

CA7

Annex 1 Extended PESTEL analysis of alternative options

3. FRS integration / virtual Control

Moderate staffing effect. Some staff disruption for training across other FRS systems. Potential for staffing efficiencies due to ability to dynamically allocate calls across 2 or more control rooms	Sub optimal for increased working as part of the Local Resilience Forum. Could still secure or expand OCC activities	Moderate resilience increases possible. Capacity for spate calls improved	Depending on arrangements may be moderately desirable to Govt. Accords with localism agenda. Secures ongoing direct political oversight. Reduced potential for failure	Capital cost increases over options 1 and 2 due to interfacing issues. Potential for Govt funding. Potential for modest revenue efficiencies	Public view may be supportive as local FRS control is retained but with enhancements	More technically challenging depending on partner and extent of integration chosen	Considered marginally better than options 1 and 2	Statutory duties may be protected but requires moderate work to clarify the legal arrangements in governance and partnership working.	This is in effect similar to current systems but with the introduction of modern technology, allowing partners to receive calls and mobilise on the other partner's behalf. A significant improvement to current arrangements whilst maintaining maximum oversight over function
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4. OCC Integration & Virtual Control

As above	As above but with benefits of providing continued or expanded OCC activities	As above	As above with added localism and new ways of working benefits	As above but with added benefits of continued ability to provide 24/7 support to other aspects of the OCC	As above	As above	As above	As above	As above	Seen as the optimum position for a OCC / OFRS centric solution
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5b(1). Increased Resilience

Minor staffing effect. Some staff disruption for training across other FRS systems

Remains sub optimal for increased working as part of the Local Resilience Forum Provides for continuation of existing OCC activities

Combination of BT agreement and support from TV partners creates minor increases in resilience

Considered as politically acceptable and desirable locally. Govt likely to view this positively but considered less desirable than fully converged approaches

Limited initial capital costs but sub optimal in longer term due to limited efficiencies

Public support likely

Achievable but will require investment and potential sub optimal use of individual technology components

Limited benefits based on some carbon reduction due to new technology deployments

Of the three TV options least difficult to meet legal requirements

Seen as the credible threshold or do minimum level for a TV approach. Seen as minimum entry standard to collaborative project. Allows immediate resilience benefits

5b (2). Phased Approach

Increased uncertainty for staff. TUPE may be relevant. Staff effects dependant on building strategy

As above

Increased abilities via TV partners creates moderate increase in resilience

Considered as politically acceptable and desirable locally. Govt view likely to be more supportive than increased resilience but less than full convergence

Increased capital costs but may have potential Govt funding available and could deliver small revenue saving

Increased impact on some stakeholders. Relatively complex HR implications if interim solution enacted

Potentially the most difficult to achieve technically

Limited benefits based on some carbon reduction due to new technology deployments

Significant procurement and governance issues. Statutory responsibilities require clarity

Allows increased benefits to partners particularly if system failures or availability of buildings becomes an issue

5b(3). Full Convergence

Maximum uncertainty for staff. TUPE may be relevant. Staff effects dependant on building strategy

Provides for co-terminosity with the Local Resilience Forum. Could allow wider third party and Local Authority

Potentially technically most resilient. Staffing resilience as yet uncertain

Most desirable to Govt. Considered locally politically acceptable

Probable least cost over lifetime of facility due to revenue reduction. Most likely to receive maximum Govt funding

Creates

Increased impact on some stakeholders but greatest societal benefit due to increased effectiveness

Significant effort required but in the longer term most likely to provide most effective system and opportunities for wider collaboration

Reduces carbon footprint due to power reductions and staff travel overall reductions

Governance and statutory responsibilities will require extensive research and activity to resolve all issues. Ongoing governance function most

Seen as the optimum solution

Wider benefits anticipated from availability of further collaboration opportunities

6. Outsource

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	services to be provided. Significant enabler for other collaborative activities			opportunity for income from third parties	ess and resilience	via sharing of ancillary systems		complicated	Additional benefit of co-terminosity with Local Resilience Forum
Potential significant detriment to staff	Larger suppliers unlikely to be willing or able to meet local needs. Lack of co-terminosity with local Resilience forum	Potentially most technically resilient depending on supplier. Potentially most able to meet spate conditions depending on supplier	Unknown degrees of political support and financial effects are unknown until market testing is undertaken. Significant concern over potential loss of direct control	Potential for high entry cost due to new equipment and interfacing requirements but with subsequent reduced revenue cost. Probability for limited DCLG financial assistance. Could release revenue savings relatively quickly.	Considerable resistance from some stakeholders anticipated	Entirely dependent on supplier. Interfacing requirements for wider management information could be challenging	Entirely dependent on supplier but highly likely to have significantly lower carbon footprint due to increased calls per operator	Contract / Service level agreement can assist but not resolve. No transfer of ultimate liabilities which remain with the FRA. Initial contract development and then SLA monitoring significant	Market testing of this solution would be required but initial discussions show that control specific revenue savings are largely offset by requirements to provide new Management Information interfaces