



**EMERGENCY
SERVICES
COLLABORATION
IN THE THAMES VALLEY**





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1. FOREWORD

By the Thames Valley Collaboration Steering Group

We are very pleased to be jointly introducing this important document. Collectively we provide the political and non-executive leadership of the Ambulance, Fire and Rescue and Police services across the Thames Valley. The blue light services of the Thames Valley have a proud tradition of collaboration and the Steering Group is committed to supporting and driving collaborative initiatives across the emergency services.

From the day-to-day interaction of our front-line staff at emergency incidents, to the sharing of premises and procurement opportunities, we regularly work in partnership for the good of our communities. In the following pages, you will find evidence of the extensive collaboration already underway and details of the Collaborative Programme we have established to create further efficiencies and enhance public safety going forward.

In 2017, the Policing and Crime Act placed a statutory duty on fire and rescue authorities, police forces, and ambulance trusts to:

- Keep collaboration opportunities under review;
- Notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency or effectiveness; and
- Give effect to a proposed collaboration, where the proposed parties agree that it would be in the interests of their efficiency or effectiveness and that it does not have an adverse effect on public safety.

To reflect their wider role, ambulance trusts are required to consider the impact of the proposed collaboration on their wider functions and the NHS, when determining if it would be in the interests of their efficiency or effectiveness.

The programme of work we have established under the banner of the 'Thames Valley Collaboration Programme' will evidence how the political leadership are ensuring compliance with our statutory duty under the Act. It will also allow us to demonstrate how we are maximising opportunities to drive efficiency and effectiveness, in the interest of public safety.

We hope you find the content of this document interesting and informative, and we are keen to hear your views about it. Please let us know what you think, or ask us any questions by contacting collaboration@RBFRRS.co.uk.



2. WHY SHOULD WE COLLABORATE?

We will see in the next section that the idea of collaboration is not new for the emergency services; indeed, the Thames Valley fire and rescue services committed to collaborating in a Memorandum of Understanding (MOU) in 2015. Thames Valley Fire Control Service, a joint fire service control room serving the people of Buckinghamshire, Oxfordshire and Royal Berkshire is a great example of what can be done when like-minded organisations work together to improve public value¹. Likewise, the JESIP² protocols, a programme of work to improve emergency service interoperability, are now an established part of the operational environment for emergency services. All of the emergency services in the Thames Valley collaborate with other services on their borders and there are many examples nationally of what has been achieved by collaboration³.

The collaboration landscape changed significantly for emergency services in England with the introduction of the Policing and Crime Act in 2017. This legislation imposes a duty on emergency services to consider entering into collaborative arrangements with other partners where to do so, is in the interests of efficiency or effectiveness for those involved. This legislation follows on from earlier legislation- the Fire & Rescue Services Act 2004 (FRSA) that for the first time created a duty for fire and rescue services to deliver prevention services, as well as to respond to emergency incidents.

Under the Policing and Crime Act 2017, the Police and Crime Commissioner was given an enabling power to undertake the preparation of a business case to consider the benefits of changes in the governance arrangements of the services involved.

Section 13 of the FRSA requires Fire & Rescue Authorities (FRAs) to enter into mutual assistance schemes with other FRAs, and sections 15 and 16 enable FRAs to enter into agreements with other such authorities, or other persons for that other authority, or person to discharge certain statutory functions. Amendments made to the FRSA by the Localism Act 2011 gave a broader discretion to consider collaboration if it was thought likely to be able to contribute to the Authority being able to discharge its functions.

Sections 22A to 23I of the Police Act 1996 make provision for collaboration agreements entered into by two or more police services. Ambulance services can collaborate between themselves, under section 47 of and paragraph 14 of Schedule 4, to the National Health Service Act 2006.

Section 2(1) of the Policing and Crime Act imposes on each of the three emergency services, a new duty to keep collaboration opportunities under review where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration. Section 2(2) requires that where an emergency service identifies an opportunity to collaborate, it has a duty to notify the other relevant emergency services of the proposed collaboration. Section 2(3) then imposes a duty to consider whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.

