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**THAMES VALLEY FIRE CONTROL SERVICE JOINT
COMMITTEE**



**Thames Valley Fire Control Service Joint
Committee Meeting**

**Lynda Kenyon Suite, RBFRS Headquarters, Newsham
Court, Pincents Kiln, Calcot, RG31 7SD.**

Tuesday 26 March 2019 at 2.00 pm

AGENDA

	Item	Page No.
1.	Apologies	
2.	Introductions	
3.	Declarations of Interest	
4.	Minutes of the last meeting held on 5 December 2019	(Pages 5 - 16)
5.	Progress Report on the Development of a Business Case for Potential Introduction of Apprentices into TVFCS To receive for note an update on the introduction of apprenticeships into TVFCS and to agree the recommendations outlined in the report.	(Pages 17 - 20)
6.	Cross Border Mobilising Within the Thames Valley To receive for note the charging mechanism that has been	(Pages 21 - 22)

	Item	Start time
	agreed by the three CFOs.	
7.	<p>Revised Strategic Outcomes from Performance Measures Workshop</p> <p>Purpose:</p> <p>An update on the revised strategic outcomes following the Members and Officers workshop on Performance Measures held on 20 February 2019.</p>	(Pages 23 - 24)
8.	<p>Ops Alignment Project Verbal Update</p> <p>Purpose:</p> <p>To provide a verbal update on the ops alignment project.</p>	
9.	<p>Quarterly Performance Report</p> <p>To receive for note an update on the Quarterly Performance of TVFCS.</p>	(Pages 25 - 44)
10.	Forward Plan	(Pages 45 - 46)
11.	<p>Date of Next Meeting</p> <p>Monday 8 July 2019 2.00pm at BMKFRRS, Brigade HQ, Stocklake, Ayelsbury, Buckinghamshire, HP20 1BD.</p>	

Joint Committee Terms of Reference

1. REMIT AND OBJECTIVES OF THE JOINT COMMITTEE

- 1.1. The Joint Committee is constituted to provide overall strategic direction and oversight for the TVFCS.
- 1.2. The Joint Committee shall have the following functions:
 - 1.2.1. champion the TVFCS;
 - 1.2.2. act as the link between the TVFCS and the Fire Authorities ;
 - 1.2.3. guide recommendations from the TVFCS, that may affect the operational functions of the Fire Authorities, through the governance processes of the Fire Authorities;
 - 1.2.4. assist with the management of the relationships between the Fire Authorities;
 - 1.2.5. monitor the steady state operational benefits and performance of the TVFCS, against the agreed measures and targets;
 - 1.2.6. monitor steady state risks relevant to the TVFCS;
 - 1.2.7. monitor the financial performance of the TVFCS against required and available budget, benefits and efficiencies, and to contribute to the financial processes of the Fire Authorities;
 - 1.2.8. discuss, and contribute to, proposals on future developments for the TVFCS;
 - 1.2.9. provide strategic direction on the future of the TVFCS;
 - 1.2.10. consider and recommend to the Fire Authorities proposals in relation to Fire Authority Decisions including but not limited to:
 - (b) discuss and recommend proposals for additional full partners into the TVFCS;
 - (c) discuss and recommend proposals for the supply of TVFCS services to other fire and rescue services or other clients;
 - 1.2.11. decide upon and determine all matters which are Joint Committee Decisions, any matters referred to the Joint Committee for decision pursuant to the TVFCS decision making process in clause 11 (Decision Making by TVFCS) and any matters reserved by law or otherwise to the Joint Committee.

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Thames Valley Fire Control Service Joint Committee Meeting

Wednesday, 5th December, 2018, 2.00 pm

Minutes

Present: (*) Councillor Malcolm Alexander, Royal Borough of Windsor and Maidenhead
 Councillor Mark Gray, Oxfordshire County Council
 Councillor Judith Heathcoat, Oxfordshire County Council
 Councillor Roger Reed, Buckinghamshire and Milton Keynes Fire Authority
 Councillor Angus Ross, Royal Berkshire Fire Authority

In Attendance: Michael Adcock (Area Manager, OFRS)
 Conor Byrne (Head of Finance and Procurement, RBFRS)
 Trevor Ferguson (Chief Fire Officer, RBFRS)
 Steve Foye (Deputy Chief Fire Officer, RBFRS)
 Tamara Hack (Democratic Support Assistant, RBFRS)
 Simon Harris (Group Manager, TVFCS)
 Asif Hussain (Principal Accountant, BMKFRS)
 Simon Jefferies (Assistant Chief Fire Officer, RBFRS)
 Andy Kerr (Client Director, Capita)
 Ryan Maslen (Deputy Head of Finance, RBFRS)
 Rob MacDougall (Assistant Chief Fire Officer, OFRS)
 Dave Norris (Area Commander, BMKFRS)
 Nikki Richards (Director Support Services, RBFRS)
 Fayth Rowe (Democratic Support Lead, RBFRS)
 Jason Thelwell (Chief Fire Officer, BMKFRS)
 Tony Vincent (Head of Business and Information Systems, RBFRS)

Public:

1. APOLOGIES

Apologies were received from Councillor David Carroll, Simon Furlong, Paul

Action

Jacques, Mick Osbourne and Mark Hemming.

2. INTRODUCTIONS AND ANNOUNCEMENTS

The Chairman gave the following announcements:

- **New Member to the Joint Committee**

On behalf of the Joint Committee, I would like to welcome Councillor Mark Gray from Oxfordshire County Council who will be replacing Councillor Lorraine Lindsay-Gale.

I would also like to take the opportunity to thank Councillor Lorraine Lindsay-Gale for her time and commitment to the Joint Committee.

Councillor Gray, welcome.

- **New Officer**

Mark Hemming, Director of Finance and Assets from Buckinghamshire Fire and Rescue Service replaced David Sutherland on the Joint Committee.

