Local Authorities have provision for incremental payments;

- (d) it should be noted that some of the Fire and Rescue Authorities within the family group at appendix B, are significantly smaller than this Authority.

RESOLVED to recommend to the full Fire Authority, to maintain the existing pay arrangements for the Chief Fire Officer including the previously agreed phasing of incremental progression as detailed on appointment.

23 EXCLUSION OF THE PUBLIC

RESOLVED to exclude the public from the meeting during consideration of the remaining items in accordance with section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, as defined in paragraph 3 of Schedule 12A to the Act.

24 TRI-SERVICE CONTROL UPDATE

John Buckley, Chief Fire Officer, updated the Committee on the progress of the Tri-Service Control.

RESOLVED to note the report.

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) FORMAL SIGN UP

Report of the Chief Fire Officer

Date: 29 January 2016

Purpose of Report:

To seek approval for Nottinghamshire Fire and Rescue Service to formally sign up to the Emergency Services Mobile Communications Programme.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 Following approval by the Fire Authority in 2006 Nottinghamshire Fire and Rescue Service (NFRS) moved to a new and improved solution for enabling communications between operational resources and Control which is still in use today. This system called FiRelink is provided by Airwave Solutions Limited within the Airwave network and provides greater flexibility, capacity, resilience and interoperability with other emergency services than earlier provision by using modern digital cellular technology. To date FiRelink has performed well and has high levels of confidence with users and has proven capabilities in interoperability with other emergency services and allied bodies, e.g. Police, RAF Search and Rescue, Coastguard etc.
- 1.2 The procurement of FiRelink was centrally managed by DCLG with individual contracts signed by each Fire Authority. The cost of FiRelink is considerably higher than previous provisions and DCLG have subsequently provided an award annually to offset this increase in costs by means of a Section 31 grant under the new burdens principle. By comparison Airwave has been found to be more expensive than equivalent provisions in Europe. To enable transition to FiRelink DCLG also provided transitional funding to assist with the procurement of new equipment and provide additional resources.
- 1.3 Current contracts for the three emergency services provided by Airwave expire between 2016 and 2020 and cannot be readily extended past 2020. The reallocation of the part of the frequency spectrum used by Airwave in 2021 will mean that FiRelink will be unviable after these dates.
- 1.4 The development of technologies and changes to ways of working within the emergency services has resulted in a greater demand for mobile broadband data to support front line operations. Airwave technology has stood still since its inception and in its current format cannot support this need.
- 1.5 With the requirement for evolving technology, combined with higher comparative costs and contractual end points a programme was sanctioned several years ago by central government to identify and procure a new communications provision for the emergency services. This is now well established and goes by the title the Emergency Services Mobile Communications Programme (ESMCP) which will deliver the Emergency Services Network (ESN).
- 1.6 Sufficient progress has been made and successful bidders have been appointed to deliver the ESN. As a result a sign off pack was issued to the Chief Fire Officer by DCLG in late December seeking to ascertain if the Fire Authority would formally commit to a new system of emergency services communications and associated infrastructure. This pack is included at Appendix A.

2. REPORT

HIGH LEVEL PROGRAMME

- 2.1 ESMCP has been on-going for several years and has the involvement of DCLG, Home Office, Department of Health, Cabinet Office and Treasury with the Home Secretary being the lead minister. At its core ESMCP has 3 principle objectives:
- **Better** with integrated broadband data services; public service functionality; national coverage and high availability.
 - **Smarter** to be more flexible, to evolve and improve over time, pay only for features required by users.
 - **Cheaper** to address budget pressures, re-competed regularly to leverage market forces.
- 2.2 Underpinning the involvement of the government departments is a good sized central programme team working within a well-defined governance structure. The Fire and Rescue Service nationally and NFRS locally has had involvement in ESMCP from the outset with an Area Manager taking the role as regional transition lead for Fire and Rescue Services in the East Midlands. The involvement has enabled the Fire and Rescue Sector to be assured of the business, technical and operational requirements of ESMCP and also to provide assurance to DCLG that the full business case for ESMCP (less the financial aspects) fully meets our needs and requirements. By factoring in the financial aspects DCLG were able to formally sign off the full business case in late autumn 2015.
- 2.3 The procurement process broke ESMCP into 4 major lots, with a number of smaller procurement exercises for specialist areas e.g. Control Room communication upgrades, Air to Ground service (police / ambulance helicopters) etc. One lot has subsequently been withdrawn for extended area services, to provide coverage in more remote areas, and this element will now be provided in a different way. After a lengthy period of evaluation of tenders and negotiations the final 2 successful bidders were appointed in December 2015.

