



Northamptonshire Fire and Rescue Service

Asset Strategy 2017- 2020



1 PURPOSE

The purpose of the strategy is to provide a framework for the management of our property, fleet, equipment and ICT assets moving into the next decade. It recognises that we are in an elongated period of austerity; one where we have already had to make significant budgetary reductions and are still required to do so. It recognises that the role is changing and that to meet

The strategy aims to play its part in delivering the Chief Fire Officer's (CFO's) vision and deliver an asset strategy that provides value for money, is effective, is efficient, recognises new technologies and enables the Service to carry out its statutory responsibilities as effectively as is practicable.

2 PROPERTY

2.1 Our estate

NFRS delivers its statutory functions and other services from 26 sites across the county, 22 of which are fire stations; these are either owned or leased by Northamptonshire County Council (NCC) and more recently through collaboration, from Wootton Hall Park, now referred to as Northamptonshire Police and Fire Rescue Headquarters.

The sites and buildings vary in size according to a number of factors, for example location i.e. urban/rural, range of functions provided, number of vehicles, duty systems in operation, other accommodation requirements. All sites include basic provision for maintenance of operational competency training, e.g. drill towers, drill yards etc., with several sites having additional specialist facilities.

Comparison of Northamptonshire Fire Rescue Authority against the other 12 fire authorities of similar size and scale (family group 2), shows that Northamptonshire with 22 fire stations has less than the group average of 24. The population per fire station ground coverage (32K) closely compares to the group average of 33K. The area covered by fire station of 10,745 hectares is similarly close to the group average of 10,733.

2.2 Response sites

The requirement for and location of Fire and Rescue Service (FRS) emergency response facilities, is driven by the community risk profile, the requirements for implementing safe systems of work and the operational standards of response adopted by the Fire Authority. Until 2004, the FRS as a whole operated to national standards of response. These were withdrawn by central government whereupon a requirement was placed upon the Fire Authority to undertake integrated risk management planning, to take account of local risks and to locally determine the standards of response. Northamptonshire Fire Authority adopted the current standards of operational response in 2007/8.

Over the many years since these buildings were brought into use, the nature and pattern of community risk and the nature and range of services provided by fire and rescue has changed significantly. The old national standards of response were predicated on protecting commercial and industrial infrastructure, whereas in fact national and local statistics have long since evidenced that whilst socio-economic impacts of an industrial incident are important, injuries and deaths occur primarily in residential fires and of course increasingly in Road Traffic Collisions (RTCs). Alongside this, since 2004, the FRS has had additional statutory responsibilities for providing prevention and rescue services.

The operational response strategy is the means by which operational response is shaped to best meet the standards of response in mitigating community risk whilst remaining within the financial operating envelope. The current response strategy is predicated on maintaining the current geographical distribution of resources across the county, in line with community risk and political will, but is focused upon a more flexible response capability, employing a wider range of vehicle types, innovative technology and more efficient duty systems.

This revised operating model impacts on the estates and facilities required. For example, the changing pattern of community risk and the nature of the services provided are producing a requirement for additional covered vehicle parking at some rural locations. This requirement is currently being scoped in line with the refresh of the fleet replacement strategy. Once complete an options paper will be presented to the service leadership team prior to any application for funding to the capital investment board. This work will also explore any relocation opportunities that could release premium value land to offset any new build cost.

Being a largely rural county, 14 out of the 22 fire stations are wholly staffed by Retained Duty System (RDS) firefighters. These fire stations are necessarily located within the communities they primarily serve as the firefighters are required to respond from home or workplace as and when required, within a limited time.

The remaining eight fire stations are located within the larger towns in the county. These are primarily staffed by whole time firefighters operating to one of two duty systems and five of these also operate a RDS section. The age and design of these buildings varies greatly and whilst for the most part they provide suitable operational bases for a 24-hour emergency response service, the opportunity for wider community use, as is the current trend nationally, is limited by design and operational imperatives.

2.3 Training sites

Firefighting and rescue have become far more technical in the last five years, both in terms of tactical considerations and in the nature and range of equipment used.

This has generated requirements for additional training and development facilities. Two prime examples of this are the fire behaviour and Cobra training complex, developed on the leased site at Chelveston.

The facility at Chelveston offers highly technical and specialised training and has been developed using central government capital grant funding. As part of the Service's commercial strategy, it is intended that this facility will be a source of income generation. Due to planning and licencing restrictions, a suitable location in the county was challenging to achieve but since its introduction, the facility at Chelveston has provided efficiency benefits through removing the requirement to access out of county facilities as well as providing the additional specialist facilities already mentioned. With five years remaining on the current lease, discussions are being initiated with the site owners to prepare a longer-term leasehold agreement.

