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This circular is	<b>For information</b>	No response required	
This circular is	<b>Relevant to the National Framework</b>		
Status	<b>This Circular sets out s.31 grants to fire and rescue services and the position with regard to implementation funding for the Firelink and FiReControl projects.</b>		

# *Fire Projects Implementation Funding for 2006-07 and 2007-08*

Issued by:

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**Fire Service Effectiveness Division**

Addressed to:

**The Chair of the Fire and Rescue Authority**  
**The Chief Executive of the County Council**  
**The Clerk to the Fire and Rescue Authority**  
**The Clerk to the Combined Fire and Rescue Authority**  
**The Commissioner of the London Fire and Emergency Planning Authority**  
**The Chief Fire Officer**

Please forward to:

**Treasurers**

Summary

**For your information, Fire Projects Implementation Funding for 06-07 and 07-08.**

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## 1.0 Overview

1.1 This circular contains information about the expected funding for the three ODPM managed resilience projects. The principles on funding these projects are provided and details given where possible:

- FiReControl - significant detail is provided here to allow FRAs to manage their budgets;
- Firelink - principles only at this stage because the contract has not yet been signed and discussions with FRAs are ongoing regarding meeting the revenue costs; and
- New Dimension - principles only, the detail of implementation funding will be provided in separate advice, with grant funding confirmed early in 2006 for the 2006-07 and 2007-08 financial years.

## 2.0 FiReControl New Burdens

2.1 The FiReControl Project implementation will place additional burdens on fire and rescue authorities (FRAs). The Office of the Deputy Prime Minister (ODPM) is committed to providing additional funds to FRAs in England to enable them to meet the net additional costs associated with preparing for FiReControl implementation and moving from existing control rooms to the national network of control centres, currently expected to be delivered during 2008 and 2009. We will be able to provide more accurate information on timing as the project progresses and will continue to review the funding.

2.2 This circular provides guidance, and where possible actual sources of funding, for the next two financial years based on current assumptions about the national implementation timetable. It sets out the expenditure we intend to fund. There are a number of assumptions underpinning the amount of effort required to deliver the project that will become clearer once the technology solution is known. Should the impact on FRAs be bigger than currently expected then we will provide additional support to FRAs to ensure effective delivery.

## ODPM Contribution

2.3 Over the life of the FiReControl project (2004-05 to 2009-10) we intend to invest over £160m in the delivery of the national network of regional control centres (RCCs). Until the technical solution is known it is not possible to determine the precise split between national and local delivery, nor what the approach is to the transition.

## General Principles/Assumptions

2.4 The additional funding being provided is not the total cost of all work carried out to prepare for the implementation of FiReControl. Rather it is the net additional cost to FRAs of implementing FiReControl. The "net additional cost" means the net overall costs of introducing regional control centres over and above the amount that the FRA would otherwise have incurred for upgrading their own control. Savings offset against additional costs can only be counted once and cannot arise in financial years following those in which the costs are incurred. The principles are set out in the new burdens guidance which can be found on the ODPM website. This circular sets out where we expect costs to fall in view of that overarching principle.