TRANSITION

- 2.4 The most up to date timetable for ESMCP transition shows that the emergency services in the East Midlands will transition to the new ESN during a 12 month period from late 2017 until late 2018. To achieve this will require considerable work to be undertaken locally by NFRS in areas such as:
- ICT upgrade work to enable connection to the Public Sector Network (PSN);
 - Specifying, procuring and testing an upgrade to control room communications interfaces;

- Identifying and procuring devices (formally known as radios);
 - Procuring and co-ordinating vehicle installations;
 - Training and roll out.
- 2.5 DCLG has committed to support Fire Authorities with the cost of transition to ESN for all reasonable transition costs, including like for like replacement of devices, preparatory costs for PSN and staffing, with a figure of £50.4 million being allocated. Some of the staffing will be at a regional (East Midlands) level including a regional co-ordinator, training lead, procurement and administration for which DCLG have indicated funding of £436,000. Locally Nottinghamshire should receive at least £161,000 for staffing costs associated with transition for roles including ICT resources, testing manager, operational policy etc.
- 2.6 Collectively the 5 Fire Authorities in the East Midlands can expect approximately £1.5 million for transition staffing with an expectation that where possible transition and implementation will be done collaboratively to drive out any efficiency gains. There exists potential to collaborate outside of the region and also with other emergency services and / or agencies. Given experience from previous large scale programmes such as this, an earmarked reserve of £200k was approved in 2014/15, as there will undoubtedly be local costs that DCLG will not meet.
- 2.7 DCLG have extended the Airwave contracts for all Fire Authorities until 2019 to enable transition. DCLG have confirmed that they will continue to support Fire Authorities using Airwave by means of the Section 31 grant until the point that they cut over to the ESN system. DCLG have also confirmed that they would not expect Fire Authorities to pick up 2 sets of costs in the event of having to 'dual run' with legacy FiRelink (Airwave) and new ESN systems.
- 2.8 Given the opportunities to embrace new technologies with ESN, there exists scope for NFRS to upgrade to devices and platforms with higher levels of functionality, particularly if these generate the potential to create future efficiencies.

STEADY STATE

- 2.9 Upon going live with ESN it is anticipated that NFRS will cease using the FiRelink network, with payment for this also terminating at this point. Detailed indicative figures for the costs of ESN versus FiRelink [Airwave] can be found in Appendix A and are simplified in Table 1 below. These show a considerable saving to the Fire Authority, a situation replicated for most other Fire Authorities in the UK. The ESN cost figures are derived from actual usage data supplied by NFRS being applied against unit costs supplied by the winning bidder and have produced by a group including members of the Fire Finance Network, but have not been validated by anyone from NFRS due to the information being commercially sensitive. Please note that the figures for 2018/19 appear inaccurate and further clarification of them has been sought from DCLG, but as yet no response has been forthcoming.

2.10 The FiRelink (Airwave) costs predicted for NFRS compare accurately to the costs in recent years and those budgeted for the immediate future (please see Table 2 below). It is noteworthy that in steady state there will be no annual Section 31 grant payable by central government under ESN representing an even greater saving to the public purse.

