



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

Name :	John Buckley Chief Fire Officer
Tel :	0115 967 0880
Email :	john.buckley@notts-fire.gov.uk
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