



Dorset Fire Authority

MEETING	Dorset Fire Authority
DATE OF MEETING	10 February 2015
OFFICER	Chief Fire Officer
SUBJECT OF THE REPORT	Dorset FRS and Wiltshire FRS Joint Command and Control Centre
EXECUTIVE SUMMARY	<p>This report provides Members with an update on the setting up of the Joint Command and Control Centre (JCCC) in Potterne, Wiltshire and progress of the Networked Fire Control Services Partnership (NFCSP).</p> <p>The timing of the handling of calls for both Authorities in the Joint Command and Control Centre is dependent on the go-live schedule of the NFCSP.</p>
RISK ASSESSMENT	<p>The Fire Authority has a statutory duty for handling calls and mobilising resources to fire, road traffic accidents and other emergencies. It must ensure that Fire Control arrangements are resilient and safe. Delivery of the JCCC and NFCSP must ensure that these requirements are met.</p> <p>As the NFCSP has experienced some delays, this means the setting up of the JCCC is also delayed. Although this has the benefit of allowing more time to agree the human resource (HR) issues, solve technical issues and converge new ways of working there is the potential that the timescales become much more closely aligned to the wider combination.</p> <p>Control staff have been extremely proactive in providing additional cover and duty exchanges to ensure that adequate cover is maintained. However, there is a risk that there could be a shortfall in the numbers of Control staff available to carry out their duties in the Dorset Control leading up to the handover of calls.</p>
COMMUNITY IMPACT ASSESSMENT	<p>Not required for the purposes of this progress report.</p> <p><i>Note: If the matrix indicates negative impacts on the community or staff, an equality impact assessment (EIA) will need to be completed.</i></p>

BUDGET IMPLICATIONS	A joint contingency fund was agreed for the JCCC. Cost centre and budget monitoring reports have been set up to monitor expenditure on agreed items and activities as detailed in previous reports, and continue to be monitored at DFRS SMT and NFCSP Strategic Board meetings.
RECOMMENDATIONS	It is recommended that Members note and comment upon the progress being made with the JCCC and NFCSP projects.
BACKGROUND PAPERS	None
APPENDICES	None
REPORT ORIGINATOR AND CONTACT	Stuart Legg, DFRS JCCC Project Manager (01305) 252693 Les Louth, Wiltshire FRS and DFRS Project Manager NFCSP (01380) 731160

1. Introduction

1.1 Joint Command and Control Centre

- 1.1.1 In December 2013, both Dorset and Wiltshire's Fire Authorities agreed to establish a Joint Command and Control Centre (JCCC) in Potterne, Devizes. This will serve a combined population of 1.4 million people, cover an area of 2,400 square miles and will be handling over 28,000 emergency calls and attend nearly 15,000 incidents per year.
- 1.1.2 As a consequence of the decision to set up a Joint Centre, the Networked Fire Control Services Partnership (NFCSP) architecture was changed to reflect a three site model and, as such, no mobilisation equipment is planned to be installed in Dorset. The shape of the Partnership will now be three sites of a broadly similar scale, providing increased resilience and improving confidence in call handling and incident management across the Partnership.
- 1.1.3 Dorset Fire Authority and Wiltshire & Swindon Fire Authority have agreed that the transfer to a single Joint Control room will be treated as a TUPE transfer.
- 1.1.4 Employees transferring in from DFRS will be protected under The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as amended by the Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014 and automatically transfer to the JCCC.
- 1.1.5 To support the operation of the JCCC, Wiltshire FRS will become the employer and as such will be the Transferee in respect of the transfer, with DFRS being the Transferor. DFRS employees transferring automatically become employees of Wiltshire FRS on the date of transfer.
- 1.1.6 Formal consultation with staff is underway and will be completed in March 2015 with handover of calls planned for September 2015.

1.2 Networked Fire Control Services Partnership (NFCSP)

- 1.2.1 The NFCSP was established to provide a collaborative approach to the provision of fire control services for Devon and Somerset, Dorset, Hampshire and Wiltshire Fire and Rescue Services. The business benefits and potential for future commercial developments afforded by the partnership have prompted the partnership strapline of '*One System, Many Opportunities.*'
- 1.2.2 The four fire and rescue authorities (FRAs) currently operate their own control rooms and call handling and mobilising systems. Each FRA maintains a secondary control facility and also has a fallback arrangement with another FRA. These fallback arrangements have recently been changed so that Devon and Somerset and Hampshire support ('buddy') each other, as now do Dorset and Wiltshire.