Table 1 Indicative ESN, Airwave and Fire Authority savings 2018/19 – 2031/32

Year	18/19	19/20	20/21	21/22	22/23	23/24	24/25
Indicative ESN Costs to Nottinghamshire and City of Nottingham FRA							
Total	£31,868	£79,896	£80,821	£84,323	£97,964	£110,978	£102,642
Indicative Airwave Net Costs to Nottinghamshire FRA over same period (net of grant)*							
Airwave	£70,602	£172,833	£203,974	£208,054	£212,215	£216,459	£220,788
Indicative Net Saving to Nottinghamshire FRA							
Saving	£38,733	£92,937	£123,153	£123,731	£114,251	£105,481	£118,146

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Indicative ESN Costs to Nottinghamshire and City of Nottingham FRA							
Total	£150,133	£139,504	£117,131	£121,569	£111,012	£111,200	£111,866
Indicative Airwave Net Costs to Nottinghamshire FRA over same period (net of grant)*							
Airwave	£225,204	£229,708	£234,302	£238,988	£243,768	£248,644	£253,616
Indicative Net Saving to Nottinghamshire FRA							
Saving	£75,072	£90,204	£117,172	£117,419	£132,757	£137,444	£141,751

* Please note Airwave cannot continue post Dec-2020 at the latest. Figures for comparison only

Table 2 Actual and forecast Airwave charges 2012/13 – 2016/17

Year	12/13	13/14	14/15	15/16	16/17
	Actual	Actual	Actual	Estimate	Estimate
FireLink [Airwave] Contract Charges	£354,070	£425,548	£408,041	£422,636	£447,095
Sec. 31 Gov't Grant – Revenue (Income)	£221,417	£264,801	£259,006	£270,477	£270,479
Net Total Payable by NFRS	£132,653	£160,747	£149,035	£152,159	£176,616

2.11 There is a clear emphasis that going forward management of devices, including refresh and replacement, will be borne by Fire Authorities, which accounts for the non-indexed variations in ESN costs in Table 1 above. To date there has been little change in the devices used with FiRelink, however going forward it is anticipated that devices will be refreshed more frequently to take advantage of changing technologies. This is reflected in the indicative costs with a refresh programme speculatively spread over 8 years, however there exists scope for this aspect to be included within a capital programme.

2.12 Two key elements of the programme, namely the network and user services, are operated with independence from each other enabling these to be

retendered and procured on a more regular basis. This better keeps pace with technological developments and ensures healthy competition between providers.

- 2.13 Analysis of alternative replacement options has been undertaken and there are no realistic alternatives to ESMCP that meet the resilience, interoperability, timeframe and cost-benefit parameters within which we operate. Ultimately the likely maturity of the solution offered by ESMCP outweighs the disadvantages inherent in the use of any alternative interim solution.

3. FINANCIAL IMPLICATIONS

- 3.1 The main financial implications are identified within the body of the report, however, in summary it is anticipated that adoption of ESMCP may make in-life savings of between £75,000 and £141,000 per annum for the Fire Authority.
- 3.2 DCLG have committed to fund reasonable transition costs and have allocated £50.4 million for this purpose for staffing, equipment and installation. Locally Nottinghamshire should receive at least £161,000 for staffing costs associated with transition, with a further £436,000 for staff at a regional level.
- 3.3 In anticipation of the impact of the project an earmarked reserve of £200k was approved in 2014/15 to support the transition to a new communications platform.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT

There will undoubtedly be training implications for new devices, equipment and procedures associated with the transition. Funding for a training lead and a number of trainers is included within the regional provision from DCLG.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has identified that the proposals may provide a small positive impact for some protected groups without any disproportionate negative impacts.

6. CRIME AND DISORDER IMPLICATIONS

Section 17 of the Crime and Disorder Act 1998 states that “it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area”. This report does not contain any implications which would affect that duty.

7. LEGAL IMPLICATIONS

- 7.1 The Nottinghamshire and City of Nottingham Fire and Rescue Authority has a statutory duty to secure services and equipment necessary efficiently to meet all normal requirements and to make arrangements for dealing with calls for help and for summoning personnel. These duties are contained within Sections 7, 8 and 9 of the Fire and Rescue Services Act 2004.
- 7.2 Part 3, Section 21, of the same Act requires the Secretary of State to publish a Framework and it is this Framework that places a duty on Fire and Rescue Authorities Fire to collaborate with other Fire and Rescue Authorities, other emergency services, wider Category 1 and 2 responders and Local Resilience Forums to ensure interoperability. In this context it includes, but is not limited to, compatible communications systems, control rooms and equipment.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The loss of Airwave and uncertain future of ESMCP has figured within the Corporate Risk register, both in terms of provision of a resilient communications platform and also with unknown cost. With the information provided these risks can be addressed with more certainty and it is anticipated that they will reduce as the programme moves through its transition phases.
- 8.2 Failure to appropriately resource the organisation in response to community risk and requirements puts a financial risk on the Fire Authority, in that the budget deficit will not be met. The actions proposed in this report mitigate this risk.