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- 2.5 We recognise that the circumstances of FRAs vary, and that it is possible that some FRAs may have a net additional cost where the others do not. We shall consider such cases on a case by case basis, following new burdens principles.
- 2.6 Costs relating to existing controls and maintaining the service are the responsibility of FRAs.
- 2.7 Where we can determine net additional costs for 2006-07 and 2007-08 these costs are detailed in para 15, with explanatory notes in paras 13.1, 13.2 and 13.3.
- 2.8 Where we cannot determine the net additional costs at this stage, we have set out the basis on which we intend funding to be paid through future grants (see paragraphs 3.1, 4.4, 5.1, 7.1, 8.1, 9.2, 10.1). We will need additional submissions to be made on a FRA or regional basis for additional costs associated with these items. The submission must detail what (if any) savings will be generated to be offset against these costs. Where appropriate, we intend to make additional grant payments under s.31 of the Local Government Act 2003, to reimburse such additional costs to FRAs.
- 2.9 No FRA will transfer functions to a regional control centre before the start of 2008-09. We will fund the RCCs before they become operational.
- 2.10 The 'migration period' referred to in this document will vary from region to region. It is currently assumed to start in any given region six months prior to cutover and will finish at the point where the last control in the region goes into the control centre. This may change as a result of detailed transition planning but is unlikely to be shorter or to end earlier.
- 2.11 Notwithstanding the principles set out in this circular, we recognise that there may be particular circumstances where ODPM funding would be appropriate. We will give consideration on a case by case basis following new burdens principles. FRAs should contact us at the earliest possible opportunity if they believe that they may have an issue which is an exception to the principles set out in this circular. There is no specific deadline for such cases but a s.31 grant should be made in advance of expenditure and within the financial year that costs would be incurred.
- 2.12 FRAs and regional local authority companies should budget for costs that will be funded by ODPM and include the expenditure and receipts in their budgets.

### **Funding Responsibility**

- 2.13 Annex A shows the current position on funding responsibility for various items relating to FiReControl and existing control rooms. As more information becomes available this will be updated.

### **3.0 Control Accommodation**

- 3.1 There will be costs relating to the accommodation of the new controls falling to FRAs in the first three regions during FY07-08, i.e. before the centres are in operational use, and in other regions in the following financial year.

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We intend to fund these costs through s.31 grants. We will pay the RCC lease until the migration period is completed in that region.

3.2 Some FRAs may need to decide whether to spend money on their existing control accommodation. We expect such expenditure to be funded by the FRA.

## 4.0 Technology

4.1 There will be no costs relating to usage of the FiReControl infrastructure services falling to FRAs in either of the financial years. This should not be included in budgets.

## Current Systems

4.2 Some FRAs may wish to perform an interim upgrade to their existing systems. Provided that they are confident that this will meet Best Value requirements, they are free to do so. Such upgrades must be funded by the FRA.

4.3 Where an FRA does not believe that the current systems supporting the control service can be maintained, up to the point of cutover, it should examine all available options for maintaining the control service and pursue the one that provides best value. These should include, but are not limited to: combining with another FRA's control; moving forward in the cutover order within its region; and performing an interim upgrade to maintain functionality. It is the responsibility of the FRA to make the final decision and to provide the funding.

## Data Migration

4.4 Each FRA should do the scoping and planning of the work required to carry out data migration as part of the activity funded under FRA change (see para 13.2). Once the scoping and planning work is complete, we will provide funding, less any savings, for implementation of the data migration to agreed levels. Ideally this work will be carried out by the FRA's existing staff with some external support funded by ODPM. In addition, we will also fund testing costs once data has been migrated.

## ICT Interfaces

4.5 Some funds were provided in 2005-06 for interfaces between FRA systems and the RCC systems. The infrastructure services specification provides for the ICT system to have industry standard interfaces for exchanging data. We will supply a thin client interface for direct input of data updates where FRAs want it. Where an FRA decides to build its own custom interface, it will be expected to fund this itself.

## 5.0 Convergence

5.1 We expect each FRA to do the scoping and planning of the work required to carry out the convergence as part of the activity funded under FRA change (see para 13.2). Once scoping and planning is complete we will provide funding, less any savings, for implementation of the convergence, to agreed levels. Ideally convergence work will be carried out by the FRA's existing staff.

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## 6.0 Training and Cover Costs

### Non-Control Staff

- 6.1 Current project assumptions are that the training overhead for non-control staff will be low and capable of being absorbed within the normal training schedule, in the same way that new equipment or changes in best practice are. We will pay for training for the trainers and training materials for all training directly involved with implementation of FiReControl. FRAs should supply details of their local trainers and staff time involved in training. However, should our assumptions about the training required change, we will revisit this position.

