

**Open Report on behalf of Pete Moore,  
Executive Director of Finance and Public Protection**

Report to:	<b>Public Protection and Communities Scrutiny Committee</b>
Date:	<b>13 March 2018</b>
Subject:	<b>Blue Light Collaboration Programme - Progress Report</b>

**Summary:**

In December 2015, the three Blue Light Services agreed a programme of collaboration and formally started the 'Lincolnshire Blue Light Collaboration Programme'.

A steering group meeting in May 2016 formally agreed the full programme management structures required which initiated the programme proper.

The programme structure defined the following key elements:

- A shared Fire and Police Service Headquarters (SHQ) project
- A shared Fire and Police Service Control Room (SCR) project
- A combined Lincoln Police/Ambulance/Fire station (South Park) project
- A Wider Estates (WE) review project
- A Wider Interoperability and Integration (WII) Project

The programme has a number of specific milestones although, given the rolling nature of the last 2 elements which are being considered on a case-by-case basis, no specified end date.

This report provides an update on the progress made to date and an indication of work which has been or is planned to be undertaken.

**Actions Required:**

The Public Protection and Communities Scrutiny Committee are invited to consider progress within the programme and provide feedback as appropriate.

**1. Background**

- 1.1 The Blue Light Programme is the umbrella term given to a range of projects that enable collaborative working across the 3 emergency services in Lincolnshire. In June 2016, the Executive considered and approved the Blue

Light Collaboration Programme<sup>1</sup>. This firmly set the course for greater cooperation and joint working between the 3 emergency services in Lincolnshire. In March 2017, further key recommendations were agreed by the Executive<sup>2</sup> including an agreement to enter into a Collaboration Agreement and enter into a works contract for the combined station at South Park. The collaborative legal agreement and the South Park Campus support the Government's policy direction around increased collaboration and integration of emergency services.

- 1.2 The programme includes 3 projects (SHQ, SCR and South Park) which are funded by the 3 partners supported by a Home Office Police Innovation Fund (PIF). The remaining 2 elements (WE and WII) are required to be self-funding based on individual business cases.

## **2. Current Situation**

### **Shared Headquarters**

- 2.1 The first project, namely the inception of a shared Headquarters between Lincolnshire Police and Lincolnshire Fire & Rescue was completed in April 2017 with a formal project closure date of 1<sup>st</sup> November 2017 and a subsequent 'lessons learned' session.

### **Shared Control Room**

- 2.2 The second project, to share a control room facility at Nettleham, has seen the first phase completed (the physical changes to the control room space, dining and welfare facilities within the building at Nettleham and the cabling infrastructure) and is in the process of working towards the second phase of staff movement which is estimated to take place in June 2018. This date is dependent on completion of fire and rescue's move to a new mobilising system (Vision 4) as part of the East Coast Collaboration project.
- 2.3 These first two projects are deemed to be enablers for the third flagship project, the building of a tri-service operational station on the former Fire HQ and EMAS sites at South Park.

### **South Park**

- 2.4 The South Park development has been complex due in part to the lack of national models to learn from, the intricacies of the site and the building of a full custody suite to current Home Office regulations. As expected this has increased the duration of the design phase. During the tri-service workshops, additional capabilities and future proofing options have been examined and included where possible.
- 2.5 The legal documentation, consisting of a collaboration agreement, a land transfer from EMAS to LCC, an agreement for lease, a lease-back

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<sup>1</sup> Executive paper dated 7 Jun 2016.

<sup>2</sup> Executive paper dated 7 Mar 2017.

agreement and an option agreement were signed on the 7<sup>th</sup> February 2018. This allowed the main construction contract between LCC and Willmott Dixon to be signed on the same day.

- 2.6 Demolition and preparation of the South Park site is currently underway with the first constructional elements expected to begin in March 2018. The building is planned for completion in May 2019 which will lead to Fire & Ambulance staff moving in first allowing EMAS to vacate their current station (which in turn enables demolition and remodelling of the site). Lincolnshire Police will commence a phased occupation during September 2019.
- 2.7 During the period of construction, Fire will maintain operations from South Park, in a temporary fire station. Throughout the project, it is anticipated there will be minimal impact on the standards of Fire cover in and around Lincoln.