9. RECOMMENDATIONS

That Members agree to participate in the Emergency Services Mobile Communications Programme and direct the Chief Fire Officer to sign and return the attached documentation on behalf of the Fire Authority.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

TRI-SERVICE CONTROL PROJECT UPDATE

Report of the Chief Fire Officer

Date: 29 January 2016

Purpose of Report:

To update Members on the progress of implementation of the Tri-Service Control project in conjunction with Leicestershire and Derbyshire Fire and Rescue Services.

CONTACT OFFICER

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Media Enquiries Contact :	Therese Easom (0115) 967 0880 therese.easom@notts-fire.gov.uk

1. BACKGROUND

- 1.1 At the Fire Authority meeting on 14 December 2012, Members considered a report from the Chief Fire Officer confirming that the collaborative partnership bid from Nottinghamshire, Derbyshire and Leicestershire Fire and Rescue Authorities had secured £5.4 million grant from Government to progress the procurement of a replacement command and control system.
- 1.2 This successful bid led to the creation of the Tri-Service Control Project and subsequent tender for a supplier to replace the three legacy systems within the tri-service area. A further £247k was committed from each authority to bring the total project value to £6.1 million.
- 1.3 A report was presented to the Policy and Strategy Committee on 13 November 2015 providing an update on progress with the implementation of the new system and this report continues that information stream and considers the next phase of the project.

2. REPORT

- 2.1 The overarching concept of the Tri-Service Control programme is that a single common mobilising system would be used in all three control facilities and interlinked by means of a network. The philosophy of this being that any of the control rooms can take calls and mobilise appliances and resources for each other. This provides significant resilience and removes the need to operate a secondary or fall-back control facility for each of the services, thereby generating an immediate efficiency.
- 2.2 As previously reported the project has faced slippage, however the main mobilising system has been in operation across the three services since September 2015. In the period since going live there have been a number of issues with the system where it has failed to operate as required. As with any new and complex system, these type of events were anticipated and planned contingency measures were put in place. Work by the supplier and Tri-Service staff in the intervening period has improved the stability of the system to a satisfactory level.
- 2.3 Whilst go-live has been achieved there are a number of improvements and developments to be delivered before the system fully meets the requirements of the specification agreed with the supplier. Some of these are minor in nature, whilst others are significantly larger and include:
 - A dynamic cover tool to relocate resources to meet demand during busy periods;
 - An electronic incident management system to enhance information collection and sharing an operational incidents;
 - A replacement for the Incident Reporting System (IRS);
 - An update of the gazetteer to reflect changes by Ordnance Survey;