The second is the Command Development Centre (CDC) at Daventry, recognised as one of the best facilities of its kind in the country, offering state of the art simulation and immersive scenario facilities for operational to strategic command. This facility won a BT innovation award and is designated as a European centre of excellence, deliberately

positioned with the new fire control facility to allow for the creation of a second major incident operations centre for the county.

2.4 Administrative sites

Three county council owned buildings provide accommodation for office-based staff, vehicle workshops, stores and suppliers and ICT data centres. These are based at Moulton Logistics Centre (MLC) and Walker House (WH) in Moulton Park, Northampton and at the shared premise with the fire station at Headlands in Kettering. These provide a base for support services and for other frontline services e.g. prevention, fire protection, road safety etc. as well as providing a response base for service managers who also have an operational remit. In addition, some staff work from the limited office accommodation within the whole time fire stations.

2.5 Maintenance

As part of NCC estate, maintenance of the fabric of the buildings is undertaken by the Local Government Shared Services (LGSS) property services function, service property budgets having been centralised into NCC several years ago; the only exception to this is the site at Chelveston. Essential internal maintenance decoration and repairs is managed within the Service. In recent years however, the Service has also contributed significantly to the maintenance and development of the properties occupied, through the use of the now defunct central government capital distribution grant.

2.6 Property Strategic Objectives

- To work with partner agencies to seek out joint initiatives, opportunities for collaborative funding and best utilise any under used premises
- To reduce the operating cost of the estate, and review the use of buildings on an individual basis as we advance the response strategy, review our standards of response and implement the Target Operating Model to assist in the delivery of the CFO's vision of saving lives, reducing risk and contributing to the health and wellbeing of communities in Northamptonshire
- To enhance the opportunities for communities to access its local FRS, providing suitable facilities in our own or collaborative buildings
- To maximise the use of space within buildings by enabling better, modern, agile ways of working
- To ensure buildings meet all health and safety requirements and other legislative standards

Strategic Objective 1

To work with partner agencies to seek out joint initiatives, collaborative funding and best utilise any under used premises.

Scoping work has already been undertaken on the potential for co-locating the police transport, travel and stores functions with the fire rescue service's fleet, engineering and stores functions. The work produced a number of options, each requiring capital funding of circa £5 million. As there are other existing examples of this across the country, it is considered unlikely that this would attract central government grant funding but the options remain available to the interoperability board should a funding stream be identified.

In addition to collaboration with the police, East Midlands Ambulance Service (EMAS) recently published a revised estates strategy. Within this there is a clear commitment to seeking to collocate with other blue-light services in support of a flexible response model. NFRS are already operating medical emergency response services from 17 sites across the county in the form of co-responding, the Emergency First Response pilot operating from 4 locations and the co-location of an ambulance at Rushden fire station.

There are opportunities to explore the concept of tri-service hubs where a common desire and viable business case exists.

This collaboration has also extended to fire stations wherein police and fire now share the fire station premises at Thrapston and there are active projects to provide shared facilities at both Mereway and Rushden fire stations.

In addition to this feasibility studies have also been undertaken to enable the co-location and integration of fleet services, stores and supplies and engagement has also taken place with EMAS leading to their sharing Rushden fire station as an emergency response base.

Further to this notable collaboration work already undertaken or in progress with Northamptonshire police, Central government has recently undertaken consultation on a proposal to enable the governance of the FRS to move from the Fire Authority to the Office of the Police and Crime Commissioner (OPCC). Aligned to this, fire policy has just been moved from the Department for Communities and Local Government (DCLG) to the Home Office. Changes to legislation are in progress that will place a statutory duty on blue light services to collaborate. This clearly signals central government expectations and the shared use of estates in Northamptonshire is cited as an positive example in the government response to the collaboration.

On a local level, the OPCC has recently undertaken a public consultation on its draft estates strategy. The strategy is largely focused around the intention to move off the Wootton Hall Park site. This will inevitably drive further discussions on the sharing of estates however, efficiencies and operational benefits could be achieved through implementing a strategy for a shared response base in each of the major county towns in addition to those opportunities in the rural communities. Further dialogue needs to take place within the police/fire interoperability governance structure to scope and develop the mandate. This exploratory work needs to take account of the leading examples of community service hubs implemented in other parts of the country. This approach would provide opportunities for wider collaboration and integration in the provision of community services.

We will:

- Continue to explore the concept of co-location, where two or more agencies or groups, come together in an operating scenario to deliver services in a sustainable/cost effective manner to a community with our blue light partners
- We will be represented at the interoperability forums to ensure we secure the best outcomes for our Service

Strategic Objective 2

To reduce the operating cost of the estate, and review the use and location of buildings on an individual basis as we develop our response strategy and implement the Target Operating Model to assist in the delivery of the CFO's vision of saving

lives, reducing risk and contributing to the health and wellbeing of communities in Northamptonshire.