- **Andy Kerr, Client Director, Secure Solutions and Services - Capita**

Welcome Andy Kerr to Thames Valley Fire Control Service (TVFCS) Joint Committee meeting. Andy is the Client Director, responsible for all UK Fire and Rescue clients at Principal Officer level with the specific purpose of building a more strategic and long-term partnership with the UK user base. The role is a new function introduced in line with the strategy of Capita Group in order to ensure a closer working relationship with more personal contact across all Fire and Rescue clients.

- **Control Room Visits**

As part of Royal Berkshire Fire Authority Member Development, Members have been invited to attend Thames Valley Fire Control Service. The visit has given Members first-hand experience of call mobilisations using call handling software, listening to real life examples of the calls received and talking with Control staff. I understand the Co-ordination Group has offered to arrange Control visits to Buckinghamshire and Milton Keynes Fire Authority and Oxfordshire County Council Members.

If you wish for a visit to be arranged, please contact RBFRS Democratic Support on committeeteam@rbfrs.co.uk

I highly recommend Joint Committee Members visit the Control room for this informative session (if they have not done so already). The feedback

from Royal Berkshire Members that have already attended has been positive. I would like to thank Simon Harris and his team for arranging the two-hour session.

Last, but not least. I would like to thank Councillor Roger Reed for Chairing the last TVFCS Joint Committee meeting on 24 September. He stepped in at very short notice of which, I am grateful.

3. DECLARATIONS OF INTEREST

No declarations of interest were declared.

4. INTRODUCTION OF ANDY KERR

Andy Kerr, Client Director, Secure Solutions and Services (SSS) introduced himself to the Joint Committee. He informed the Committee his post had been newly established and was in response to requests from clients to provide commitment and assurance to Fire and Rescue Service (FRS) customers. Secure Solutions and Services were responsible for the command and control systems as well as communications.

23 FRSs were supported across the UK and Capita Group supported 240 countries.

Following the appointment of a new Chief Executive, Jonathan Lewis strategic focus shifted to identify key areas.

Public safety in emergency services had been identified investing £540,000 into IT. A multi-million pound investment had been committed to developing the next generation of command and control systems. He reported his role was to form closer relationships with clients, principal officers and stakeholders, and to represent FRSs.

In addition to the above Capita were recruiting two development positions to build on resources within the business.

In answer to a question from Councillor Ross, Andy Kerr reported SSS had been working on the reduction of versions by the development of a single version of call handling. This version of call handling would be available in two years and assistance would be provided in helping FRSs migrate over to the new system. The onus was on the customer to adapt their systems.

5. MINUTES OF THE LAST MEETING HELD ON 24 SEPTEMBER 2018

The minutes of the meeting held on 24 September 2018 were agreed as an accurate record and signed by the Chairman subject to the following amendment:

- Page 9 third paragraph 'Royal Wedding' be changed to 'Royal Weddings'.

The following updates were made on the minutes of the last meeting.

Quarterly Performance Report (Quarter 1) 2018/19 - The Head of Finance and Procurement (HF&P, (RBFRS)) reported he contacted the Home Office to enquire whether funding was available to reimburse Thames Valley FRSs for the additional expenses accrued to support state visits/events. The Home Office confirmed there was not a grant available for the Fire Sector. In order to receive additional funding for state events would mean top slicing from the grant received from government.

Councillor Reed felt Members of the Joint Committee should pursue this and write to their respective MPs. In response, Councillor Heathcoat asked for a collective letter from the Joint Committee to the Fire Minister to request reimbursement of the time and money spent on state events. This needed to state the Joint Committee do not want their annual budget to be top sliced for this.

The Chairman supported the view to lobby MPs and advised that he would be contacting his local MPs. He also supported a collective letter from the Joint Committee on this issue.

HF&P

The HF&P, (RBFRS) reported the Police Service had been in the same position and their budgets had been top sliced to support state visits/events.

Forward Plan – CFO (RBFRS) provided an update regarding recognising staff for good service. The three chief fire officers had met and agreed that the awards ceremonies were the most appropriate way of recognition. As TVFCS Staff were employed under RBFRS and advised merit payments recommendations could be made via line managers.

6. BUDGET 2019/20

HF&P (RBFRS) introduced the budget report for 2019/20. It detailed an increase in the total budget of £2,263,438 (7.51%).

Employment costs had increased by £135,575 (8.82%). Last year the pay award effective from 1 July 2017 and 1 July 2018 had been unresolved and the budget for 1% pay award for each year had been approved by the Joint Committee in December 2017.

The pay award agreed and effective from 1 July 2018 was actually 2%, which had an effect on the 2018/19 budget creating an additional requirement of £15,500.

The pay award of 2% effective from 1 July 2019 had been built into the proposed budget for 2019/20 resulting in an additional budget requirement of

£23,350. Additional pension contributions have increased totalling £41,600 will be required in 2019/20.

The proposed budget includes a provisional cost of £35,000 for a dedicated resource to undertake system and data management work.

A number of staff were currently on developing rates of pay and will move to competent rates during 2019/20 which explained the remainder of the increase in the employment costs budget.

Recharges to cover corporate costs had been amended within the proposals to reflect the expected cost to provide the corporate functions in 2019/20. The recharge for Facilities, Finance and Procurement and Insurance had reduced compared to 2018/19. The recharge for ICT had increased by 24% creating an additional budget requirement of £17, 211.

As in previous years, each Fire and Rescue Service have been asked to continue to set aside £50,000 towards £150,000 contingency to be used by the three CFOs.

In response to a question from Councillor Judith Heathcoat querying the increase in ICT costs, the Head of Business Information and Systems (HBIS (RBFRS)) explained the charges outlined were reflective of the actual data received on the number of tickets generated by Control. Half the number of out of hours ICT calls came from Control. He believed the increase in costs were fair and transparent and reported previous budget requests had been calculated on estimates rather than hard data.

In referring to 2.3 of the recommendation in the report, Councillor Judith Heathcoat requested an amendment to add that it be a unanimous decision made by the three CFO's on unplanned expenditure. In being put to the vote the Joint Committee unanimously agreed the amended recommendation to the report.