- Enhancing the ability to make adjustments to individual operator positions to meet the needs of staff.
- 2.4 These larger items form an aspect within the project known as 'Phase 2' for which the precise detail is currently being worked up in conjunction with the supplier. This means that the project will continue into 2016/17 financial year to deliver the required improvements and developments before it can be formally closed.
 - 2.5 The delay to go-live of the mobilising system has almost exhausted the financial provisions that were put in place, especially in respect of staffing costs. A consequence of the delay is that resource, including dedicated staffing, will need to be committed into 2016/17 to continue to work with the supplier to oversee and implement the outstanding improvements.
 - 2.6 As part of the Revenue and Capital Monitoring Report, Members at the Finance and Resources Committee on 15 January approved the re-designation of the Fire Control Collaboration earmarked reserve of £220k to support phase 2 of the project. This will be used to support dedicated Control, Support and ICT staff who are core to the delivery of the programme.
 - 2.7 A further report on Corporate Risk was also presented to the Finance and Resources Committee that identified that 'Mobilising' is currently the highest risk facing the service due to the both the Tri-Service and Emergency Services Mobil Communications (ESMCP) projects.
 - 2.8 Within the overriding principles of the Tri-Service project the solution will be more cost effective than the aggregate of the previous provisions for all 3 Services. This has been achieved and an estimated annual saving of £1.1 million has been reported to DCLG as part of the grant funding scrutiny process.
 - 2.9 To provide surety a Tri-Service agreement was signed by the three Chief Fire Officers in January 2013 that detailed roles, responsibilities and commitments of each Service to the project. This also detailed a governance and Officer meeting structure during both implementation and steady states. Throughout the programme a Strategic Board consisting of Principal Officers from the three services has met monthly to provide scrutiny and oversight and will continue to operate during the remainder of the contract. Nottinghamshire's Chief Fire Officer is currently the Chair of that Board.
 - 2.10 The Programme Board that reported to the Strategic Board and oversaw day to day implementation is now in the process of being closed down and an Operations Board is being instigated. This will consist of an Area Manager from each service plus the Head of Tri-Service Control and will oversee much of the more regularised management of the programme and reflects a move from programme implementation to one of steady state.
 - 2.11 A Supplier Board with representatives from the three services has been in existence since the appointment of the supplier and this will also transform to

recognise the transition to steady state within the programme. It is anticipated that this will occur once further progress has been made in delivering the Phase 2 developments.

- 2.12 Throughout the programme Tri-Service has benefitted from support and guidance from specialists seconded to CFOA National Resilience whose advice has proved highly useful. Additionally monitoring has been undertaken by DCLG with frequent returns to them on the progress of the programme and estimates of savings and efficiencies that have been regularly published in the form of a summary of the national picture of fire control improvements.
- 2.13 Across Tri-Service concern from staff is high, and in recognition of the sensitivities, regular briefings and discussions with staff and their managers are taking place, as too is dialogue with the representative bodies.

3. FINANCIAL IMPLICATIONS

- 3.1 The majority of the replacement costs have been funded by £5.4 million government grant, with each of the three services contributing a further £247k, bringing the total project value to £6.1 million.
- 3.2 Resourcing the project since 2012 has required the appropriate level of internal funding to facilitate the control room refurbishment, enabling works for the new station end equipment, maintenance of legacy systems, officer secondments, training and other staff costs. The total budget allocation for the four years 2012/13 – 2015/16 is approximately £970k inclusive of the £247k committed from each authority.
- 3.3 Due to programme overruns it is estimated that the 2016/17 re-designated reserve of £220k should facilitate implementation of the remaining improvements and developments to the system.
- 3.4 Efficiencies have already been created from the project through the harmonisation of procedures, reduced maintenance costs and deletion of staff posts. Further savings will be made when the project is complete.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

There are no direct implications arising from this report, however the implementation of the remaining improvements and developments in the system will require elements of training for both control room staff, and all other operational staff in its use and functionality.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as this update report does not impact upon a policy, service or function.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

- 7.1 The Authority has a statutory duty to receive calls for assistance and mobilise resources. These duties are contained in Section 2 of the Fire and Rescue Services Act 2004.
- 7.2 Part 3 of the same Act requires the Secretary of State to publish a Framework and it is this Framework that places a duty on Fire and Rescue Authorities Fire to collaborate with other Fire and Rescue Authorities, other emergency services, wider Category 1 and 2 responders and Local Resilience Forums to ensure interoperability.
- 7.3 The implementation of the Tri-Service control programme assists the Authority in meeting these statutory duties.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The command and control function is a fundamental part of the response process. Legacy systems within Nottinghamshire were outdated, unstable and proving difficult to maintain. Moving to a new system was critical to ensure resilience going forward.
- 8.2 The transition to the new tri-service system has been complex and required significant resourcing to ensure that continuity of service has been maintained. Although the system is not yet perfect, it was anticipated that an IT project of this scale would inevitably require additional configuration and this is the primary focus of the supplier and tri-service to manage risk.

9. RECOMMENDATIONS

That Members note the update on the implementation of the Tri-Service Control system.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

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