The changing profile of rural communities has both nationally and locally, impacted on the availability of retained duty system crewed appliances. Alongside the general reduction in the number of fires occurring due to the success of fire prevention and education work, this has raised challenges for maintaining motivation and competence of RDS staff. These factors have contributed to the need for a more flexible response model in rural communities, more accurately matching risk and response and growth in the provision of co-responding to life threatening medical emergencies.

Continue to review the location of the fire station at Kettering. The need to relocate is driven by number of factors:

- It is currently sited in a busy residential cul-de-sac, adjacent to a large comprehensive school and with no direct access to the surrounding major road infrastructure which has a direct impact on our standard of response within that area
- The need to meet the additional risk and demand which will be generated by the Kettering East expansion

Risk modelling identifies an ideal location would be within the vicinity of the A14, somewhere between junctions 8 to 10. Some capital funding has been captured within the Kettering East section 106 agreement but significant further capital would be required as outlined within the existing capital bid proposal sitting in the NCC pool of initiatives requiring capital.

There are potential (but limited) opportunities for combining two RDS stations into one suitably sited location. This could provide operational gains alongside capital and limited revenue savings, but any such proposal must be driven by community risk and supported by political will.

- We will have identified a suitable location for the station at Kettering
- We will continuously work with regard to the Integrated Risk Management Plan (IRMP) and review our estate profile but any such proposal must be driven by community risk and supported by political will
- Link to fleet strategy
- We will continue to seek developer contributions to provide improvements to our property assets

Strategic Objective 3

To enhance the opportunities for communities to access its local FRS, providing suitable facilities in our own or collaborative buildings.

NFRS recognises that we need to improve access to the FRS to ensure we are better placed to drive down incidents and protect people from harm. One example of this is the fire station at Brackley; the new building now provides adequate facilities for fire and rescue plus medical emergency response (by trained firefighters). The new building also provides access for community use, a model that is difficult to replicate in many of the current buildings in use. Fire and rescue occupied buildings in some areas are already providing wider community benefits through shared use. Further opportunities should be explored but funding models and agreements need to be developed to provide sustainable solutions.

- We will look for further opportunities to improve access for members of the local community to our existing estate
- We will continue to work with partner agencies to explore and develop the concept of the community hub which can be described as ‘a body of people or services that are accessible to all groups in the community that they serve, it will provide a range of high quality services, appropriate to that local community, that are flexible, in order to meet changing needs and demand.’

Strategic Objective 4

To maximise the use of space within buildings by enabling better, modern, agile ways of working.

The NCC Angel Street project is heralding new ways of working for a large number of NCC staff, amongst other things, enabling more mobile working and moving to a hot-desking model. We are also employing these principles where appropriate and is already supporting the model across the council by providing access to fire stations in rural locations for welfare purposes for mobile NCC/LGSS staff. All NFRS buildings now offer guest Wi-Fi and support mobile working for staff.

- We will support the implementation of Next Generation Working (NGW) by working with ICT and departments to identify and improve workable space within our estate
- We will continue to seek opportunities within our existing estate to maximise the possibilities for agile working and business continuity

Strategic Objective 5

Work with our landlords to ensure buildings meet all health and safety requirements and other legislative standards.

It is essential that we provide an estate that is fit for purpose and of a standard that protects our people and our assets to ensure we are able to deliver our service activities free from hazard and harm. Our estate is owned by the people of Northamptonshire although the buildings are managed and maintained by the local authority. We will meet this strategic objective by the following activity:

- We will ensure that regular property health and safety audits are conducted in order to identify any standards which may pose a risk
- We will ensure that all risks to staff and visitors are systematically assessed and checked
- We will ensure that all activity relating to buildings, land, plant and equipment are undertaken in accordance with the relevant policy, procedure or safe systems of work
- We will ensure that contractors are briefed on Health and Safety requirements and contractual obligations formally notified
- We will ensure that Governance arrangements are in place for monitoring compliance against key areas of legislation and regulations; this is achieved through production of annual reports to the Head of Facilities Management

3 FLEET AND EQUIPMENT

Through the fleet and equipment strategic objectives we will continue to provide an efficient, reliable, resilient and fit for purpose vehicle and equipment solution for the whole service that makes the most of new technologies, meets the needs of daily fire service requirements and supports our vision of making Northamptonshire safer.