1. Moore, Mark and Sanjeev Khagram. 2004. 'On Creating Public Value: What Business Might Learn from Government about Strategic management'

2. Joint Emergency Services Interoperability Programme

3. Emergency Services Collaboration Working Group Overview 2016

Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to a duty to enter into a collaboration agreement.

Section 2 does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise, have an adverse effect on its efficiency or effectiveness. Specifically, an ambulance trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions. However, if services enter into a collaboration agreement, each of the services involved in the collaboration can make payments for the purposes of the agreement.

A specific body was set up by the National Fire Chiefs Council (NFCC) and the National Police Chiefs Council (NPCC), to look at opportunities for collaboration and provide structure and guidance for those involved. The group have generated national guidance in the form of a national programme of work, as well as various statements of intent/best practice between partners etc., but it has always been the intention that the specific collaboration work will be undertaken by individual services, working together locally to suit the particular requirements of the public that they serve. This document will provide you with an overview of the situation in Thames Valley.

The existing willingness to work together, combined with a new legislative approach will provide structure and a renewed emphasis for emergency service partners to develop, improve and maintain their collaborative working arrangements with new and existing partners.

3. WHAT HAVE WE BEEN DOING?

Working together is not new for the emergency services in Thames Valley. The emergency services respond to many thousands of incidents every year, and a significant number of these involve working in partnership sometimes in very difficult and often dangerous situations. There are a number of areas where emergency service partners have been working to improve public value in the Thames Valley.

We will continue to look for opportunities to work with our colleagues from the other emergency services, and do so in a way that ensures we provide the best possible service for all the people in the Thames Valley.

In 2016, the Home Office provided guidance on the areas for emergency service collaboration to enable meaningful comparison across services and help give emphasis at the national level to work that is ongoing in local services to improve outcomes for citizens.

CASE STUDY 1. THAMES VALLEY FIRE CONTROL SERVICE

Thames Valley Fire Control Service (TVFCS) is a single shared control room responsible for the receipt of emergency calls and mobilisation of fire and rescue assets across the Thames Valley.

The call handling centre serves a combined population of two-million people and is fitted with the most up-to-date technology. This includes a new mobilising system, which enables control operators to identify the exact geographic location of an incident more quickly and, at the same time, pinpoint the precise position of each available fire appliance and officer.

Every fire appliance across the three services has been fitted or upgraded with the latest mobile data terminals, which display incidents on a mapping system, enabling fire crews to see their location and that of the incident in real time. Mobile data terminals also provide the crews with risk-critical information, such as individual building design and details about any special hazards or unusual processes or manufacturing at a particular location.

The cost was in the region of £5.4 million to build and was funded by the three services with combined grants from central government.

The service utilises a single employee model with a single mobilising system, which has delivered significant cost efficiencies to all three authorities. Increased resilience, efficiency and improved performance will result in collective savings of over £1 million a year for the next 15 years. Overall, the combined services are projected to achieve total savings of £15,871,672 by the end of 2024-25.



The table below shows a number of areas where this work has been ongoing, aligned to the categories outlined in the national guidance. It is clear to see that a lot of work is already underway and the emergency services of the Thames Valley are well experienced in joint working across a range of areas. However, we wish to do more and to ensure that we work together in a structured manner, to future-proof our work and maintain a sound method of providing public accountability, as well as, providing excellent services to the public.

CASE STUDY AREAS NATIONAL OVERVIEW REPORT 2016	INITIATIVE	FIRE & RESCUE SERVICES	THAMES VALLEY POLICE	NATIONAL HEALTH SERVICE (INC.SCAS)	OTHER PARTNER
First Response and Cardiac Arrest.	Co-Responding.				
	Public Access Defibrillators.				
Demand Management and Rationalisation.	Effecting entry.				
	Use of drone/missing persons.				
Shared Estates and Assets.	Shared property – fire stations.				
	Shared property – service headquarters.				
	Joint procurement of pumping appliances.				
	Joint workshops and vehicle maintenance.				
	Joint procurement of high reach appliances.				
	One Public Estate.				
Strategic Alliances and Partnerships.	Director leads on collaboration.				
	Arson Reduction Partnership.				
	Fire investigation.				
	National Incident Liaison Officer/SE Counter Terrorist Unit.				
	Operational alignment.				
	Shared Monitoring Officer post.				
	Shared Procurement post.				