RESOLVED that:

- The proposed TVFCS revenue budget for 2019/20 as detailed in Appendix A be agreed.
- A contingency budget allocation of £150,000 which would provide an upper limit of expenditure without further Fire Authority approval be agreed.
- Delegated authority to the three CFOs for any unplanned expenditure between £10,000 and £150,000, and that the use of unplanned expenditure be a unanimous decision by the three CFOs.
- £150,000 be set aside (£50,000 from each partner) in 2019/20 towards

capital replacement costs be agreed.

- The TVFCS budget for the financial year 2019/20 and the individual Authority contributions to this budget be recommended to respective authorities.

7. CROSS BORDER MOBILISING WITHIN THE THAMES VALLEY

Group Manager (GM) TVFCS presented the report on Cross Border Mobilising within the Thames Valley. A Task and Finish Group had been established from the three Fire and Rescue Services performance teams to develop a methodology for future calculations of cross border mobilisation.

In referring to the Didcot Power Station fire, Councillor Judith Heathcoat gave her thanks for the support received from each FRS and proposed an amendment to the recommendation, which was seconded by Councillor Ross.

Councillor Reed reported he did not have any difficulty with the principle of charging and stated Members were discussing public money. He felt the prospect of implementing charging in April 2019 was soon and felt there were a number of issues that would need to be agreed prior to the above date. He added that he wanted to ensure the Joint Committee came up with a sustainable and robust methodology and suggested that it be implemented in 2020/21.

In referring to the geography between Buckinghamshire and Berkshire, CFO (Buckinghamshire and Milton Keynes Fire and Rescue Service (BMKFRS)), supported the view that recompense should be made. He felt that further thought could be made on ways to reduce the number of calls for example by aligning Automatic Fire Alarm (AFA) policy's. He added that it was worth considering the timing of the implementation of over the border charging. He stated there was no pushback from BMKFRS and they supported the payments for cross border mobilisations.

CFO (RBFMS) reassured Councillor Angus Ross that the alignment of operational factors would be considered. Councillor Ross asked for a review of charging after one year.

The Chairman asked for the alignment of operations to move on quickly as most services were in the process of budget setting. CFO (BMKFRS) explained there were a number of operational factors to unpick and asked for leeway to look at these before charging.

In agreement with the statement that a number of operational factors required unpicking, CFO (RBFMS) suggested for the clock to theoretically start on 1st April 2019 and for retrospective charges to be made from that date.

Both Councillors Heathcoat and Ross supported this view. Councillor Angus

Ross stated the figure in the budget would be more accurate.

CFO (BMKFRS) explained the issue was that a figure could not be put into the budget and gave examples of the spate conditions that would incur huge costs in over the border charging. He stated that spate conditions would occur in cross border mobilisation.

Councillor Heathcoat felt the proposed amended recommendation looked at ways re-charging would be made and requested to be notified straight away if any problems occurred.

In putting the amended recommendation to the vote, the Chairman requested for an update on the report to be made at the next meeting on 26 March 2019.

**CFOs
(TF/SF/JT)**

Resolved that:

- In the spirit of cross-border co-operation and in fairness to the Thames Valley's taxpayers, the Joint Committee agreed the principles of charging, as set out in the methodology for cross-border call-outs.
- The three CFOs should consider and finalise the standard charging arrangements to be effective from 1 April 2019 be agreed.
- If the standardised charging arrangements have not been finalised by the 1 April 2019, once agreed, retrospective charges be backdated to the 1 April 2019 be agreed.
- A review on the standard charging arrangements, after 1 year be agreed.

8. PROGRESS REPORT ON DEVELOPMENT OF BUSINESS CASE FOR POTENTIAL INTRODUCTION OF APPRENTICES INTO THAMES VALLEY FIRE CONTROL SERVICE (TVFCS)

GM (TVFCS) updated the Joint Committee. He reported no commercial providers had not been found to deliver an apprenticeship programme within TVFCS. Two potential providers have been added to the register, both providers were approached, one provider declined based on the geographic location of TVFCS to them.

The second provider had shown an interest in providing the standard to TVFCS, but due to their location (West Yorkshire) they agreed further discussions were required with TVFCS to establish whether this would be viable. On the morning of the meeting one new provider approached TVFCS wishing to deliver the apprenticeship. GM (TVFCS) reported he would provide an update at the next meeting on 26 March 2019.

Resolved that:

- The production of a full business case be deferred until TVFCS has identified a suitable commercial provider be agreed.

9. THAMES VALLEY FIRE CONTROL PERFORMANCE MEASURES

ACFO (OFRS) presented the report and advised it was seeking Joint Committee agreement on the way forward on performance measures.

In answer to a question from Councillor Reed on page 39 of the report, ACFO (OFRS) stated the groups required to co-design and co-create the new suite of indicators and measures were Joint Committee Members and not Fire Authority members as printed in the report.

Councillor Reed made a request that the dates of the Member working group were scheduled in diaries as soon as possible.

Resolved that:

- The work undertaken be noted;
- It be agreed to join officers in a workshop to develop TVFCS performance objectives.

10. TVFCS PERFORMANCE REPORT QUARTER 2 2018/19

GM (TVFCS) presented the Quarter 2 Performance Report. The hot weather conditions continued from quarter 1. The volume of incoming calls was at an all-time high of 12,637 leading to 6,960 mobilisations.

GM (TVFCS) highlighted notable success in that July saw no short-term sickness with just one member of staff suffering a serious illness and prolonged absence. Although the performance report showed many red boxes, GM (TVFCS) stated he was pleased with the results through such a demanding period. Systems were now stable and updated ready for the travel towards ESMCP.

GM (TVFCS) in response to a question from Councillor Roger Reed, explained 16 days lost to sickness related to 1 individual. Further to a supplement question from Councillor Reed, he added the absence for that period had distorted the figures outlined in the report significantly.