### **Wider Estates**

- 2.8 The Wider Estates programme includes various differing collaborative models ranging from potential use of Retained Duty fire stations for EMAS training to tri-service estate sharing. The first station to have shared areas was Grantham Fire station in December 2016 when the Police Underwater search team moved their facilities and vehicles to allow space to be freed at Nettleham.
- 2.9 The first shared Fire and Ambulance station, at Louth, opened officially on the 17<sup>th</sup> November 2017. The remodelling of the Fire station to enable EMAS to base and mobilise all their assets involved a significant amount of work. This was funded by EMAS.
- 2.10 The new, purpose built facility at Sleaford, which brings together EMAS, LCC departments and Fire & Rescue under one roof will be ready for occupation in May 2018. Work to share LCC estate with EMAS at Boston, Stamford and Spalding has moved to full feasibility stage (additional funding being sourced from the One Public Estate programme). Additional feasibility studies are currently underway to examine further development of Grantham station, a shared main Fire/EMAS facility at Skegness and potential tri-service buildings at Horncastle and Bourne.
- 2.11 Further strategic work to review the Police estate and identify collaborative efficiencies is currently underway.

### **Wider Integration and Interoperability**

- 2.12 The Wider Integration and Interoperability project was added to the main programme early on to ensure a process could be followed for any ideas or concepts which begin to fall naturally from the collaborative work. So far work and discussion has taken place on the following subjects:

- Shared use of Drones
- Fuel sharing
- Community responders
- Command and control mobile unit
- Training facilities
- Health & Wellbeing
- Shared chaplaincy
- Logistical support services

Various levels of progress against these and other subjects are expected over the next 12 months.

### 3. Finances

3.1 The capital programme costs are shown in the table below. The table also indicates the anticipated contributions by each of the partners. The design of the South Park facility in particular has continued to evolve, as have the challenges of delivering such an innovative project. As the requirements have been refined, additional capital funding has been identified by partners as appropriate.

Key changes to the requirements during the design phase have included:

- An additional floor
- Increased clinical provision (In line with CQC requirements)
- Additional provision for future use of electrical vehicles
- Improved specification of security provisions
- Additional PV cells

At contract signature stage the programme steering group were provided with full clarity on the changes to the design. The County Council funding for the full design solution has been approved by the Executive Director of Finance and Public Protection under delegated authority.

Blue Light programme Budget	PIF	EMAS	PCC	LCC	Total
	2016-18	2016-20	2016-20	2016-20	
	£m	£m	£m	£m	£m
<i>Capital</i>					
SHQ/SCR	2.057	0	0.405	0.405	2.867
South Park	4.870	0.700	8.871	5.822	20.323
Sub Total	6.927	0.700	9.276	6.287	23.190

A subsequent planning application which captures the changes to the design will be submitted in March 2018.

### 4. Conclusion

4.1 The Blue Light programme continues to provide a strong basis for collaboration between the 3 emergency services (and beyond) within

Lincolnshire and has already proved to be a catalyst for collaborative ideas which can be built on in the future. Key points to date include:

- SHQ opened as planned and within budget.
- The proposed Go Live date of the SCR project has been delayed due to the dependencies with the East Coast Collaboration programme.
- Significant due diligence has increased the design phase of the South Park development. South Park still represents a good value, ground breaking and significant high profile county investment.
- The wider estates project has seen real positives with sharing of stations between both Police/Fire and EMAS/Fire with more positive collaborative opportunities to follow in the next 12 months and beyond. A number of the shared sites will create revenue savings for the council as other services contribute to running costs of the estate. In addition there are a number of non-financial benefits as the services work together more closely.

## **5. Consultation**

### **a) Have Risks and Impact Analysis been carried out?**

Yes

### **b) Risks and Impact Analysis**

- There are live risk logs for each project within the programme which are reported at the monthly programme board.
- An Equality Impact Assessment (EIA) was carried out for the SHQ project.
- An EIA has not yet been carried out for the Shared Control Room project. (this will be completed by end of Feb 2018)
- An EIA has been carried out for the South Park Development.
- EIAs are carried out for each individual Wider Estate location.

## **6. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Group Manager Tim Joyce, who can be contacted on 01522 555948 or [tim.joyce@lincoln.fire-uk.org](mailto:tim.joyce@lincoln.fire-uk.org).

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