### Staff Transferring to RCCs

- 6.2 We expect that there will be no net additional cost to this other than the need to overstaff controls during the migration period (which we will pay for – see 7.0 below). The impact of training staff transferring to the RCCs will form a major part of the transition plan.

## 7.0 Over Staffing

- 7.1 The plan for providing additional staff during the migration period has yet to be determined. We will provide additional funding for overstaffing during the migration period. This will cover, amongst other things, paying and training any newly recruited staff, for sufficient time, to ensure that they are competent prior to their use in controls to provide cover. Overtime payments required to provide cover while staff transferring to the RCC are trained, etc will also be paid for.
- 7.2 If FRAs voluntarily overstaff prior to the migration period they will need to fund the additional costs from their own budgets. Through the migration period, we expect to pay for those staff that FRAs believe to be the minimum required to maintain the service during the migration period. The numbers required will be determined in discussion with each FRA before the migration period starts.

## 8.0 Recruitment and Selection

- 8.1 We will fund any direct costs arising from recruitment and selection of staff for the control centres prior to the end of the migration period. The RCC Director and senior management team will be recruited early enough in all regions to be able to select, in accordance with HR best practice, which FRA staff are to be transferred to the control centres, if there are more staff able to transfer than available comparable posts. FRAs will be responsible for determining which staff will be redeployed within the FRA/County Council and which are to be offered severance.

## 9.0 Early Severance Costs

- 9.1 FRAs should not budget for early severance costs in the period in question.
- 9.2 We are prepared to support payments which are more generous than the statutory minimum. Circumstances will vary from authority to authority and the outcome depends on local negotiations and local circumstances. We would wish to see proposals before we could say what we will refund under new burdens principles. Compensation will be subject to the following provisos:

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- That we can be assured that redundancy represents the best value option in each case and that best efforts have been made to find alternative employment for the affected staff. We would not, for example, expect to pay redundancy where it was reasonable and best value for a member of staff to transfer. More detailed guidance will be issued closer to the time of the transfer.
  - That we will only reimburse the net additional cost to FRAs in respect of each member of staff. The "net additional cost" means the net overall costs of introducing regional control centres over and above those that the FRA would otherwise have incurred.
  - That any additional or optional payment to any member of staff made by an authority, over and above the proposals endorsed by ODPM, will be at the FRA's own cost.

**9.3** Changes to the Employment Rights Act (1996) will be required to comply with age discrimination. Changes will also be needed to the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations (2000) for the same reason, and the legislation is under review. We will wish to consider any possible implications of the undertaking in this circular when changes are promulgated.

**9.4** The Employers' Organisation (EO) circular does not refer to the award of an accredited period ("added years"), the discretionary provision applying to employees aged 50 or over. ODPM will not be compensating authorities for any such payments.

**9.5** The EO guidance also refers to disturbance and travelling allowances. Where there is local discretion on mileage allowances, subsistence allowances, rental allowances and legal fees, we are prepared to reimburse costs only on the basis of the lowest rate in each case and where it meets best value.

## **10.0 Staff Retention**

**10.1** Staff retention will be important to maintaining the existing control service and FRAs who have difficulty in retaining their staff should consider a range of options including combining their control with that of another FRA. Where there is clear evidence of a problem then we may provide assistance to FRAs to retain their staff. We would expect to see a well-thought-out service maintenance strategy and a clear commitment from the FRA to tackling any problems contributing to their difficulties in maintaining their existing service.

**10.2** Any retention strategy needs to take full account of all local circumstances that could affect people's wish to stay with the organisation. Many successful retention schemes feature such initiatives as personal development training, accreditation of existing skills, providing additional facilities and improving existing ones. If cash payments are considered they should be explicitly linked to the achievement of good levels of performance and payment dependent on the individual being in post at a specific date, e.g. cut-over.

## **11.0 National Functions**

**11.1** There will be no costs to FRAs for FiReControl national functions prior to cut-over.

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## 12.0 Regional Local Authority Company

12.1 We will directly fund the set up costs of the regional local authority companies and any relevant one-off costs which occur before the end of the migration period. Ongoing costs of the company after migration should be funded by FRAs on a shared regional basis.