CFO (BMKFRS) highlighted the measure of '*% occasions where time to mobilise is within 60 seconds*' had been red across the board. He felt the above target was setting ourselves up to fail and that other Fire Rescue Services use a 90 second measurement as a more achievable target.

In agreement with the above statement, GM (TVFCS) reported the 60 second measurement had been a challenging mobilising target and requested that this target was removed when looking at new performance measures.

In referring to the weather conditions outlined in the report, CFO (RBFRS) commended the work of the Control room during this period. Councillor Heathcoat formally wished to thank all Control staff for their efforts during this time.

Resolved that:

- The Joint Committee noted the contents of the report.

11. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) UPDATE

DCFO (RBFRS) updated the Joint Committee on the Emergency Services Mobile Communication Programme (ESMCP) and delivery of the Emergency Services Network (ESN) that will replace the current Airwave provision. There had been a key change in that the Home Office announced its revised incremental approach to the delivery of the proposed ESN.

The key product ESN Prime was due to go live during quarter 3 2020. The only area of product adoption ahead of ESN Prime is the provision of 2 devices per service to undertake assurance work. These devices will test the signal balance of the ESN recording any blank spots with the network.

A consultation questionnaire had been received in May 2018 from NFCC team to gauge services appetite for adoption of products and service. All three Thames Valley FRSs and Hampshire FRS had the same view and was unlikely adopt products ahead of ESN Prime.

The National Programme (NP) were reviewing the Full Business Case (FBC) for the ESN. Expected to be completed in the New Year, Thames Valley FRSs could not make further commitments to ESN until the FBC is signed off by the Home Office.

Paragraphs 3.10 – 3.11 of the report detailed the main areas of concern. The bullet points mirror what had been communicated to the NP. The NFCC and LGA jointly sent a letter to the Home Office Permanent Secretary, Sir Phillip Rutnam highlighting these concerns.

There were good governance arrangements in the South East region. The ESMCP South Central (SC) Regional Programme Board meet monthly and consists of representatives from all Thames Valley FRS's and Hampshire FRS.

In discussing, regional funding, DCFO (RBFRS) reported returns had been

completed. Of the funding received, the SC Region had spent £581k and had £574k remaining. He advised that SC regional did not expect to receive growth funding and would continue to monitor costs closely.

In response to Councillor Heathcoat's request for the Joint Committee to have sight of the returns, DCFO (RBFRS) confirmed that he would share this information with the Joint Committee.

SF

In response to a question from Councillor Ross, DCFO (RBFRS) reported there was a training workstream and lead although to date training could not be progressed until further developments in the programme. He added that SC region had been planning a training programme and it was a revenue cost, which would come from the transition grant.

CFO (RBFRS) thanked DCFO (RBFRS) for such a comprehensive report and requested for an update every six months.

SF

Resolved that:

- The contents of the report on the ESMCP and delivery of ESN be noted.

12. UPDATE ON DATA MANAGEMENT WITHIN THAMES VALLEY FIRE CONTROL SERVICE (TVFCS)

Area Commander (AC, (BMKFRS)) presented the report that set out the current position with regard to the management of data and TVFCS computer systems. Each FRS were using different data management platforms, RBFRS put a Station Manager in post to cleanse the data held in the system.

All three FRSs have limited capacity and skill to absorb this work. An initial business case had been presented to RBFRS Senior Leadership Team (SLT) in September, as the employer, outlining the issues with capacity and capability described in the report.

GM (TVFCS) reported the Station Manager had retired earlier in the year and stated there were limited skill sets within TVFCS to carry out the role and deal with the demand in changes to systems. The business case will be presented to the Joint Coordination Group in January 2019, and the Joint Committee in March 2019 for Member approval.

Resolved that:

The content of the report be noted.

Post meeting note – Data Management job description went to Joint Coordination Group in January 2019 and is currently (as of 18 March 2019) with RBFRS Human Resources for final job sizing evaluation.

13. FORWARD PLAN

The forward plan was noted with the following additions:

- Data Management within the TVFCS business case to be presented at the next meeting
- Performance Measures update at the next meeting
- Apprenticeship update at the next meeting
- Cross border mobilisation charges update

FR

14. DATE OF NEXT MEETING

Tuesday 26 March 2019, 2.00pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Reading, Berkshire, RG31 7SD

(The meeting closed at 3.14pm)

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THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	PROGRESS REPORT ON DEVELOPMENT OF BUSINESS CASE FOR POTENTIAL INTRODUCTION OF APPRENTICES INTO TVFCS
PRESENTED TO:	TVFCS JOINT COMMITTEE
DATE OF MEETING	26 MARCH 2019
LEAD OFFICER	AC DAVE NORRIS
EXEMPT INFORMATION	NONE
ACTION	NOTE AND AGREE

1. EXECUTIVE SUMMARY

1.1 This report provides an update to the TVFCS Joint Committee on the progress being made with the development of a business case relating to the potential introduction of apprenticeships into TVFCS.

2. RECOMMENDATION

2.1 TVFCS Joint Committee **note** the report contents.

2.2 The TVFCS Joint Committee **agree** the TVFCS Management team enters into further discussions with other Control Rooms within a suitable geographical area, to identify opportunities to introduce the Contact Call Handler apprenticeship standard collaboratively.

2.3 That the TVFCS Joint Committee **agree** TVFCS Management team explores the level of interest amongst current staff in undertaking the apprenticeship standard.

3. REPORT

3.1 The Thames Valley Fire Control Service Phase 2 Transition Plan includes a desire to explore the introduction of apprenticeships into TVFCS.