CASE STUDY AREAS NATIONAL OVERVIEW REPORT 2016	INITIATIVE	FIRE & RESCUE SERVICES	THAMES VALLEY POLICE	NATIONAL HEALTH SERVICE (INC.SCAS)	OTHER PARTNER
Joint Control Room.	Thames Valley Fire Control Service (TVFCS).				
Information Sharing.	TVFCS data sharing agreement.				
	Risk mapping and modelling.				
	Data sharing agreement – Safer data.				
	TVP arson threat data.				
Wider Collaboration.	Joint Emergency Services Interoperability Programme.				
	Compartment fire training.				
	Fire & Emergency Support Service Unit.				
	Driving Instructors/ examiners.				
	Specialist teams – Gas tight suit training.				

Thames Valley Police also produced a report which benchmarked the current and planned areas of priority work against the national report. The paper provides an update on the collaboration initiatives, initially identified in the spring 2017 report. The initiatives are grouped under the categories identified in the Thames Valley Area Blue Light Discussion Document, plus an additional fifth category that was subsequently identified:

- Demand Analysis/Management.
- Enabling Services.
- Specialist Capabilities.
- Workforce Opportunities.
- Operational Alignment.

These headings differ from, but can be aligned to, the areas identified in the Emergency Services Collaboration Working Group National Overview (2016):

IDENTIFIED AREAS FOR CONSIDERATION	NATIONAL WORKING GROUP AREAS
Demand Analysis/Management.	Demand Management and Rationalisation. Information Sharing.
Specialist Capabilities.	Wider Collaboration.
Workforce Opportunities.	Wider Collaboration.
Enabling Services.	Shared Estates and Assets.
Operational Alignment.	First response and co-responding. Joint Control Rooms. Strategic Alliances and Partnerships.

Each initiative has been assessed to identify its status as follows:

Established: The initiative has become day-to-day business. It has clear structures and processes, which give confidence that it is embedded in the ongoing work of all of the emergency services involved. Work is well developed and opportunities are being exploited, while further work is being actively considered.

Partially Established: Elements of the initiative have become day-to-day business, or the whole initiative has been delivered, but only within a limited geographic area. There are no established plans for further development.

Initial Work Only: The initiative is at the scoping or pilot stage.

AREA FOR CONSIDERATION	INITIATIVE	EMERGENCY SERVICES CURRENTLY INVOLVED			STATUS
Demand Analysis/ Management.	Data Sharing.	Police	Fire	Ambulance	Partially Established.
	Combined Safe and Well Visits.				Initial Work Only.
	Fire Setter Schemes.				Established.
Specialist Capabilities.	Fire Investigation and Arson Reduction.				Established.
	Use of Drone Technology.				Initial Work Only.
Workforce.	Volunteers.				Initial Work Only.
Enabling Services.	Estates.				Established.
	Procurement.				Established.
	Shared Learning and Development.				Initial Work Only.
Operational Alignment.	Effecting entry to premises on behalf of SCAS.				Established.
	Missing persons.				Partially Established.
	Co-Responding.				To be confirmed.

CASE STUDY 2: THE MILTON KEYNES EMERGENCY SERVICES HUB

Buckinghamshire and Milton Keynes Fire Authority is working with South Central Ambulance Trust and Thames Valley Police to co-locate into a new purpose built 'Hub' that will see all three services operate from one site, based at West Ashland in Milton Keynes.

The proposed state-of-the-art building will allow the three services to exit five existing sites in the Milton Keynes area, which will free-up those sites for alternative use and provide substantial savings to taxpayers from reduced running costs. Planning permission has been granted and a construction contract award is due by early 2018. The new site should be ready for occupation by around October 2019.

Plans are in hand to ensure the new building can also be used by local community groups and there is already a high level of interest from other public sector bodies who would like to relocate to the second floor of the new building.



4. HOW WE PLAN TO IMPROVE COLLABORATION IN THE FUTURE

A. OUR PROGRAMME

The Thames Valley Emergency Services will seek opportunities to work together, wherever possible. In order to make the most of these opportunities, the emergency services across the Thames Valley will take a structured approach. Following a series of clear and simple steps, the emphasis will be placed on different areas as we progress:

- Strategic Alignment;
- Strategic Alliance; and
- Review of Governance.

