



**SCOTTISH**  
**FIRE AND RESCUE SERVICE**

Working together for a safer Scotland

<b>Report to:</b>	<b>SCOTTISH FIRE AND RESCUE BOARD</b>
<b>Report Number:</b>	<b>B/FCS/16-14</b>
<b>Date:</b>	<b>26 JUNE 2014</b>
<b>Report By:</b>	<b>CHIEF OFFICER ALASDAIR HAY</b>

<b>Subject:</b>	<b>COMMODITY STRATEGY- REPLACEMENT COMMAND AND CONTROL PLATFORM</b>
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## **1 PURPOSE**

1.1 The purpose of the report is to seek approval from the Board of the proposed Commodity Strategy for a replacement Command and Control Platform.

## **2 RECOMMENDATION**

2.1 The Board is asked to approve the following recommendation:

a) That the proposed Commodity Strategy, as detailed in paragraph 6, is approved.

## **3 BACKGROUND**

3.1 Within the Standing orders for the Regulation of Contracts, paragraph 4.2 indicates that the Board should approve the procurement process for key strategic goods/services/works prior to the placement of any Contract Notice. The Procurement of a Command and Control Platform, including Integrated Computerised Communications System (ICCS), is deemed to be a key strategic service due to the business critical nature of the service.

3.2 The Command and Control System is fundamental in supporting the mission critical operations of SFRS and a vital element in the structure and organisation of the Fire & Rescue Service. The Fire (Scotland) Act 2005 provides priorities and objectives for every function within SFRS, one of which is to ensure that communities can access fire and rescue services through a robust and resilient command, control and communications provision.

- 3.3 The Command and Control Platform logs emergency calls; reviews resource availability, using Global Positioning System (GPS) and gazetteer information, alongside the requirements of the particular incident; and proposes the necessary resource to attend. Interfacing with other information sources such as the Management Information System (MIS) or the Geographical Information system (GIS), it shares mission critical primacy with its partner system the Integrated Computerised Communications System (ICCS).
- 3.4 This system will replace the mixed portfolio of systems currently in use across the 8 legacy Fire & Rescue Service areas within Scotland, and will support the agreed 3 Control Room Structure.

#### **4 COMMODITY STRATEGY APPROACH**

- 4.1 SFRS has adopted a common and consistent approach to the procurement of goods, services and works across the organisation in support of our commitment the Public Procurement Reform Programme.
- 4.2 One of the main features of this approach is the use of the Commodity Strategy in the Procurement of goods, services and works, for all procurements in excess of £50,000 (goods and services) and £100,000 (works).
- 4.3 A Commodity Strategy is a procurement plan which is developed by a cross functional team (User Intelligence Group or UIG), including trade unions where appropriate, to optimise the benefits that can be achieved through the co-ordination of procurement activity.
- 4.4 A standard approach to Commodity Strategy design and implementation has been developed taking account of the requirements of “The Procurement Journey” as developed by the Scottish Procurement and Commercial Directorate, which are intended to ensure that a comprehensive, consistent and robust approach is adopted, in order that the anticipated project benefits, savings and efficiencies are delivered.

#### **5 CURRENT CONTRACTUAL POSITION**

- 5.1 Each of the former services had its own contract for its command and control system, with three separate suppliers & eight separate systems utilised across Scotland, providing various levels of contract provision and service/maintenance.
- 5.2 The current systems are at varying stages of their lifecycles with many, including the largest current system in Johnstone, approaching end of life.

- 5.3 Current contract arrangements, covering service and maintenance, are being progressed on a year-by-year basis until the changeover to a single provision of service.
- 5.4 A single replacement system is required in order to facilitate interoperability which will ensure the most appropriate resources can be mobilised across Scotland, improving the safety of communities and firefighters.

## **6 COMMODITY STRATEGY FOR THE COMMAND AND CONTROL SYSTEM**

- 6.1 The scope of the Commodity Strategy covers the provision, installation, testing and end to end delivery of a Command and Control platform and ICCS including servicing and maintenance as appropriate.
- 6.2 The proposed procurement approach will offer potential for collaboration with other Fire & Rescue Services.
- 6.3 Implementation of this strategy is intended to address the following objectives:
- Provision of a single Command and Control system for the Scottish Fire and Rescue service that will:
    - i. improve operational efficiency;
    - ii. provide a common operating platform fit for purpose for the next 15 years;
    - iii. significantly improve operational resilience levels between the agreed 3 Control Rooms and;
    - iv. deliver a significant net reduction in the running cost of Command and Control Systems.
- 6.4 In striving to achieve these objectives, the strategy will also seek to consider impacts upon:
- The need for parallel running of Command & Control Systems,
  - Decommissioning of legacy systems,
  - The need for appropriate time to be allocated to the Project Implementation phase,
  - The need for flexibility to be retained in order to address certain, specific needs of the Scottish Fire and Rescue Service.
- 6.5 SFRS will tender and develop a Contract for the provision of a Command and Control Platform and ICCS System for an initial contract period of 10 years with the option to extend for further period of 5 years.
- 6.6 The Commodity Strategy identifies the Restricted Procurement procedure as the most appropriate model for this Procurement.