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- 3.2 An apprenticeship standard for Emergency Service Control Rooms (Contact Call Handler) was officially approved for use in Early March 2018.
- 3.3 A funding band has been set for the apprenticeship standard, with a maximum value of £9000. As part of the process of entering into an arrangement with a commercial provider, it is expected that employers will negotiate the actual cost of the apprenticeship with the provider, with the funding band being the maximum amount possible.
- 3.4 Since the update provided to the Joint Committee in December 2018, members of the TVFCS management team have held constructive meetings with two potential providers. Both providers already offer a number of apprenticeships in other areas. One provider has already agreed to provide the Contact Call Handler apprenticeship standard to its local Fire & Rescue Service in West Yorkshire. The second provider does not currently offer the apprenticeship standard, but is interested in doing so.
- 3.5 Both providers are located some distance from TVFCS (West Yorkshire and Nottinghamshire), which has a logistical impact on their ability to provide the standard.
- 3.6 Both of the providers outlined plans for delivering the apprenticeship standard which appear to be consistent with the needs of TVFCS. A draft delivery plan for one provider is attached as **Appendix A**. This draft plan also shows how the NVQ currently completed by TVFCS staff could also be incorporated into the delivery of the apprenticeship standard.
- 3.7 Both providers were consistent in the information provided to TVFCS in most areas. This includes factors which will be relevant in how TVFCS moves towards introducing apprenticeships. These are;
- For a specialist apprenticeship of this nature, both providers advised that if the rate of pay offered to apprentices is significantly lower than the 'going rate' for the job, it has proved difficult to recruit sufficient numbers of apprentices who are capable of reaching the standard.
 - That in order to make the provision of the apprenticeship standard economically viable a cohort of a minimum of eight apprentices would need to be recruited.
 - The apprenticeship standard only covers the call handling element of Control room work. Internal TVFCS trainers would still need to provide the current input on other aspects of the role.
 - That the provider would wish to be involved in the recruitment process to ensure that potential apprentices had the required level, or potential to achieve the required level of numeracy and literacy to complete the standard.
- 3.8 TVFCS currently only recruit staff when a need to fill an establishment vacancy arises, or can be reasonably foreseen. Recruiting eight new staff would create an additional pressure on employment costs. Control staff

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employed on the 'Trainee' rate of pay currently have a total employment cost of £26,912 per annum. If the TVFCS establishment were to be increased to incorporate eight staff at this rate of pay in addition to the existing establishment, the revenue staffing cost would increase by £219,962 per annum. An additional obstacle to recruiting this number of staff would be the capacity of the TVFCS training room, which can only accommodate four trainees at any one time. Despite these obstacles, there are potential options that may be viable;

- Collaborate with other Fire and Rescue Service's with Control rooms that are geographically close enough to TVFCS to allow common delivery of the standard at central locations.
- Seek to upskill existing TVFCS employees by offering them the opportunity to attain the apprenticeship standard in addition to their current development.

3.9 A number of other FRS Controls in Central and Southern England are interested in adopting apprenticeships, but are experiencing the same issues as TVFCS in identifying a suitable provider. Informal discussions have taken place with a number of Control Room Managers and there appears to be interest in working collaboratively in this area.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

4.1 This report complies with the "Principles of Collaboration".

5. FINANCIAL IMPLICATIONS

5.1 The adoption of apprenticeships will have implications for the TVFCS revenue budget. Discussions with subject matter experts indicate that the introduction of newly established apprenticeship standards requires a significant level of support. It is likely that these requirements will exceed the existing capacity within the TVFCS management team.

5.2 Should seeking employer provider status be decided upon as the preferred method of delivery, the level of support required would increase further as the employer would be responsible for the design of all training, including the 20% of training time which needs to be dedicated to activities outside the day to day role of the apprentice.

5.3 Should a decision be reached to engage apprentices in addition to the existing TVFCS establishment, additional funding would be required.

5.4 Should a decision be made to only engage apprentices to fill vacancies in the existing establishment, some salary savings would be anticipated.

6. LEGAL IMPLICATIONS

6.1 None

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7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 There is a potential that, should a decision be reached to only recruit staff for TVFCS via apprenticeships, some groups might be discouraged from applying for vacancies.

8. RISK IMPLICATIONS

- 8.1 None

9. PRINCIPAL CONSULTATION

- 9.1 Lynne Swift OBE – BFRS

- 9.2 RBFRS HR Dept

10. BACKGROUND PAPERS

- 10.1 None

11. APPENDICES

- 11.1 None

12. CONTACT DETAILS

- 12.1 Group Manager Simon Harris – Thames Valley Fire Control

THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	CROSS BORDER MOBILISING WITHIN THE THAMES VALLEY
PRESENTED TO:	TVFCS JOINT COMMITTEE
DATE OF MEETING	26 MARCH 2019
LEAD OFFICER	CHIEF FIRE OFFICERS; TREVOR FERGUSON, SIMON FURLONG AND JASON THELWELL
EXEMPT INFORMATION	NONE
ACTION	NOTE

1. **EXECUTIVE SUMMARY**

- 1.1 The Joint Committee resolved at its last meeting in December that the three CFOs would agree standard charging arrangements for cross-border mobilisations.

2. **RECOMMENDATIONS**

That the Joint Committee:

- 2.1 **NOTE** the charging mechanism that has been agreed by the three CFOs.

3. **REPORT**

- 3.1 As previously reported, a task and finish group was set up to work collaboratively on agreeing a methodology for the production of statistics on cross-border mobilisations. This methodology was approved by Joint Committee at its last meeting and as a next step the three CFOs were asked to agree a standard charging mechanism for cross-border mobilisations.
- 3.2 The three CFOs have now agreed an hourly rate of £274.50 to be charged for cross-border appliance movements within Thames Valley.
- 3.3 Charging will be effective from 1 April 2019 and will be done quarterly in arrears once the data has been verified by the data teams.

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- 3.4 The December meeting of the Joint Committee also resolved that a review of the charging mechanism arrangements would occur after one year.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

- 4.1 This report complies with the statutory duty to collaborate under the Policing and Crime Act 2017, the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service 2015 and the TVFCS Concept of Operations 2015.

5. FINANCIAL IMPLICATIONS

- 5.1 Should a decision be made to charge for the provision of mutual aid within the Thames valley, there will be a financial implication for the FRS.