There will be a decision gateway at various points of the programme in line with the expectations set out in the OGC Gateway protocols for major programmes⁴. We expect that phase one of the programme will be complete by April 2020. This will allow for alignment of new Integrated Risk Management Plans and dovetails with the Comprehensive Spending Review due in 2019.

Strategic Alignment

This early phase of our work will concentrate on maintaining and improving the good work that is already underway and will look for opportunities to develop it further, where possible. This early stage will see the introduction of a programme board with clear responsibilities to facilitate a transparent, accountable collaboration programme. Later in this document, we will discuss the basic framework for evaluation of our work. This will be linked to the pillars of the national fire reform programme.

To ensure an appropriate level of engagement from the various work streams, each project will be overseen by a strategic manager from one of the services involved. Associated resource requirements and detailed project planning will ensure that the programme timetable is built upon clear expectations and a suitable level of accountability.

Strategic Alliance

Work to commence phase two of the programme is likely to start before phase one is complete. During this phase of our programme, we will seek to create strategic alliances between the partner organisations and seek opportunities to bring together the management teams to allow them to work closely together, wherever possible.

Initially, the three fire and rescue services will explore the possibility of introducing single management posts, working across the three services, with clear functional responsibilities for those involved. A key element early in this second phase will be succession planning for the three fire and rescue services, aligning and examining future plans and requirements, and jointly developing their workforce plans.

The intention will be to seek opportunities to improve efficiency and effectiveness through effective alignment, and/or combination of roles, wherever possible.

⁴ Office of Government Commerce Gateway protocols

During this phase, we will also develop a joint approach to managing risk. The three fire & rescue services will examine opportunities to further align their Integrated Risk Management Plans⁵ (IRMP) and one of the projects will specifically work towards a single agreed methodology for the measurement, mapping and modelling of risk across the Thames Valley area. The three fire and rescue services will also work with the other emergency services with a view to incorporating elements of the policing plan and, where possible, NHS service delivery plans to share data and help us build a rich picture of risk across the Thames Valley and a co-ordinated approach to dealing with it. We will also seek opportunities to work together in areas where demand for our services is high, and where working together will ease pressure on one or more of the services.

Review of the Governance Model

The Policing and Crime Act 2017 makes provision for a change in the governance model for fire & rescue services, where it is demonstrated to be of benefit to local communities. The third stage of our programme will be to examine the governance arrangements for the police service and the fire and rescue services in the Thames Valley to determine which governance structure will be best suited to provide most benefit to the public.