Our fleet strategy incorporates a defined replacement and end of life programme for vehicles and equipment which takes into consideration age, maintenance costs, statutory regulations, environmental needs and the identified needs of the community included within IRMPs. This allows us to make efficient use of capital funds to deliver savings and an improved service to our end users and public stakeholders. In addition to this our fleet strategy allows us to forward plan our resources and maintain our corporate image.

To enable this strategy we will seize the opportunity to collaborate with partners in order to provide value for money and reduce costs but only where we can maintain a modern, efficient, user focused operationally and legally compliant fleet which will fully support our requirements.

The implementation of this strategy through its lifespan will be influenced by various and changing key drivers. As an emergency service we pride ourselves on protecting the community and our fleet and equipment assets form an essential part of our response capability which enable us to do this. The current financial climate in the country has a significant bearing, particularly in the public sector where there is renewed drive to ensure that all procurements are justified and provide best value for money. The expectation is that budgets will be limited and may even reduce and assets will be expected to operate for extended life cycles.

To inform our strategy we will need to influence the supply chain, collaborate with others to drive down costs and, where possible, sector related policy in order to influence creativity and innovation in vehicle and equipment design. We will achieve this through our involvement in national transport and fleet forums and through the development of new and challenging tender specifications. The environmental agenda is also expected to play a key role in the direction of vehicle and equipment technology. Natural resources are scarce; therefore NFRS will seek to explore opportunities to use sustainable and renewable energy and recycled materials. We will explore opportunities to use fleet and equipment which are more energy efficient, to reduce our fuel consumption and reduce our carbon footprint.

The challenges will be to sustain a flexible and responsive fleet and associated equipment that meets the needs of the response strategy, the needs of the organisation and the communities we serve.

3.1 Fleet and Equipment Strategic Objectives

- To maintain an efficient and effective vehicle fleet, to ensure vehicles and equipment are replaced by following optimum replacement programme
- To work with partners and suppliers to provide cost effective vehicles, appliances and associated equipment that meet all service related Health and Safety requirements, are maintained legally compliant and meet the needs of the service in line with the IRMP
- To work with emergency service partner agencies to seek out joint initiatives, opportunities for collaboration and integrate our supporting functions to ensure effectiveness and provide value for money
- Work with our fire service and emergency service partners to seek opportunities to reduce the operating cost of our fleet and equipment, and review its use in line with our response strategy and service operating model to assist in the delivery of the CFO's vision of saving lives, reducing risk and contributing to the health and wellbeing of communities in Northamptonshire
- To identify sustainable funding streams and purchasing/leasing initiatives to ensure a timely replacement programme for Service vehicles and equipment and ensure we keep up to date with modern technologies, providing suitable facilities in our own or collaborative buildings
- To maximise the use of space within buildings by enabling better, modern, agile ways of working
- To ensure buildings meet all health and safety requirements and other legislatives

Strategic Objective 1

To maintain an efficient and effective vehicle fleet, to ensure vehicles and equipment are replaced by following optimum replacement programme.

The service ensures there is a rigorous maintenance plan in place to meet best practise, manufacturer recommendations and statutory legislation. Vehicle and equipment replacements support the needs of the service and follow processes that ensure effective procurement of the vehicle fleet and equipment is achieved. The key for ensuring this is a strategic objective is done by:

- Following a Vehicle and Equipment replacement programme covering 20 years
- Having procedures that identify risks linking into the services IRMP
- Considering Environmental issues and our carbon footprint
- Technological advances
- Procedures for operating and maintaining vehicle and equipment that link into best practise industry standards throughout its operational life cycle
- Stakeholder involvement
- Effective use of capital and revenue budget
- Maintenance costs and whole life costs
- Health and Safety and other statutory regulations

Strategic Objective 2

To work with partners and suppliers to provide cost effective appliances and associated equipment that meet all service related Health and Safety requirements and meet the needs of the service in line with the IRMP.

We are constantly reviewing our fleet and equipment profile in line with modern technologies, a changing risk profile and our response strategy. Any change to current compliment requires a thorough risk assessment and needs to meet the needs of the Service and ultimately the safety of the end user. There are many benefits in doing this with others and we will always seek to identify any ways we can work together in order to provide value for money and we also operate in a minefield of legislation and regulation that governs the legal use of commercial vehicles and equipment. These laws and regulations exist for good reason and it is essential that we meet them.

The requirement for the vehicle and asset acquisition will be driven by the industry best practice and our response strategy. The procurement of all assets will conform to financial regulations, guidelines and NCC related policies and procedures.

NFRS will consider whole life cycle costs from the design concept, through to disposal in the future evaluation of appliances and equipment. Evaluations will consider new and emerging technology, technical compliance, operational suitability, unit cost, warranty terms, maintenance implications, optional buy back, funding, and the provision of ongoing critical spares.