6. LEGAL IMPLICATIONS

- 6.1 The report complies with the Fire and Rescue Services Act 2004, the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service 2015 and the TVFCS Concept of Operations 2015.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 None

8. RISK IMPLICATIONS

- 8.1 None

9. PRINCIPAL CONSULTATION

- 9.1 Three Chief Fire Officers

10. BACKGROUND PAPERS

- 10.1 Cross Border Mobilising within the Thames Valley (Joint Committee, 5 Dec 2018)

11. APPENDICES

- 11.1 None

12. CONTACT DETAILS

- 12.1 Conor Byrne – Head of Finance, RBFRS



Agenda Item 7

Verbal Update of the Revised Strategic Outcomes following the Performance Measures Workshop.

Revised Strategic Outcomes following Members and Officers workshop

20th February 2019

Present:

Members: Cllr Alexander (RBFRA), Cllr Ross (RBFRA), Cllr Grey (OCC), Cllr Heathcoat (OCC).

Officers: Paul Jacques (SRO RBFRS), David Norris (SRO BFRS), Michael Adcock (SRO OFRS), Ellen Warner (TVFCS), Julie Summers (TVFCS), Paul Watts (TVFCS), Rob MacDougall (OFRS).

Apologises: David Carroll (BMKFRA), Simon Furlong (OFRS)

The aim of these strategic outcomes is to capture the value added of the TVFCS as part of the wider delivery of each FRS core and support functions:

- **PEOPLE:**

To ensure TVFCS staff are capable and competent to carry out their role to the highest professional standards, with a continuing focus on their well-being.

- **PREVENTION:**

To work with partners to ensure that advice, support and guidance is given to both the residents and visitors to the Thames Valley to help keep them safe from harm.

- **PROTECTION:**

To work with partners to ensure that advice is given to businesses to meet their fire safety requirements.

- **RESPONSE:**

To ensure the preparedness¹ and response to emergency incidents through resource mobilisation and the management of the incident.

- **RESILIENCE:**

To ensure resilience of the fire control service.

To support the resilience and business continuity of each partner organisation.

- **DATA AND INTELLIGENCE:**

To meet the data and intelligence requirements of the TVFCS and each FRS.

- **FINANCE:**

- To provide a cost-effective service and assist each service to evaluate performance and inform their financial planning.

¹ <https://www.gov.uk/government/publications/emergency-preparedness>

THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	TVFCS PERFORMANCE REPORT QUARTER 3 2018/19
PRESENTED TO:	TVFCS JOINT COMMITTEE
DATE OF MEETING	26 MARCH 2019
LEAD OFFICER	AM MIKE ADCOCK
EXEMPT INFORMATION	NONE
ACTION	NOTE

1. EXECUTIVE SUMMARY

- 1.1 To provide the Joint Committee with an update report on the performance of the Thames Valley Fire Control Service (TVFCS)
- 1.2 The Control Manager’s performance report for 2018/19 Quarter 3 (Appendix A) provides a detailed narrative on TVFCS performance together with the agreed set of performance information to enable comparisons.

2. RECOMMENDATION

- 2.1 That the Joint Committee **note** the report.

3. REPORT

- 3.1 Demand levels reduced to more usual levels following the high demand experienced over the summer.
- 3.2 The Command & Control system continues to be stable an upgrade has been applied during the period which allows the ESN hardware upgrade to take place and will also facilitate further upgrades containing performance improvements.
- 3.3 Levels of absence have increased placing some pressure on maintaining staffing levels.

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- 3.4 Levels of performance against the call handling measures have not shown the improvement expected by the management team. Potential mitigations are being investigated and progressed.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

- 4.1 This report complies with the Steady State Legal Agreement which defines the responsibilities for measuring and reporting on performance.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no implications within this report.

6. LEGAL IMPLICATIONS

- 6.1 There are no implications within this report.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 There are no implications within this report.

8. RISK IMPLICATIONS

- 8.1 There are no implications within this report

9. PRINCIPAL CONSULTATION

- 9.1 None for this report.

10. BACKGROUND PAPERS

- 10.1 Programme Sponsoring Group Benefits Paper – 11 April 2013.

11. APPENDICES

- 11.1 Appendix A – TVFCS Control Manager's performance report for 2018/19 Quarter 3.

12. CONTACT DETAILS

- 12.1 Simon Harris GM Thames Valley Fire Control Service

0118 938 4522 | 0774 863 1527

Thames Valley Fire Control Service



Joint Committee Performance Report (Quarter 3 2018/19)

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Introduction

The Thames Valley Fire Control Service (TVFCS) performance report presents information on the performance of the joint control room. This is to provide structure and governance that enables TVFCS to measure, monitor and manage outputs and outcomes in a timely manner, allowing us to respond and make informed decisions to ensure that our statutory and partnership obligations are successfully delivered.

The aim of this report is to share how TVFCS has performed over the previous three months, offer explanation, analysis and mitigation for target outcomes, and to suggest positive means of carrying effective performance into the future.

Key to Icons and Colours

	Target exceeded by more than 10%
	Target met or exceeded by up to 10%
	Target missed by up to 10%
	Target missed by more than 10%
	NA or data accuracy issues affect confidence in reporting

Key Highlights

Context

During Quarter 3 2018/19 TVFCS handled 8946 emergency calls, leading to 5578 mobilisations. This is a return to a normal level of activity for the period, following the high demand conditions experienced during the summer period.

During the period two Crew Manager positions became vacant as the result of a resignation to pursue a new career and a request to reduce rank for personal reasons. This, combined with long term sickness absence affecting two other Crew Managers has placed pressure on the establishment in maintaining the minimum required numbers of Supervisory Managers. Both Control Station Managers have worked a number of weekend, night and public holiday shifts to help maintain these levels when it has not been possible to maintain cover from the normal shift based establishment. Although Crew Manager vacancies have been difficult to fill for some time, a number of existing staff are nearing completion of the qualification required to progress to the role of Crew Manager and it is anticipated that the vacancies will be filled during Q4 2018/19.