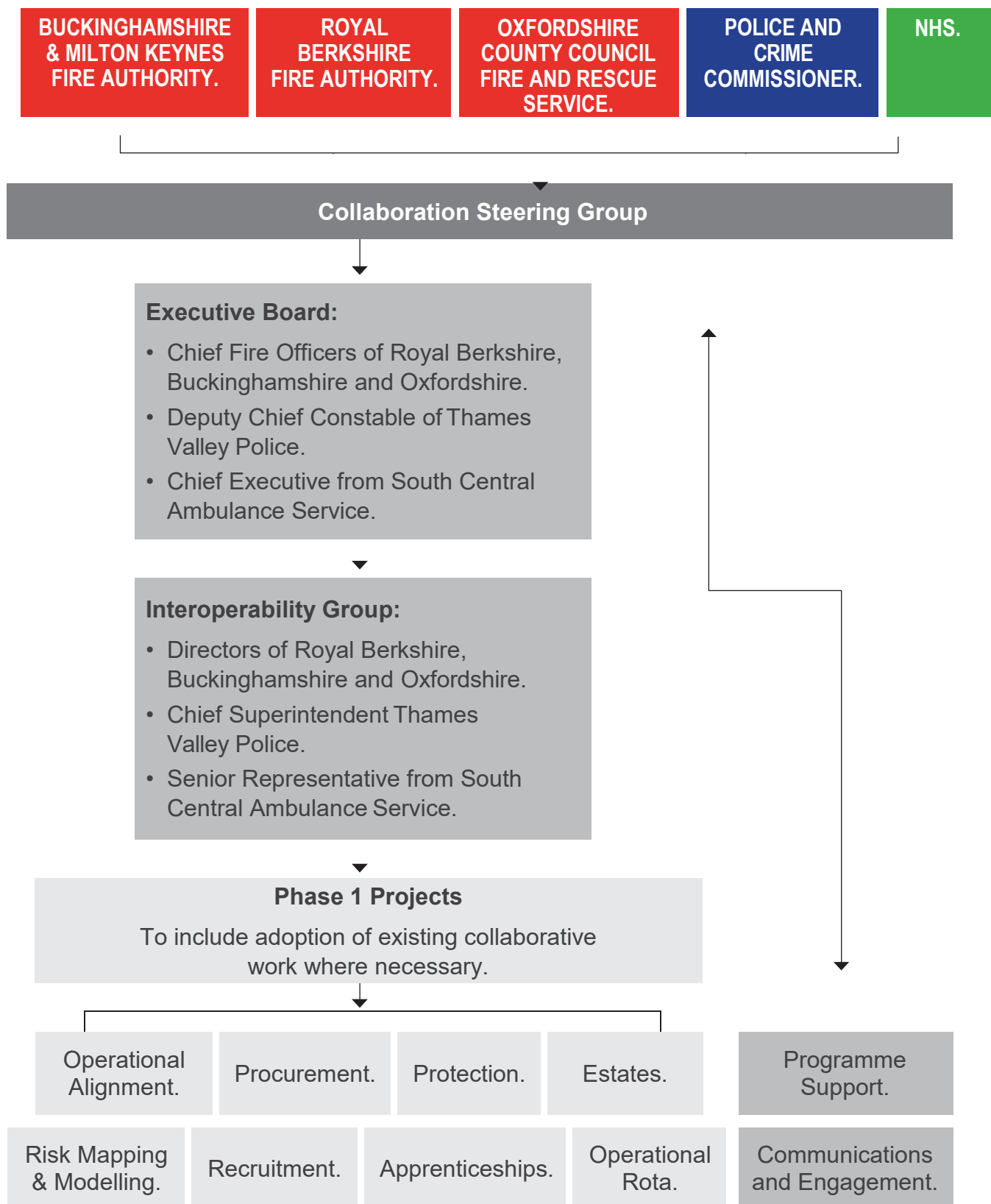
It will be important to examine all of the possibilities in this area, and to consider innovative solutions to deliver efficient and effective services across the emergency services with the collective efforts of each service focused on positive outcomes for the public.

This will clearly be an important decision influenced by a number of strategic factors, and one that will require extensive consultation with all stakeholders. The work we do in phase one and two of the programme will help to inform and shape that discussion. It is expected that we will undertake extensive consultation with a view to making a decision in this area during 2021/22.

⁵ National Framework Document 2012

B. OUR PROGRAMME BOARD

The diagram below shows the structure and interdependencies of the Emergency Services Collaboration Programme in the Thames Valley. The terms of reference for each group are attached as appendices to the report.



The programme structure is designed to complement the national work undertaken by the Emergency Services Collaboration Working Group. The national work is looking to support projects by giving the programme support and by identifying and sharing good practice. The Steering Group role will be undertaken by the political and non-executive leadership of the Ambulance, Fire and Rescue and Police services across the Thames Valley. It will give clear political leadership and offer scrutiny and oversight of the decisions made by the Collaboration Executive Board.

The Collaboration Executive Board will consist of the Chief Fire Officers from the Thames Valley fire and rescue services, the Deputy Chief Constable from Thames Valley Police and the Chief Executive from South Central Ambulance Service. The Board will meet regularly and will be responsible for holding the Interoperability Group to account against the programme plan.

The Interoperability Group will effectively deliver the projects that make-up the programme. Each project will have a strategic manager as the Senior Responsible Owner (SRO). This person will be appointed by the Interoperability Group, based upon their skills and abilities and will be responsible for providing the drive and energy required to enable the project to deliver against targets, while reporting back progress to the Board to ensure the necessary resources are in place and delivery dates are on target.

Consistent and professional programme support will be provided to the Steering Group, the Executive Board and the Interoperability Group by dedicated programme support.