- We will ensure that all proposed technologies will be thoroughly trialled and evaluated

Strategic Objective 3

To work with emergency service partner agencies to seek out joint initiatives, opportunities for collaboration and to integrate our supporting functions to ensure effectiveness and provide value for money.

Through our interoperability programme with Northamptonshire Police we have already identified and seized upon areas where we can work better, smarter and efficiently together. We have integrated our stores team, have developed a joint fleet IT system and are looking to share buildings. There are many other collaboration opportunities within areas of commonality that we have not as yet embarked upon but make sense for us to do.

To support this strategic objective we will:

- Identify all areas of commonality and where any benefits of collaborative work can be achieved present a business case to the interoperability boards
- Work with our emergency service partners to facilitate a collaborative workshops structure
- Align our fleet administration operations and associated systems to enable cross sector working

Strategic Objective 4

Work with our fire and other emergency service partners to seek opportunities to reduce the operating cost of our fleet and equipment, and review its use in line with our response strategy and service operating model to assist in the delivery of the CFO's vision of saving lives, reducing risk and contributing to the health and wellbeing of communities in Northamptonshire.

We know that there is merit in the service pursuing partnerships with other fire and rescue services and other emergency service partners to explore opportunities for collaborative purchase with a view to better buying power and improve the value for money and affordability of fleet and equipment assets.

To achieve this strategic objective we will:

- Carry out a full scale special appliance review to maximise fleet resources and look at opportunities of sharing assets with neighbouring fire services
- Look at the options of partnership with other FRSs to secure benefits from collaboration and standardisation

Strategic Objective 5

To identify sustainable funding streams and purchasing/leasing initiatives to ensure a timely replacement programme for service vehicles and equipment and ensure we keep up to date with modern technologies.

IRMP – fleet funding

- Continue to explore the opportunity of new fleet service delivery models to deliver better value for money and to improve efficiency
- Continue to seek ways to ensure that capital investment in the fleet is maintained at levels that ensure that the fleet does not degrade over time

4 INFORMATION COMMUNICATION AND TECHNOLOGY

Through the following strategic objectives, NFRS will maximise the use of modern technology to assist us in being able to work safer, simpler and smarter and improve the way we engage with our community, staff and partners.

We will ensure that our systems and technologies provide value for money, are fit for purpose, are safe and secure and support the CFO's vision of a Safer Northamptonshire.

4.1 ICT Strategic Objectives

- To work with emergency service partner agencies to seek out joint initiatives, opportunities for collaboration and integrate our supporting functions to ensure effectiveness and provide value for money
- Develop our ICT infrastructure to improve our data sharing and collaborative opportunities with partners
- Ensure our ICT services remain safe, secure and fit for purpose through planned and incremental replacement and upgrades without disruption to service delivery
- Introduce and develop electronic ways of working to improve our capacity and capability in delivering prevention and protection activities
- Increase the opportunity of remote and mobile working by the continued roll out of mobile technologies and Virtual Private Network (VPN) connections

Strategic Objective 1

To work with emergency service partner agencies to seek out joint initiatives, opportunities for collaboration and integrate our ICT structures to ensure effectiveness and provide value for money.

ICT have been key to a number of initiatives already in progress, including the relocation of police personnel to various fire service properties ensuring network availability and mutual security. IT personnel are represented on working groups and project boards for the potential co-locating of the police transport, travel and stores functions with the fire rescue service's fleet, engineering and stores functions. Other changes have included the establishment of senior officers at Wootton Hall, shared premises at Thrapston, Mereway and Rushden stations all of which required network design and restructuring.

In addition to the more immediate collaboration with the police, fire service ICT are participating within the National ESMCP project for which new ESN standards are being applied that will enable full integration by NFRS with all blue light services, Local Government and other partner organisations.

The FRS run small support teams very often with single points of failure. Opportunities will be sought to increase capacity in support of key functions. The FRS maintain and fund a number of common non fire service specific products in the IT area, such as Microsoft licencing, Cisco network, virus control and reporting tools. Within the strategy opportunities will be sought to combine contracts and obtain discounts due to higher volumes. This will open up options to assign and employ more specialist personal who will provide in-depth knowledge for the benefit of the Service.

Our collaboration activities will include:

- To actively work towards partnership working agreements and to have the infrastructure and network certification that will allow data sharing facilities; these activities will be undertaken using project management procedures and will be designed as risk based activities with clearly defined benefits to fire and rescue and the partnership organisation
- To put in place user maintenance systems that will be compliant to Government security standards including password managed individual log-on and/or other dual authentication security functionality that will ensure that fire and rescue is a trusted partner for data sharing and network access
- It is the intention of fire and rescue to convert from being an .ORG IP structure to become a .GOV organisation for web and email addressing; this will bring NFRS in line with other blue light services and overcome restrictions imposed by security standards that are applied by some Government organisations
- Following on from shared premises at Wootton Hall, Thrapston, Mereway and Rushden it is intended to develop a fire and rescue presence at the police Northern Hub Building, that will become part of the part of the fire and rescue service VPN cloud

Strategic Objective 2

Develop our ICT infrastructure to improve our data sharing and collaborative opportunities with partners.