## **7 PROCUREMENT RISKS**

- 7.1 Procurement risks are outlined in Appendix A, along with implications and mitigating actions.

## **8 EMPLOYEE IMPLICATION**

- 8.1 The tender process will result in SFRS providing a standard approach to Command and Control in order to maximise fire-fighter safety.
- 8.2 The staffing implications of the future operating model for Control were considered by the Board in arriving at its decision to move towards 3 Command and Control centres. There is no impact on the agreed operating model as result of this commodity strategy.

## **9 FINANCIAL IMPLICATIONS**

- 9.1 Capital budget provision has been agreed for the Command and Control Replacement Project. The total anticipated capital cost of £6,200,000 will be funded from the 2014-2017 capital plan.
- 9.2 The current operating cost of the legacy command and control systems is c.£1million per annum.

## **10 EQUALITY IMPACT ASSESSMENT AND CONSULTATION ARRANGEMENTS**

- 10.1 The development of the Commodity Strategy has been undertaken in accordance with the principles outlined in the Single Equality Scheme.
- 10.2 A full Equality Impact Assessment will be carried out as part of this project.

**ALASDAIR HAY**  
**Chief Officer**  
**26 June 2014**

**Risk Analysis**

Risk ID	Description of Risk	Probability / Impact Result	Implications to SFRS	Mitigating Actions
1	Lack of support for the Procurement process (financial and resource) from SFRS.	Medium	Unable to progress Procurement process in compliance with relevant Procurement Legislation.  Unable to complete the Procurement process in line with operational requirements and project plan.	Dedicated, qualified Procurement resource allocated to this project.
2	Lack of experienced technical resource allocated.	Medium	Unable to achieve technically compliant command and control system without the relevant expertise.	Dedicated, experienced Technical resource allocated to this project.
3	Lack of understanding of Procurement requirements in the market.	Medium/Low	Lack of sufficient competition.  Lack of relevant bids.	Pre-Procurement Market Engagement.  Ensure Contract is structured appropriately to assist in receiving relevant bids.
4	Market unable to deliver technical requirements.	Medium	Lack of sufficient competition.  Lack of relevant bids.	Pre-Procurement Market Engagement.  Ensure Specification is structured appropriately to assist in receiving relevant bids.
5	SFRS being unable to meet market offer due to financial restrictions.	Medium	Unable to achieve a single command and control system.	Development of commodity strategy and market engagement to understand costs in market place

**Risk Analysis**

Risk ID	Description of Risk	Probability / Impact Result	Implications to SFRS	Mitigating Actions
6	Lack of standardised approach across SFRS.	Medium	Loss of Programme scope to achieve a single command and Control System in Scotland.	<p>Dedicated and experienced technical resource allocated to this project.</p> <p>Awareness, buy-in, collaborative working, relationship building across, and specifications fully considered and agreed by all UIG members.</p>
7	Timescales not met.	High	Loss of operational capability and business critical requirements if timelines not met.	<p>Buy-in required from stakeholders.</p> <p>Importance stressed of project plan.</p> <p>Work with current suppliers to ensure on-going maintenance where necessary.</p> <p>Ensure parallel running of Command and Controls systems.</p> <p>Ensure decommissioning of existing systems is planned and appropriate to the project timescales.</p>

**Risk Analysis**

Risk ID	Description of Risk	Probability / Impact Result	Implications to SFRS	Mitigating Actions
8	Economic environment (failure of successful contractor)	Medium/High	Loss of business critical requirement which could result in major business critical issues across Scotland.	<p>Ensure effective Contract Management procedures are in place to manage contract effectively.</p> <p>Ensure good communication with successful contractor and encourage good working practices.</p>
9	Change in SFRS requirements.	Medium	Variations to contract.	Ensure sufficient clauses are included within tender and contract documents to allow for potential changes.
10	Business continuity	Medium/High	Loss of business critical requirements which could result in business critical issues across Scotland.	<p>Ensure effective Contract Management procedures are in place to manage contract effectively.</p> <p>Ensure good communication with successful contractor.</p> <p>Include information relating to business continuity and key performance indicators as part of ITT.</p>