Each of the fire and rescue services in Thames Valley has already undertaken a programme of training for a number of personnel in collaboration and have created a cadre of qualified Thames Valley collaboration practitioners. This group are well placed to champion collaboration activity throughout their services and in the wider emergency services environment, and there are plans to increase the number of trained staff.

Where it is necessary to do so, existing and ongoing work, such as that outlined in section three, will be incorporated into the programme board structure for governance purposes. New initiatives and project work will be commissioned through a business case, with defined, clear benefits to the Executive Board for sign off and approval. However, the Executive Board have been clear that smaller scale or locally driven initiatives that create closer working, standardisation and closer alignment between organisations to add value by creating more efficient and effective ways of working should continue to happen, be considered as business as usual and not be slowed because of unnecessary bureaucracy.

C. EVALUATION AND CRITERIA FOR MEASURING SUCCESS

For each of our projects in phase one and beyond, the evaluation process and the benefits to be realised will be introduced as part of the Project Initiation Document. The use of standardised templates across each organisation will ensure a common approach, enabling progress against which planned milestones/deadlines can be tracked.

Making the best of our resources and improving value-for-money is extremely important to us, however, much of what we achieve will be measured in terms of improvements in the efficiency and effectiveness of the services we deliver to the public.

Fire Reform

The fire and rescue service in England is undergoing a programme of reform led by the Government. The purpose of the reform agenda is to maximise the availability of resources, enhance resilience and to deliver improved services to the public.

There are three pillars to the fire reform programme:

- A. Efficiency and Collaboration;
- B. Accountability and Transparency; and
- C. Workforce Reform.

In order for the programme to be effective in driving positive change, we will ensure that everything we do is aimed at furthering one or more of these objectives. Early indications are that these areas will also be the areas looked at by Her Majesty's Inspectorate for Constabulary and Fire & Rescue Service.

The other emergency services are also going through significant organisational reform. The Police are following the Independent Review of Police Officer and Staff Remuneration and Conditions in 2011, and the Ambulance Service are going through the Ambulance Response Programme. The aim of the NHS England, Ambulance Response Programme (ARP) is to review ambulance response performance standards and explore strategies that can reduce operational inefficiencies and improve the quality of care for patients, their relatives and carers.

We must ensure that the projects realise their benefits, however, the type of evaluation we undertake will vary depending upon the type of project. For some projects, a quantitative evaluation is appropriate and for others a qualitative approach is required. Often it will be a mix of the two.

Our evaluation processes will be aimed at the outcomes, outputs or impacts of our work. This means that the emphasis will be placed on measuring the effects of our work, rather than how well we run our projects. Each project will have a detailed PID with a detailed project plan, which will contain the project deliverables, benefits and an evaluation plan, which will outline the evaluation methods to be employed. The evaluation methods will vary, but are based around a set of shared principles, which will be consistent across all of our projects. Evidence collection methods and performance indicators will vary depending upon the type of project, but may include⁶:

- Document analysis.
- Surveys/questionnaires.
- Interviews.
- Focus groups.

Our progress will be monitored on an ongoing basis, and the results fed back to the Programme Board via a monthly highlight report.

⁶ Greater Manchester Fire and Rescue Service evaluation toolkit

D. PROJECTS TO BE DELIVERED IN PHASE ONE

The following is a summary of the projects that will be delivered in phase one of the programme, where the emphasis will be upon Strategic Alignment of the services. It is important to emphasise that this is not a definitive list, the Executive Board may decide to add or amend projects as the work develops.

Operational Alignment

DESCRIPTION	THE AIM OF THIS PROJECT IS TO ALIGN OPERATIONAL POLICIES, PROCEDURES, AND PRACTICES ACROSS THE EMERGENCY SERVICES IN THAMES VALLEY.		
Objectives.	<ul style="list-style-type: none"> • Establish and publish a timetable for the review, development and introduction of a full suite of integrated operational doctrine. • Working in conjunction with partner agencies to review, develop and publish revised doctrine, including our approach to dealing with incidents classified under the JESIP protocols. • Undertake appropriate and proportional consultation in relation to the reviewed processes. • Working in conjunction with partner agencies to implement revised doctrine by 31 March 2020. 		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	By 31 March 2020, this project will deliver a suite of consistent, standardised operational policies with associated procedures and training packages.	Implemented suite of policies and procedures.	A
	Harmonised safe systems of work will lead to reduced risk to firefighters.	Reduction in firefighter sickness absence as a result of injuries sustained at operational incidents.	A
	Delivery of this project will ensure a consistent and professional approach to operational intervention across the region, and in doing so, will improve the effectiveness of the service provided to the public.	Improved operational performance against existing performance indicators. Improved/sustained satisfactory performance indicated by independent customer survey.	A, B
	Implementing this project will ensure that the services involved have a shared approach to operations; this will facilitate combined procurement and joint training.	Savings realised through combined procurement on all operational equipment by 1 April 2020. Joint operational continuation training programme.	A, B
Senior Responsible Owner.	Assistant Chief Fire Officer Rob MacDougall.		