Successes

As in 2017/18, Thames Valley Fire Control Service staff were offered an influenza vaccination by Royal Berkshire Fire & Rescue Service, with a number taking advantage of this provision. Although a significant number of staff were affected by seasonal illness during the period, there have been no reports of influenza.

Thames Valley Fire Control participated in an exercise to test national resilience during Q3. This was a successful exercise from a Thames Valley Fire Control Service Perspective, with staff performing well and gaining valuable experience.

Thames Valley Fire Control Service systems continued to perform well during the period, with no significant issues being experienced. A system software upgrade was applied in early December, which addressed a number of bugs and provided improvements to the usability of the system. This successful upgrade means that the

hardware upgrade to prepare for the introduction of ESN can now take place. This is scheduled to begin in February 2019.

During the period, TVFCS was inspected as part of the Oxfordshire Fire & Rescue Service HMICFRS inspection and took part in the fact finding visit for Royal Berkshire Fire & Rescue Service. Staff were positive and professional throughout the process and it proved to be a valuable experience for some of those interviewed as it reinforced their confidence in their professional knowledge.

Areas for Improvement

Call handling and mobilisation performance improved following the high demand period during Summer 2018, but have fallen some way short of the desired levels. Analysis of statistics has shown a number of areas which appear to be affecting his area of performance. Both Oxfordshire Fire & Rescue Service and Royal Berkshire Fire & Rescue Service challenge calls to alarms in certain categories of premises when the premises are known to be occupied. Call challenging is utilised to prevent the unnecessary emergency mobilisation of resources to incidents where they are not required, preserving resources for other incidents and reducing road risk. Call challenging requires significant amounts of additional questioning by Control staff before a decision on whether to mobilise resources can be reached and leads to a failure to meet the call handling target on a large number of occasions when an incident meets the criteria for Fire Service attendance.

Individual call handling performance reports have been reintroduced to allow Supervisory Managers to clearly see how individual team members are performing. These reports had previously been produced and disseminated by the temporary Training Support Officer post, which ceased in Q3 2017. Production has been reallocated within the Management Team. These statistics will be supported by the proposed introduction of a quality assessment process for emergency calls, which is going through consultation.

The introduction of 'pre alerting' will be considered in Q1 2019/20. In order to mobilise a response, Control staff need to identify an exact address. For incidents in outdoor locations, callers often know approximately where they are, but extended questioning is required to identify an exact location and mobilise a response. 'Pre-alerting' allows Control staff to alert a response when they are confident that they know which station is nearest to the incident, but before an exact location has been identified, speeding up the call handling time.

Emerging Issues & Risks

Capita's financial position continues to be monitored, with their credit score remaining consistently 'below average risk' during the period.

The HMICFRS visits referenced above have created an additional demand, in preparing for the visit and then providing staff time for interview. In addition, the production of statistics which are now being regularly requested by HMICFRS is proving to be time consuming.

Requests for information and preparation for the UK's exit from the European Union have created some workload for TVFCS. TVFCS are confident that supply chains associated with the Control room function will not be significantly affected in the event of a 'No deal' scenario.



Establishment

The authorised establishment and current staffing position are shown below. It details the number of people in their substantive posts and those in temporary positions.

Role	Authorised Establishment	Staff in substantive Posts and FTE	Staff in temporary Posts and FTE	Vacancies
Group Manager	1	1-1 FTE	0 – 0 FTE	0
Control Manager	1	1-1 FTE	0 – 0 FTE	0
Control Training Manager	1	1 – 1 FTE	0 – 0 FTE	0
Watch Manager	4	4 – 4 FTE	1 – 1 FTE	-1
Crew Manager	12	9 –9 FTE	0 – 0 FTE	3
Fire Fighter	20	23 - 21.82 FTE	0 – 0 FTE	-1.82
TOTAL	39	39 – 37.82 FTE	1 – 1 FTE	0.18

Competence Levels

Role	Current staff	Number Competent in Role	Number in Development	% of Current Staff in Development
Group Manager	1	0	1	100%
Control Manager	1	1	0	0%
Control Training Manager	1	1	0	0%
Watch Manager	4	4	0	0%
Crew Manager	12	6	6	50%
Fire Fighter	22	14	8	36%
TOTAL	41	26	15	37%

Please note, the above figures relate to the actual numbers of staff employed, not the Full Time Equivalents used for establishment. Figures have been rounded up/down to the nearest full percentage point.

Attendance/ Absence

Measure	October 2018	November 2018	December 2018
Short-term Sickness Episodes	7	6	8
Long-term Sickness Episodes*	1	0	2
Total Days lost to Sickness	21	19	39
Average days lost per FTE	0.53	0.48	1.00

*long-term sickness is sickness absence of more than 28 days.

Overtime Claims and Payment records

(Excluding Bank Holiday Pay and Handover Pay)

Measure	October 2018	November 2018	December 2018
Number of Staff Claiming OT	14	7	10
Hours Worked	322.60	227.60	207.20
Total Paid	£6483.88	£4430.16	£4395.79

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Performance Measures (Data accurate as of 01/01/2019)

Measure		October 2018	November 2018	December 2018	Reporting period average	Same period 2017/18	Rolling 12 month average
1	Total Emergency calls answered	3276	2923	2747	2982	2808	2957
2	Number of Mobilisations	1990	1839	1839	1889	1955	1968
3	No. of times Emergency Fall-back instigated	0	0	0	0	0	0
4	Number of Co-responding incidents	38	38	58	45	68	54
5	Total Admin Calls answered	7577	7466	6622	7222	7015	6823

