



# Buckinghamshire & Milton Keynes Fire Authority

<b>MEETING</b>	Executive Committee
<b>DATE OF MEETING</b>	13 November 2019
<b>OFFICER</b>	Calum Bell, Head of Service Development
<b>LEAD MEMBER</b>	Councillor David Hopkins
<b>SUBJECT OF THE REPORT</b>	<b>Emergency Services Mobile Communications Programme (ESMCP)</b>
<b>EXECUTIVE SUMMARY</b>	<p>This paper provides Members with a further update regarding the national status of the programme and its impact on regional and local transition. The last briefing was provided to Members in July 2019</p> <p>In the last briefing, Members were informed of the latest report issued by the National Audit Office (NAO) into the programme to deliver the Emergency Services Network (ESN). Members will recall that the NAO had reached the conclusion that the management of the ESMCP has led to delays, increased costs and poor value for taxpayers. Projected costs for the delivery of the Programme have increased to £9.3 billion and the original date for the planned switch-off of the current Airwave system had moved from December 2019. December 2022.</p> <p>Since the last paper, the Public Accounts Committee (PAC) have also released their latest view regarding the national programme. Their report underlines the view of the NAO in that delays to the delivery of the programme have continued and costs have escalated. The PAC are of the opinion that the original approach of the Home Office was far too optimistic given the level of risk involved and its governance arrangement have been insufficient to deal with problems that have emerged thus far. It is felt that the Home Office team have not yet developed a delivery plan that is sufficiently robust and they do not have the skills in place to make it work. The full report from the PAC can be seen at Appendix A.</p> <p>The National Fire Chiefs Council (NFCC) has issued a response to the report from the PAC. In this response, the NFCC agree with the findings of the Committee. They state 'that unless the issues highlighted in the report are addressed, there is a distinct risk that the current delivery timeline would mean that ESN will be in an immature state that is unreliable, does not have the confidence of users and</p>

	<p>ultimately puts the lives of the public and emergency responders at risk.'</p> <p>Officers from this Service continue to work closely with our partner fire and rescue services in Thames Valley and with Thames Valley Police, to prepare for the new Emergency Services Network. We continue to be frustrated by the lack of clarity from the Home Office Programme team regarding the deliverables for the Programme. The full statement from the NFCC can be seen at Appendix B.</p> <p>Members will recall from the last briefing that we provided an update regarding the ongoing discussion with Home Office team members about DNSP. We have since written again to the central Programme regarding this issue (see Appendix C) thanking them for their continued engagement with us to produce a potential solution to this issue. Despite this engagement however, we have yet to secure an assurance from them that we would not be disadvantaged by not installing a separate link into the Service, so we have now made a request to do so. This has refreshed the dialogue between the two parties and the Senior User, AC Calum Bell, has been invited to take part in further discussions with the Programme Director.</p>
<b>ACTION</b>	Noting.
<b>RECOMMENDATIONS</b>	That the report be noted.
<b>RISK MANAGEMENT</b>	<p>The national Programme continue to work on the completion of the Full Business Case due to be brought before the Minister in December 2019.</p> <p>The latest report from the Public Accounts Committee has made six recommendations which it is felt should be actioned in order to secure assurances that the programme can be delivered:</p> <ol style="list-style-type: none"> <li>1. The Department should set out, by October 2019 a detailed, achievable, integrated programme plan including a realistic date for turning off Airwave and the cost of any extension of Airwave that may be needed and update the Committee when this plan is ready.</li> <li>2. The Department should write to the Committee by October 2019 setting out the steps that it has taken to: improve senior oversight of the programme; ensure assumptions are subject to appropriate challenge; and to make sure the findings of independent assurance reviews are widely shared and taken seriously.</li> <li>3. The Department should, without delay, agree with users a set of specific and detailed criteria that will</li> </ol>