## 13.0 Project Staff Costs

13.1 The costs of the regional project teams, with the exception of London, outlined in FSC29/2004, will continue to be met by ODPM until the end of the migration period for each region. We intend to fund the same amounts per region for 2006-07 and 2007-08, with an allowance for inflation. This will be paid to the nominated authority in the region. London will be funded on the same basis as the other regions with the addition of London weighting for the three FTE included.

## FRA Change

13.2 We will also provide funds for co-ordinating FRA change activities with effect from 1 April 2006 until the end of the migration period for each region. As a new burden, we will provide £53k per FRA (excluding LFEPAs), to allow for the costs associated with this work. It is expected that this funding will cover the additional work that is required to scope out the costs and plans for delivery of items about which there is not sufficient clarity on the required level of funding now (as mentioned in paras 4.4, 5.1, 7.1, 8.1, 9.2 and 10.1 above).

## 14.0 Items for which FRAs need to budget that ODPM are not funding

14.1 There are very few items for which FRAs need to budget specifically during 2006-07 and 2007-08 financial years to deliver FiReControl and that we will not fund through specific grants. Those identified are:

- Maintaining their existing control services;
- Selecting control posts for transfer to control centres;
- Custom interfaces with the FiReControl infrastructure;
- Other control-related improvement projects which are not part of the FiReControl project.

## 15.0 Specific Funding From ODPM

15.1 We will be making section 31 grants for 2006-07 and 2007-08 for the amounts shown below as well as for other amounts yet to be identified, as discussed above.

Fire & Rescue Service	Reg	Category (Amounts expressed in £s)				Total
		Project Team 2006-07	FRS Change 2006-07	Project Team 2007-08	FRS Change 2007-08	
Derbyshire	EM		52,986		56,041	109,027
Lincolnshire	EM		52,986		56,041	109,027
Northamptonshire	EM		52,986		56,041	109,027
Nottinghamshire	EM		52,986		56,041	109,027
Leicestershire	EM	135,832	52,986	147,051	56,041	391,911
Norfolk	EoE	135,832	52,986	147,051	56,041	391,911
Bedfordshire & Luton	EoE		52,986		56,041	109,027
Cambridgeshire	EoE		52,986		56,041	109,027
Essex	EoE		52,986		56,041	109,027
Hertfordshire	EoE		52,986		56,041	109,027
Suffolk	EoE		52,986		56,041	109,027

Fire & Rescue Service	Reg	Category (Amounts expressed in £s)				Total
		Project Team 2006-07	FRS Change 2006-07	Project Team 2007-08	FRS Change 2007-08	
County Durham & Darlington	NE		52,986		56,041	109,027
Northumberland	NE		52,986		56,041	109,027
Tyne & Wear	NE		52,986		56,041	109,027
Cleveland	NE	135,832	52,986	147,051	56,041	391,911
Cheshire	NW		52,986		56,041	109,027
Cumbria	NW		52,986		56,041	109,027
Greater Manchester	NW		52,986		56,041	109,027
Lancashire	NW		52,986		56,041	109,027
Merseyside	NW	135,832	52,986	147,051	56,041	391,911
West Sussex	SE	135,832	52,986	147,051	56,041	391,911
Buckinghamshire	SE		52,986		56,041	109,027
East Sussex	SE		52,986		56,041	109,027
Hampshire	SE		52,986		56,041	109,027
Isle of Wight	SE		52,986		56,041	109,027
Kent	SE		52,986		56,041	109,027
Oxfordshire	SE		52,986		56,041	109,027
Royal Berkshire	SE		52,986		56,041	109,027
Surrey	SE		52,986		56,041	109,027
Avon	SW		52,986		56,041	109,027
Cornwall	SW		52,986		56,041	109,027
Dorset	SW		52,986		56,041	109,027
Gloucestershire	SW		52,986		56,041	109,027
Somerset	SW		52,986		56,041	109,027
Devon	SW	135,832	52,986	147,051	56,041	391,911
Wiltshire	SW		52,986		56,041	109,027
Staffordshire	WM		52,986		56,041	109,027
West Midlands	WM	135,832	52,986	147,051	56,041	391,911
Hereford & Worcester	WM		52,986		56,041	109,027
Shropshire	WM		52,986		56,041	109,027
Warwickshire	WM		52,986		56,041	109,027
South Yorkshire	Y&H		52,986		56,041	109,027
Humberside	Y&H		52,986		56,041	109,027
North Yorkshire	Y&H		52,986		56,041	109,027
West Yorkshire	Y&H	135,832	52,986	147,051	56,041	391,911
London	Lon	149,194		160,413		423,323
<b>Totals</b>		<b>1,235,850</b>	<b>2,384,387</b>	<b>1,336,824</b>	<b>2,577,883</b>	<b>7,592,620</b>