The FRS have a VPN that links to all NFRS locations, this ensures that fire and rescue service data is secure and managed. The objective remains to ensure best value for money

while at the same time ensuring that capacity is maintained to meet the needs of the service. Various contracts are in place to support these objectives and contract review is an essential part of the strategy to challenge suppliers and review partnership objectives. By reviewing networks costs, capacity and functionality with partner organisations NFRS would look to both reduce cost and increase capacity. The increasing complexity of networks and additional demands of data security will require the deployment of integrated management tools and possibly 24/7 managed services.

These will require dedicated specialist personnel which currently FRS are not able to fully provide. Network support will require constant review as tools are developed to meet the increasing and changing threats levels posed and with that implement the technologies required to counter these threats. Fire and rescue recognise that partner working must be based upon having in place trusted network infrastructures and supported by procedures that are both robust and effective.

The FRS currently run two, small centres based upon W2012 R2 virtualised clusters. These hold relative small volumes of data, but still require the overheads of data security, environmental resilience, performance and functionality regardless of the volumes involved. With austerity pressures recognised as an on-going issue we need to reduce our cost/data volumes ratio, while at the same time managing technology change and increased capacity requirements. It is recognised within the strategy that the period up to 2020 will continue the trend from desk based on-premise data processing to mobile devices working in the Cloud. With data access becoming more complex, moving from single source database records to analytical data processing gathering together multiple data sources. This will challenge the role of ICT as hardware continues to become less problematic but the ability to deliver integrated data solutions, will call upon new skills sets from within the ICT department.

ICT will continue to participate in user forums and appropriate partnership working as a means of seeking out best practice. It is the intention of the service to ensure that we are classed as excellent users of any software applications that we use, with the stated intention to obtain the maximum benefit possible from the software; by being aware of and adopting best practice from peer organisations. To achieve these aims fire and rescue employ ICT project officers with the specific role to implement best practice solutions into fire and rescue. Currently the focus is on Fire Control systems, Human Resource and Rota Systems, Data Management and Asset Management Systems, in addition to daily support functions. Via partnership working and collaboration, fire and rescue will look to strengthen ability in these areas by providing additional resource, by not 're-inventing the wheel' and finding resource time for successful completion and not leaving 'loose ends'.

Our ICT Infrastructure activities will include:

- To implement hardware lockdown procedures whereby all laptops are upgraded to Windows 10 with encryption applied; devices to be locked by network management tools and policies, to control the use of memory sticks and other uncontrolled devices and all memory sticks will be encrypted
- Create improvements to the infrastructure where required, including development of the second data centre at Daventry, the development of the Chelveston training facility, and the shared Northern Hub Building with Northamptonshire Police
- Installation of a second Internet facility creating greater resilience of operation recognising that Internet and email play an increasing key role in supporting mobilisation and that the standards of support for mobilisation are now equally required for key administration and support systems

- To maintain network certificates and password procedures, in keeping with PSN best practise and to further explore the most practical means to deploying these recognising that single sign-on and a properly managed Active Directory environment, provide for a better user experience than maintaining multiple user IDs and passwords
- To implement DHCP fail-over and to run fall-back DR exercises using replicated data at the second cluster at Daventry - the current procedures in place do not meet Government best practise with recovery procedures subject to manual intervention and with a limited capacity to run a full disaster recovery for an extended period of time
- Develop and support the fire and rescue training facilities at both the Daventry CDC and the Chelveston Fire Behaviour Training centre - ICT will provide and support standard IT and network facilities and also provide assistance with the integration of specialist software and equipment; these integration data gathering functions, also apply to other areas including fleet management, health and safety and asset management
- Develop and upgrade the fire and rescue service SAN storage to maintain capacity and functionality that will also utilise better maintenance tools which are available within new technologies being developed - fire and rescue recognise that over the period of this strategic review, data volumes will continue to grow at 20% or more per year and increasingly that data will be required to be available off network via Cloud based functions; the costs of managing this change and maintaining effective systems will be an opportunity for better resourced partnership working solutions
- To review annually the business continuity plan for ICT including both Fire Control mobilising systems and administration systems such as the VoIP telephony systems - this review will require the possible upgrade of the Cisco CUCM as the network support in 2018/19 reaches end of life by an alternative telephony system that combines both landline and mobile telephony, while also recognising the development of Skype for Business (or other IP solutions) as a viable alternative to conventional telephony systems

Strategic Objective 3

Ensure our ICT services remain safe, secure and fit for purpose through planned and incremental replacement and upgrades without disruption to service delivery.