1.2.3 The shared, resilient Capita system will be operated from three control rooms in Eastleigh, Exeter and Potterne (near Devizes) and these control rooms will provide resilient call handling and mobilising for an area of 7,725 square miles for a population of 4.7 million people. Between them the controls will take an average of 94,000 calls a year and mobilise and manage 61,000 incidents each year. The system will mobilise and communicate with 187 fire stations, 497 appliances with MDTs and 281 officers.

2. Delivery

2.1 Joint Command and Control Centre (JCCC)

2.1.1 The delivery of the project continues to progress well, key activities already completed or underway include:

- ◆ Informal discussions with the FBU in Dorset and in Wiltshire took place leading up to the formal consultation with staff and Unions that started on 1 December 2014. This helped shape the JCCC consultation document which was then shared with staff in Dorset and Wiltshire.
- ◆ Information packs were sent to all home addresses of the staff in Dorset and Wiltshire who were affected by the proposed JCCC. Packs were also sent or given to the FBU officials. These were also sent to the work emails of those staff and FBU officials giving a link to the JCCC site on their respective intranets. Dedicated sites had been set up on 'DORIS' (Dorset) and 'iservice' (Wiltshire) so that all the documents could be easily accessed electronically.
- ◆ The initial consultation on the JCCC consultation document, including group discussions was planned to run from 1 to 31 December 2014. After listening to feedback from staff it was agreed to defer the closing date for the responses to the consultation document to mid-day on 9 January 2015.
- ◆ The opportunity to attend one of three Group consultations in each FRS was offered to staff. FBU officials were also invited to attend. In Dorset the sessions had an average attendance of nine staff. In Wiltshire the average attendance was 3 staff. The feedback from those attending these sessions was very positive with staff saying it was particularly helpful having the opportunity to discuss topics and hear the views of others.
- ◆ The JCCC site also had a link to the confidential JCCC email so staff could make comments and ask questions. From those emails a set of Frequently Asked Questions (FAQs) were developed and made available to staff. Over 260 questions were recorded and every effort was made to answer questions throughout the consultation period. These questions and comments were particularly helpful in enabling the JCCC Project Team to work with staff to clarify points in the document and make changes along the way.

- ◆ All of the feedback was captured from emails, group meetings and individual meetings. In light of feedback the final documentation was modified incorporating a large number of the suggestions made by staff.
- ◆ The final documentation with all of the comments received was re-issued on 13 January 2015.

2.2 Networked Fire Control Services Partnership (NFCSP)

2.2.1 Delivery continues, with a number of key activities already completed or underway:

- ◆ Following successful installation of equipment at all locations, Site Acceptance Testing (SAT) commenced in October 2014 and has been progressing well. However, just before Christmas, progress was halted due to a number of network outages and the lack of a consistent resilient network between all NFCSP FRS sites. Work is underway with CAPITA and Virgin Media to ensure that the network is baselined and controlled, so that SAT can recommence, with a view to completion in mid-March 2015.
- ◆ Data still proves to be a significant risk to successful delivery. To address issues with data quality and assurance, Strategic Board have appointed Andy Motteram (Dorset NFCSP Project Manager and NFCSP Data Lead) as full time Data Lead Officer across the partnership for a period of six months. During this period, Dorset Project Manager duties and responsibilities are being carried out by Les Louth, the Wiltshire NFCSP Project Manager. This also provides an opportunity to review the governance and structure of the two teams with a view to better alignment and improved inter-working.
- ◆ Training has now been delivered to all Control Operators from Hampshire and Devon and Somerset, however due to the time lapse between receipt of training and go-live, refresher training is being carried out.

3. Implementation Timescales

3.1 JCCC

- 3.1.1 Having completed group consultations the individual TUPE consultations are taking place for Dorset staff and voluntary conversations for Wiltshire's staff in the last two weeks of January and the first two weeks of February. The outcomes will be confirmed in March 2015.

3.2 NFCSP

- 3.2.1 Members were informed in a previous report that the anticipated date for the first FRS to cutover had slipped from March to November 2014. There was a delay of some 11 months from the timescales agreed at award of contract. Of these 11 months, around four months could be attributed to the supplier, with the remaining seven months as a consequence of partnership issues (Dorset/Wiltshire changes, network and data provision, and the Mobile Data Gateway). Since that last report, issues experienced with data, the network and the pre-Christmas issues have added further delay, meaning that Hampshire will now go live at

the end of March 2015, Devon and Somerset early May and Wiltshire are now scheduled to go live in July 2015, with DFRS cutting across to the JCCC within three months of Wiltshire.

- 3.2.2 Following a request by CFOs, an external audit on progress and costs has been commissioned. CFOA National Resilience (CNR) have commenced this piece of work, but due to staff movement within their team, the terms of reference may need to be reconfirmed, or other parties engaged to complete the task.