## 16.0 Implementation costs of Firelink

### Project Delivery Costs

**16.1** There are no new burdens arising from the implementation of Firelink. There is no net additional cost to FRAs. FRAs would have incurred costs for local and regional procurement and, because of the national approach to Firelink, this is no longer the case. However, should FRAs consider there are new burdens we will, of course, consider any case presented to us.

**16.2** As set out in FRS Circular 7/2002 and re-stated in FRS Circular 1/2005, we will fund the initial capital cost of Firelink's core elements as follows:

- Procuring and installing a national end-to-end radio communications solution for the FRS capable of meeting the voice elements of the national requirement;

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- A bearer capable of providing the bearer elements of the data specification of that requirement;
  - Integrating the national voice solution with existing or planned brigade control room systems; and
  - The contractor costs of installation.

**16.3** Any optional items or services ordered by FRAs/FRSs to supplement the core provision, including ones supplied as part of the main rollout programme, will need to be funded by FRAs. Firm prices for call-off items will be made available by the project team after contract signature.

**16.4** We have also taken responsibility for funding the Firelink Project Office until the rollout programme is complete; this includes a minimum of two posts per region to provide liaison between FRSs and the Project office. Whilst these Regional Delivery posts have been set up to support the FRS, their remit and line management chain is within ODPM.

**16.5** With the introduction of Firelink as a national project to replace existing or planned local and regional replacement radio projects, we recognised that a number of authorities had already committed expenditure and so gave these fire authorities the opportunity to reclaim any nugatory costs [FRS Circular 7/2002 para 21]. Although Firelink is being managed centrally, it will still require support, albeit reduced, from the FRS to assure effective delivery throughout the regions. This should be met by a redeployment of resources secured for local procurements and as such cannot be considered as new burden to attract additional central funding. For those areas with funding not already targeted, a resource model has been developed to support budgetary estimating and is available on request through your Regional Delivery Team representative.

### **Firelink Revenue Costs**

**16.6** We have been working with FRAs through the Firelink/FiReControl Finance Working Group to look at how to meet the revenue costs of Firelink from contract signature. Ministers have agreed that the objective of this work should be to develop a funding method for meeting the costs of Firelink and FiReControl that is:

- i) equitable for both national and local tax payers;
- ii) at no net additional cost to Fire and Rescue Authorities; and,
- iii) minimises the administrative burden on all parties.

**16.7** FRAs indicated that they would prefer ODPM to look to the spending review process and the potential in the future for FRAs to be charged directly for Firelink, to meet the revenue costs of Firelink. ODPM has been looking at the detail of this and will consult with FRAs on their views prior to submitting advice to Ministers. FRAs will be advised of the outcome of this work early in 2006.