It is the intention and strategic objective of fire and rescue that all ICT equipment will remain fit for purpose, relevant to the needs of the Service and in a supportable state to enable maintenance to PSN/ ESN standards. The equipment deployed and supported must be directly contributing to the improvements and the effectiveness of FRSs operations, whether in mobilising emergency response or in the areas of protection and prevention. This will extend to a programme of desktop hardware refresh, the network environment and also the application software products deployed to support fire and rescue daily business. By implementing a constant programme of refresh the strategic objective of obtaining maximum benefit from the investment made by fire and rescue service, will be fulfilled.

Specific mention must be made to the ESMCP programme and the associated PSN/ESN network standards required, that will increasingly play a part in the workload of ICT in the period of this strategic period. Up to 2020, the Airwave system will need to be maintained via the Firelink accreditation process that currently includes Annex A – network environment, Annex C Intrusion and network boundary protections, and with separate declarations required to our partnership organisations (Warwickshire FRS and Royal Berkshire FRS) via Interconnection Communication Documents (ICDs). This level of activity

will be duplicated for ESN as the standards for ESMCP are developed. It is a strategic objective that fire and rescue do obtain ESMCP accreditation.

Our ICT upgrade activities will include:

- Achievement and maintenance of network certification (PSN/ESN) to the required government standards, the compliance to be supported by fire and rescue policies and procedures that achieve certification in support of ESN/ESMCP - until such time as ESMCP is fully deployed as the sole means of blue light communications, fire and rescue will maintain compliance to the Firelink Airwave systems
- To conduct a continuous review of the requirements for cyber protection and to ensure the maintenance of Firewalls and other security network infrastructures - fire and rescue recognise the cyber threat to the operation of daily business is both real and dynamic requiring constant vigilance as part of a recognised strategic objective and with sufficient and competent personnel to support this function - we will also look at partnership opportunities to increase expertise, ensure procedures are robust and resilient, and are cost effective
- To develop network tools such as Sandbox, Zabbix and Exploit; ensuring that ICT personnel are trained and competent in the use of the software tools deployed within the service and that contracts and licences are maintained in support of this objective with the appropriate third party security system providers
- We will ensure that data held within the FRS corporate systems is secure with the appropriate user permissions; using the Microsoft Active Directory software are the key security authentication, fire and rescue will deploy federated Active Directory with partner organisations while ensuring all fire and rescue computer users have a unique and password maintained log-on
- It is fire and rescue policy to maintain and support the use of secure email and secure large file transfer where required for partnership working; this will require establishing procedures for the use of secure email and creating the correct levels of authentication for those fire and rescue service personnel who require secure credentials specifically for encrypted communication
- To annually run an IT health check and penetration test that will confirm the fire and rescue systems are being correctly maintained and that any daily business activities or project based enhancement have not compromised the security of the fire and rescue network; any required measures recognised will be implemented to ensure that compliance is maintained to the required security specifications in force at that time
- It is the intention of fire and rescue to develop and implement the use of secure printers that will ensure all personnel are following procedures for confidentiality relating to hard-copy documents (there are further objectives within the strategy to reduce printing at part of strategic objective 5)
- To review and develop resilience within the network infrastructure, including use of a second Airbus Gateway and designing auto fail-over from 100Mb Daventry to Leamington Spa circuit to the NFRS MPLS network (which has a link into the Leamington Spa Control Room) - this activity will also support the potential use of a single control room and/or further integration with Northamptonshire Police at the 999 call centre level; all of these activities and the areas outlined above will be designed and implemented under change control procedures with the express purposes of maintaining daily business and recognising any potential risk associated with the change

Introduce and develop electronic ways of working to improve our capacity and capability in delivering response, prevention and protection activities.

NFRS will continue to develop and invest in response systems that integrate data sources with improved technology with the strategic objective to provide greater resilience and reduce the potential for error or delayed response. Our prevention and protection activities will be reviewed to consider greater data integration within FRS and also to open opportunities for partnership working. By opening systems to additional knowledge and expertise, we expect our data assets to become more valuable and of greater benefit for public protection within Northamptonshire.

By deploying modern technology, we will generate improvement that will generate improved capacity and capability; in areas such as mobile working, incident ground data management, social networking and data analytical tools. The objective of these changes will be to derive greater benefits via efficiencies and effectiveness. With partnership working foremost in this development, benefits will be in new ways of working, by building more depth in the available supporting resources and the cost effectiveness of running systems.