4. Challenges

- 4.1 As can be anticipated with projects of this nature and complexity, there are challenges to successful delivery:

4.2 Interfaces

- 4.2.1 It was previously reported that it was unlikely that interfaces to all third party systems would be ready and available for go-live. However, one of the key interfaces for Wiltshire and Dorset is the retained firefighter availability system (Gartan), which is being developed and is now expected to be available at go-live.

4.3 Virgin Media (VM) network

- 4.3.1 A series of network outages have impacted on Capita's pre-Site Acceptance Testing (SAT) testing and have caused several tests to be abandoned. Although the outages were very short the system goes into fall-back with FRS sites working on local servers. When the network recovers Capita have to restore and re-align servers and applications. The interrupted tests will need to be rescheduled and this cannot be done until NFCSP can guarantee the network availability and resilience. Work continues to be prioritised with FRS teams and commercial partners to resolve these matters.

4.4 Site Acceptance Testing (SAT)

- 4.4.1 On the whole Site Acceptance Testing (SAT) is going well. As SAT tests are completed issues are captured and categorised. At the moment there is only one testing issue that could stop go-live to do with system performance but Capita have identified the cause of this and need to demonstrate it is resolved to NFCSP. The NFCSP has regular update meetings/calls with Capita to review testing incident reports. Towards the end of SAT there will be a review of the overall result and produce a recommendation report to the board to say if the systems have passed SAT, resolution plans are in place for outstanding issues and if, or not, we can prepare to go-live.

4.5 **Data**

- 4.5.1 Data assurance is in progress but not fully complete. FRSs may need to make decisions about the quantity and detail of operational data that they are prepared to go-live with and what may be added at a later date. DFRS are in a more positive than other FRSs.

4.6 **Operator readiness**

- 4.6.1 Due to the delays to go-live, HFRS's Control personnel have nearly 12 months between operator courses and go-live. Additional go-live refresher training of two days per operator in the month up to go-live is now booked. This is an additional cost of nearly £20,000 to HFRS. All FRSs have identified that the data they are using for training is out of date and a plan has been agreed with Capita to update the data.

4.7 **Future Project Team**

- 4.7.1 It has been recognised that new ways of working and full system functionality will not be complete at go-live and there will be proposals to engage some members of the current project team for an additional 12 months or more. In addition there are other large projects relating to the command and control environment such as the Emergency Services Mobile Communications Programme (ESMCP) which will be replacing services provided by Airwave with a new national mobile communication service. This will need to be reviewed as to how we could progress with an NFCSP approach for procurement, resourcing and implementation.

5. **Looking Forward**

5.1 **JCCC**

- 5.1.1 It would be operationally beneficial for the majority of staff currently based in Dorset's control to transfer to Potterne, but the distance involved in travelling there will mean that it is not convenient for most. As such, a range of flexible options are being explored, such as providing accommodation and flexible travel arrangements to encourage as many staff as possible to transfer.
- 5.1.2 A number of the operational, staffing and technical issues around differences between the two services explored as a consequence of the JCCC project will prove beneficial for the work underway for the wider combination.

5.2 **NFCSP**

- 5.2.1 As previously reported, we continue to work closely with colleagues from other fire control projects across England. Delays to the Thames Valley Fire Control Service project have placed both projects with a similar go-live timescale, effectively ruling out remote buddy/fallback arrangements in the short term.
- 5.2.2 NFCSP will be the first project in the UK to operationally deploy an incident alerting and subscription service for officers, developed by Capita for NFCSP and known as 'BOSS

Mobile.' This facility will be available to officers via their smartphone, and has received much interest from other emergency services, including London Fire Brigade and an Australian police force.

- 5.2.3 An Operational Alignment and Efficiency Group (OAEG) has been proposed to be set up to consider the alignment and efficiency of operational protocols, policies and procedures in order to maximise the benefit of partnership working across the NFCSP.

6. Conclusion

- 6.1 Large scale technical projects which involve a number of partners from both the public and private sectors have potential for both contractual, and delivery issues, and the NFCSP project has been subject to both to a limited degree. However, project staff in all four fire and rescue services have and continue to work tirelessly to ensure the grant funding for the NFCSP does improve resilience and efficiency. Indeed, some of the benefits stated in our original business case are already being realised.
- 6.2 For Dorset and Wiltshire, the benefits of the wider partnership approach, and the level of confidence in the system being supplied to the partnership, has facilitated and supported the collaborative work being undertaken towards establishing the Joint Command and Control Centre at Potterne.

DARRAN GUNTER

Chief Fire Officer

2 February 2015