**James Kemp**

**Fire and Resilience Directorate**

Annex A – FiReControl Cost Apportionment

Ref	Cost Heading	Funding Responsibility	Cost sharing
<b>1</b>	<b>Accommodation</b>		
1.1	<i>Disposal and decommissioning of existing controls</i>	FRS	No
1.2	<i>Interim Refurbishment of existing controls</i>	FRS	No
1.3	<i>Postponement charges</i>	ODPM - direct	No
1.4	<i>RCC Lease Payments before cutover</i>	ODPM - direct	No
1.5	<i>RCC Lease Payments during transition</i>	ODPM - direct	No
1.6	<i>RCC Lease Payments after cutover</i>	FRS via RCC	Reg
1.7	<i>RCC Lease Payments resilience</i>	ODPM - via FRS	No
1.8	<i>RCC Other Acc payments before cutover</i>	ODPM - direct	No
1.9	<i>RCC Other Acc payments after cutover</i>	FRS via RCC	Reg
<b>2</b>	<b>Technology</b>		
2.1	<i>Interim upgrades before cutover</i>	FRS	No
2.2	<i>Disposal and decommissioning of existing equipment</i>	FRS	No
2.3	<i>Supply of RCC Systems(Hardware, Software, Installation, &amp; Furniture)</i>	ODPM - direct	No
2.4	<i>RCC Systems (non cash items e.g. depreciation)</i>	ODPM - direct	No
2.5	<i>Ongoing National Network Maintenance and Support (i.e. ensuring fallback)</i>	FRS via RCC	Nat
2.6	<i>Ongoing National Network services (WAN, third party etc)</i>	FRS via RCC	Nat
2.7	<i>Local ICT interfaces to national network</i>	FRS	No
2.8	<i>Data Migration</i>		
2.8a	Data Migration – Planning	ODPM - via FRS	No
2.8b	Data Migration – Delivery	ODPM - via FRS	No
2.8c	Data Migration - Maintenance pre-cutover	TBD	Reg
<b>3</b>	<b>Training &amp; Cover Costs</b>		
3.1	<i>RCC Staff Training – for Cutover</i>		
3.1a	RCC Staff Training - Material and preparation	ODPM - direct	No
3.1b	RCC Staff Training - TtT delivery	ODPM - direct	No
3.1c	RCC Staff Training - local trainers	FRS	No
3.1d	RCC Staff Training - trainers T&S	TBD	TBD
3.1e	RCC Staff Training - other training costs (facilities etc.)	ODPM - direct	No
3.1f	RCC Staff Training - trainee T&S	TBD	TBD
3.2	<i>RCC Staff Training - ongoing</i>		
3.2a	RCC Staff Training - TtT delivery	FRS via RCC	Nat
3.2b	RCC Staff Training - local trainers inc. T&S	FRS via RCC	Reg
3.2c	RCC Staff Training - other training costs (facilities etc.)	FRS via RCC	Reg
3.2d	RCC Staff Training - trainee T&S	FRS via RCC	Reg
3.3	<i>FRS Staff Training - for Cutover</i>		
3.3a	FRS Staff Training - Material and preparation	ODPM - direct	No
3.3b	FRS Staff Training - TtT delivery	ODPM - direct	No
3.3c	FRS Staff Training - local trainers	FRS	No
3.3d	FRS Staff Training - local trainers T&S	FRS	No
3.3e	FRS Staff Training - other training costs (facilities etc.)	FRS	No
3.3f	FRS Staff Training - trainee T&S	FRS	No
3.4	<i>FRS Staff Training - ongoing</i>		
3.4a	FRS Staff Training - TtT delivery	FRS	Nat
3.4b	FRS Staff Training - local trainers inc. T&S	FRS	Reg
3.4c	FRS Staff Training - other training costs (facilities etc.)	FRS	No
3.4d	FRS Staff Training - trainee T&S	FRS	No
<b>4</b>	<b>Staff Costs - Overstaffing</b>		
4.1	<i>Backfill pre-cutover</i>		
4.1a	Cover Testing resource pre-cutover (from existing control rooms)	ODPM - via FRS	No
4.1b	Testing resource T&S	ODPM - via FRS	No
4.1c	Cover Training resource pre-cutover (from existing control rooms)	ODPM - via FRS	No
4.1d	Cover gaps FRS during Training pre-cutover (from operational staff)	ODPM - via FRS	No
4.2	<i>Overstaff after cutover</i>	FRS via RCC	TBD
<b>5</b>	<b>Staff Costs - Recruitment and selection</b>		