Our software maintenance programme will include:

- To implement SharePoint 2016 as our Intranet page, linked to this will be the ability to host external portal web pages for partnership working - this system will provide Data Repository, version control and Records Centre functionality; this will require supplier quotations, specification of design requirements and an over-view on how the environment will be integrated with Active Directory authentication and partnership requirements
- To complete the joint working arrangements with Warwickshire FRS with the use of the Capita Vision 4 and with that, enabling the closure of the FRS Moulton secondary Fire Control facility - following the initial installation of Vision, we will use additional software products and procedures to deliver the conception of operations required by the service; these activities will include a review of the Fire Control integrated command and control systems that we expect will require the replacement of the Capita DS3000 to become a virtual W2012R2 environment in preparation for the ESN/ESMCP programme
- To continue to develop and upgrade the Airbus SC Response suite of software programmes in preparation for ESN and improved working via Guided Messaging and TomTom integration - benefits will include providing tablets for fast response vehicles; deploying officer based systems for status messaging and the use of integrated TomTom satellite navigation directly initiated from the mobilising system; on first response appliances the use of guided messages for first impressions and other operational communications will be deployed and also in this area of secondary mobilising systems, we will also review the availability of the Capita Boss Mobile product for officer mobilisation
- To develop systems for Retained and Wholetime availability using the software products best able to provide at the time - these could include the Capita Rappel4 and the Infographic's FireWatch – but no software is excluded from review; the aim of ICT is to achieve best practice; therefore, each system will be subject to review at 3 years – 5 years and 7 years' stages, with recommendations for changes being scrutinised and approved by project boards

- We will review our Asset Management systems and look to implement RFID technology as a means of achieving better functionality and efficiency and with each system, will ensure that appropriate performance monitoring systems and reports are available - we will look to improve and bring back into fire service control the Portable Appliance Testing (PAT), which have declined as an asset process in recent years; we will look to put in place procedures with Anglian Water Authority to better manage the costs of hydrants which is another area where we are not correctly managing our budget or assets costs and we will review our station end equipment used for mobilising and the environments where they are located, to ensure they remain fit for purposes
- We will review our prevention and protection systems – currently Civica CFRMIS and look at those additional areas where fire and rescue do not have robust and integrated systems in place including corporate gazetteer, operational intelligence for the Joint Operations Team (JOT) and systems for vulnerable people required by the prevention team - this may lead us to require a significant investment in time and capital funding into the Microsoft CRM system, which a number of other FRSs are using as their integrated data repository; the period under review by this asset strategy will recognise that particularly in this area, it is now over 10 years since a formal review of best practise has been undertaken

Strategic Objective 5

Increase the opportunity of remote and mobile working by the continued roll out of mobile technologies and VPN connections.

The last few years have seen desktops replaced by laptops for personnel who frequently work at more than one site; laptops replaced by tablets for personnel whose role required desktop functionality outside of the FRS network and that all service issued mobile phones are now smart phones with email/ internet capability. There is an overall aim to improve and enhance the capability of the NFRS software applications by supporting the workforce with mobile working and next generation working processes.

Our mobile technology roll-out will include:

- We will develop wireless at the incident ground, supported by security VPN tunnelling, while ensuring that fire and rescue systems have the capability to work in conjunction with the Joint Command Unit (JCU) and other partner facilities - we will develop our vehicle based systems which currently have a single mobile data terminal which is locked down by Airwave certification to mobilising processes; as part of our asset strategy we will look to utilise the opportunities in the use of tablets and development of software in the areas of inspections and other community activities - this will require investment in both software and hardware with the stated benefits being data entry at source, avoiding dual data entry and queries, resulting in overall faster completion of the required process
- We will ensure that our desktop software remains current by upgrading to Microsoft Office 2016 and we will follow this up by investigating the use of Office 365; if implemented this will indicate a move away from on premise data process and the use of Cloud computing within the fire and rescue service - we will actively promote the use of Skype for Business and the use of instant messaging and video conferencing
- An on-going review programme to confirm how best to apply new technology including wall display boards; integration new software and hardware; conference room booking, other booking functionality such as loan equipment or vehicles, integrated access

control and the use the smart devices for identification and/or log-on to fire service facilities.

- Over the next few years hard copy form will be replaced by implementing electronic forms; this is in support of objectives to reduce printed hard copy and by this process to create greater efficiencies - the initial aim is to replace where applicable, paper versions of the FB forms, standard letters and other documents with electronics forms with appropriate workflow and security and this will generate business process management or workflow process and will need to be assessed in conjunction with other stated aims for the upgrade to SharePoint 2016 and the potential use of CRM as an alternative to our current protection and prevention systems