	<p>be used to determine when ESN is ready to replace Airwave, and who will ultimately decide when those criteria are met.</p> <p>4. Before contracting with a new delivery partner, the Department should analyse the skills and tasks needed to integrate ESN, how any skills gaps will be filled, and how lessons from the failure of the KBR contract will be applied to the new delivery partner contract.</p> <p>5. The Department should write to the Committee by October 2019 setting out how it will manage the risks presented by Motorola’s position and the possible need to extend Airwave until it can be replaced by ESN.</p> <p>6. The Department should ensure it delivers a revised and approved business case, which both the emergency services and the other funders of ESN support, by the end of 2019 at the latest. The business case should include an appraisal of when continuing to spend money on ESN ceases to be value for money and should set out a ‘plan B’ for what would happen if that point was reached.</p> <p>Officers from the Service will continue to monitor developments from the national Programme and report to Members as appropriate.</p>
<p><b>FINANCIAL IMPLICATIONS</b></p>	<p>Regional funding continues to be overseen via the South Central Programme Board and service draw down funding to cover the costs of day-to-day delivery of the project. These costs are monitored by the financial lead for the South Central Programme Board, a role held by a BFRS officer. The region reports on a quarterly basis regarding the ESMCP transition grant funding.</p>
<p><b>LEGAL IMPLICATIONS</b></p>	<p>Buckinghamshire Fire and Rescue Service have already signed up to the principles of the ESN. Officers will continue to monitor the progress of the Programme closely and will provide challenge to the process where it is felt necessary.</p>
<p><b>CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE</b></p>	<p>This Authority remains an active participant of the South Central Transition Delivery arrangements. The governance and delivery models have now been established and Buckinghamshire Fire and Rescue Service officers are involved at each level. The principle has been adopted that information is shared across all five services and where appropriate, joint responses to work requests are submitted.</p> <p>The Head of Service Development is the Vice Chair of the Regional Strategic Board and is also the Fire</p>

	<p>representative on the equivalent Police Board.</p> <p>Funding awards have been pooled centrally, and Buckinghamshire Fire and Rescue Service are now acting as treasurers for the region.</p> <p>An information paper regarding ESMCP was presented by DCFO Steve Foye, of Royal Berkshire Fire and Rescue Service, to the Thames Valley Fire Control Service Joint Committee on 23 September 2019. Members of the Joint Committee subsequently agreed that they would write to Permanent Secretary, Sir Phillip Rutnam setting out their concerns regarding the Programme.</p>
<p><b>HEALTH AND SAFETY</b></p>	<p>There are no health and safety implications perceived at this time. There is constant review of this and any issues that may arise in the future will be referred.</p>
<p><b>EQUALITY AND DIVERSITY</b></p>	<p>There have been no equality and diversity implications identified to date. As the programme progresses, further information, and a confirmed plan become available, then an Integrated Impact Assessment will be completed.</p>
<p><b>USE OF RESOURCES</b></p>	<p>As stated in previous updates to Members, the organisation's Programme Manager is the Project Manager for ESMCP delivery. The Area Commander Service Development is the Senior User for this Authority and is Vice Chair of the South Central Steering Group.</p>
<p><b>PROVENANCE SECTION &amp; BACKGROUND PAPERS</b></p>	<p><b>Background</b></p> <p>ESMCP is the programme, which will provide the next generation of mobile communications for emergency services and will replace the Airwave Tetra network introduced to fire services in 2009.</p> <p>The Programme is considered to be ground breaking and innovative and is designed to improve the integration of emergency services communications by taking advantage of 4G communications developments and by reducing costs to user organisations.</p> <p>The current national Airwave contracts have been extended and are now due to be terminated at the end of December 2022.</p> <p>The period of transition for the South Central Region was originally planned to take place between November 2017 and November 2018.</p>

	<p>These dates are have been reviewed and a revised plan is due to be released following the Programme reset.</p> <p><b>Provenance</b></p> <p>ESMCP Update March 2019 ESMCP Update July 2019</p>
<p><b>APPENDICES</b></p>	<p>Appendix A: Committee of Public Accounts – ESN further progress review</p> <p>Appendix B: National Fire Chiefs Council response to the PAC report</p> <p>Appendix C: BFRS letter to ESN Programme Director regarding DNSP</p>
<p><b>TIME REQUIRED</b></p>	<p>10 minutes</p>
<p><b>REPORT ORIGINATOR AND CONTACT</b></p>	<p>Marie Crothers – Programme Manager</p> <p><a href="mailto:mcrothers@bucksfire.gov.uk">mcrothers@bucksfire.gov.uk</a></p> <p>01296 744430 / 07765 001907</p>