Measure*		2018/19 Target	October 2018	November 2018	December 2018	Reporting period average	Same period 2017/18	Rolling 12 month average
6	Emergency calls answered within 5 seconds	92%	95.77%	97.00%	96.42%	96.39%	94.49%	94.21%
7	Emergency calls answered within 10 seconds	97%	98.81%	99.12%	98.48%	98.80	97.82%	97.26%
8	% occasions where time to mobilise is within 60 seconds	60%	44.92%	44.32%	44.80%	44.68%	45.92%	46.91%
9	% occasions where time to mobilise is within 90 seconds	80%	71.06%	71.45%	70.05%	70.85%	71.12%	72.63%
10	% occasions where time to mobilise is within 120 seconds	95%	82.76%	83.69%	81.34%	82.60%	83.31%	83.99%
11	Admin calls answered within 15 seconds	n/a	81.19%	81.60%	81.39%	81.39%	81.99%	82.53%

*Definitions are available in appendix A

Financial Position

TVFCS Budget Monitoring 9 Months to 31 December 2018						
	<i>Total Annual Budget</i>	<i>Actual Expenditure To 31 December 2018</i>	<i>Forecast Outturn at Year End</i>	<i>Variance = Forecast - Annual Budget</i>	<i>Variance %</i>	<i>Commentary</i>
Staff						
Employment Costs	1,537,795	1,143,451	1,522,652	-15,143	-0.98%	The forecast outturn position includes the impact of the 2% pay increase agreed nationally. An additional budgetary obligation has been identified because of a 'Lump Sum' charge to the employing FRS associated with the Local Government Pension Scheme. TVFCS

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							contribution towards this charge has been estimated at £27,000 for the current financial year. The expected outturn has reduced as the result of staff turnover within the quarter.
Mileage and Subsistence	6,000	4,823	6,422	422	7.03%		
Uniforms	2,000	2,146	2,691	691	34.55%	Uniform expenditure includes small monthly allowance for various items (26 staff).	
Training	-	1,180	1,180	1,180	100.00%	It has been necessary to spend a small amount on training for TVFCS staff that was not able to be provided within the Thames Valley FRS. A	

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							small amount will be reserved in future budgets to account for unexpected training needs.
Recruitment	1,000	75	350	-650	-65.00%		Expected outturn has increased, as DBS security checks for staff now need to be covered from within this budget in addition to recruitment test papers.
Sub Total	1,546,795	1,151,675	1,533,295	-13,500	-0.87%		
Corporate							
Facilities	91,443	68,582	91,443				Forecast outturn is expected to equal budget. Costs incurred to date are based on 3/4 of the annual budget.
Finance	24,851	18,638	24,851				
HR	67,409	50,557	67,409				
ICT	72,525	54,394	72,525				

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Liability and Equipment Insurance	6,885	5,164	6,885			
Management	14,868	11,151	14,868			
Sub Total	277,981	208,486	277,981			
Other						
General Equipment Purchase	6,541	2,147	6,850	309	4.72%	A small overspend is anticipated as the result of needing to replace some items and the purchase of a testing unit to ensure that the PPE headsets used within TVFCS are providing the correct level of protection.
OFRS Costs (secondary control facility)	39,274	46,014	46,014	6,740	17.16%	The overspend against this budget line is the result of the unexpected need to replace

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						UPS batteries at the Secondary Control site. This expenditure was approved by the Joint Committee
Sub Total	45,815	48,161	52,864	7,049	15.39%	
Technology						
Capita Mobs System (maint)	66,535	50,068	66,535			forecast outturn is expected to equal budget.
DS3000 (for primary and secondary) ICCS	79,652	62,129	82,836	3,184	4.00%	A failure to account for an RPI adjustment within the contract when setting the budget has caused a small overspend in this area.
Telephony	50,061	34,057	37,488	-12,573	-25.12%	Forecast Outturn now includes the reimbursement of previous incorrect charging by the supplier.
EISEC Calcot (999 caller location)	7,000	5,250	7,000			Estimate based on 17/18 outturn and

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						charges expected in 18/19.
EISEC Kidlington	2,000	1,500	2,000			
Smart services to switch 999 lines to secondary control or elsewhere	16,000	16,377	16,377		2.36%	
Airwave rental (SAN I ,B) (Primary,secondary) (7+8)	13,583	-	13,583			
Sub Total	234,831	169,381	225,819	-9,012	-3.84%	
Total Budgeted Expenditure	2,105,422	1,577,703	2,089,959	-15,463	-0.73%	

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Data accurate as of 31/12/2018

Appendix A

Performance Measure Definitions

Measure	Description
% of occasions where the time to answer admin calls is within 15 seconds	This measure uses the time taken from when the Fire Control Room system receives an admin call alert to the moment they are answered by a TVFCS Operator
% of occasions where the time to answer emergency calls is within 5 seconds	This measure uses the time taken from when the Fire Control Room system receives an emergency incoming call alert to the moment they are answered by a TVFCS Operator
% of occasions where the time to answer emergency calls is within 10 seconds	
% of occasions where time to mobilise is within 60 seconds	This measure is calculated from when emergency calls are answered to when control room staff request stations to mobilise the appliance.
% of occasions where time to mobilise is within 90 seconds	
% of occasions where time to mobilise is within 120 seconds	

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ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Appointment of Chairman and Vice-Chairman	08-Jul-19	N/A	agree	Graham Britten	N/A	Part I
Quarterly Performance Report/Budget Monitoring	08-Jul-19	N/A	note	Mike Adcock/Simon Harris	N/A	Part I
Chairman's Annual Report 2018/19	08-Jul-19	N/A	note	AM	2018/19 Chairman	Part I
Emergency Services Mobile Communication Programme	08-Jul-19	N/A	note	Steve Foye	N/A	Part I
Quarterly Performance Report/Budget Monitoring	23-Sep-19	N/A	note	Mike Adcock/Simon Harris	N/A	Part I
Emergency Services Mobile Communication Programme	09-Dec-19	N/A	note	Steve Foye	N/A	Part I
Proposed Budget 2020/21	09-Dec-19	To BMKFA, OCC and RBFA	agree and recommend to OCC, BMKFA and RBFA	Conor Byrne	N/A	Part I
Quarterly Performance Report/Budget Monitoring	09-Dec-19	N/A	note	Mike Adcock/Simon Harris	N/A	Part I

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