Ref	Cost Heading	Funding Responsibility	Cost sharing
5.1	<i>Initial RCCD Recruitment</i>	ODPM - direct	No
5.2	<i>Initial SOM/SSM Recruitment</i>	ODPM - direct	No
5.3	<i>Initial Other RCC staff recruitment</i>	ODPM - direct	No
5.4	<i>Initial Other RCC staff selection/TUPE</i>	FRS	Reg
5.5	<i>IPDS development</i>	ODPM - direct	No
5.6	<i>Ongoing recruitment</i>	FRS via RCC	Reg
<b>6</b>	<b>Staff costs - remuneration</b>		
6.1	<i>RCCD pre transition</i>	ODPM - direct	No
6.2	<i>RCCD</i>	FRS via RCC	Reg
6.3	<i>SOM / SSM pre transition</i>	ODPM - direct	No
6.4	<i>RCC Management (SOM/SSM)</i>	FRS via RCC	Reg
6.5	<i>RCC staff pre transition (new staff only)</i>	ODPM - via FRS	No
6.6	<i>RCC Staff</i>	FRS via RCC	Reg
6.7	<i>Other RCC Staff</i>	FRS via RCC	Reg
<b>7</b>	<b>Staff costs - restructuring</b>		
7.1	<i>Redundancy Payments</i>		
7.1a	Control Room Staff RPs	ODPM - via FRS	No
7.1b	Job finding support costs (external)	ODPM - via FRS	No
7.1c	Job finding support costs (internal)	FRS	No
7.2	<i>Retirement</i>		
7.2a	Pensions - (Early Retirement)	ODPM - via FRS	No
7.2b	Pensions - Ongoing	FRS	No
7.2c	Pensions advice (external)	ODPM - via FRS	No
7.2d	Pensions advice (internal)	FRS	No
7.2e	Pensions - Actuarial strain	FRS	No
7.3	<i>Redeployment</i>		
7.3a	Cost of Salary protection	TBD	TBD
7.3b	Retraining	TBD	TBD
<b>8</b>	<b>Staff Costs - Retention Payments</b>		
8.1	<i>Relocation costs</i>		
8.1a	Travel expenses	ODPM - via FRS	No
8.1b	Relocation costs	ODPM - via FRS	No
8.2	<i>Retaining people for cutover</i>		
<b>9</b>	<b>National Functions</b>		
9.1	<i>National Functions</i>		
9.1a	Shadow National Functions pre-transition	ODPM - direct	No
9.1b	Shadow National Functions during transition	ODPM - direct	No
9.1c	National Functions ongoing (after all RCC live)	FRS via RCC	Nat
<b>10</b>	<b>Regional Entity</b>		
10.1	<i>Regional entity setup</i>	ODPM - direct	No
10.2	<i>Regional entity ongoing</i>	FRS via RCC	Reg
<b>11</b>	<b>Project Staff Costs</b>		
11.1	<i>National resource costs</i>	ODPM - direct	No
11.2	<i>Regional resource costs</i>		
11.2a	Change Management - Salary & T&S	ODPM - via FRS	No
11.2b	Other - Salary & T&S	FRS	TBD
11.3	<i>Local resource costs</i>		
11.3a	Change Management - Salary & T&S	ODPM - via FRS	No
11.3b	Other - Salary & T&S	FRS	TBD
<b>12</b>	<b>Accreditation</b>		
12.1	<i>Accreditation</i>		
12.1a	Accreditation pre-cutover	ODPM - direct	No
12.1b	Accreditation ongoing	FRS via RCC	Nat
<b>13</b>	<b>Convergence</b>		
13.1	Convergence Planning	TBD	TBD
13.2	Convergence Implementation	TBD	TBD