Risk Modelling

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DESIGN AND IMPLEMENT AN INTEGRATED METHOD FOR MODELLING AND MAPPING RISK ACROSS THE THAMES VALLEY AREA		
Objectives.	<ul style="list-style-type: none"> • To devise and introduce a single risk mapping and modelling methodology across the three fire and rescue services in the Thames Valley by 31 March 2020. This methodology will include: <ul style="list-style-type: none"> - An integrated risk model. - A flexible approach to enable services to take account of local risk and demographics. - Appropriate human resource requirements. 		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	<p>By 31 March 2020, the fire and rescue services in the Thames Valley will have in place an agreed system for the measurement and management of risk. This will allow for the more efficient deployment of operational resources, and the possibility of improved productivity brought about by reduced duplication of efforts.</p> <p>A combined approach to the measurement and management of risk will allow for a more consistent approach to Integrated Risk Management Planning (IRMP) across the Thames Valley.</p>	<p>Revised mobilisation action procedures allowing for increased sharing/co-operation across all three services.</p> <p>All services will produce a revised and synchronised IRMP by 2020.</p>	<p>A, B, C</p> <p>A, B</p>
Senior Responsible Owner.	Assistant Chief Fire Officer Simon Jefferies.		

CASE STUDY 3: JOINT PROCUREMENT OF STANDARDISED FIRE APPLIANCES AND EQUIPMENT

Following a joint procurement process, Thames Valley Fire & Rescue Services will now be buying the same type B appliance. Over a period of four years, 37 Volvo appliances, all built to a standard specification will be delivered. During this period, savings are estimated to be around £720,000.

Oxford County Council FRS and Royal Berkshire FRS have each taken delivery of four new Volvo appliances delivered in 2017-18 and Buckinghamshire & Milton Keynes FRS have taken delivery of three of the eight pumps due to them during 2017/18. Further deliveries are due to all three Authorities in 2018/19.

The first of the new appliances have been placed at stations that most frequently cross-borders to improve deployment efficiency. This programme is an excellent example of how joint working can improve service delivery and reduce service costs.

Standardised Inventory

The three fire and rescue services have reached agreement regarding a standardised inventory to be carried on the Thames Valley standard fire appliance. This will maximise the benefit of the standard appliance, as well as, support the introduction of common operating procedures across the region. This combined approach has also led to a simplified and joint procurement process for some equipment that in itself has generated significant savings. The success of the appliance collaboration is also driving forward joint work on procuring equipment and several initiatives are in hand between the three authorities to make the most of our united purchasing power, with the added advantage of standardising equipment across the Thames Valley fire and rescue services.



Rota Alignment

DESCRIPTION	<p>THE AIM OF THIS PROJECT IS TO CREATE A SINGLE OPERATIONAL ROTA FOR STRATEGIC FIRE OFFICERS OPERATING AT GOLD COMMAND LEVEL AT MULTI-AGENCY EMERGENCY INCIDENTS ACROSS THE THAMES VALLEY FIRE & RESCUE SERVICES.</p>		
Objectives.	<ul style="list-style-type: none"> • By 31 March 2020, to establish and implement a process for recording and managing the availability of strategic officers across the Thames Valley fire and rescue services. • To provide a means to monitor the availability, and control the deployment of strategic officers from the Thames Valley Fire Control Service (TVFCS). • To develop and implement a single rota across Thames Valley that meets all regulatory, response and workforce planning requirements, and is compliant with the employment terms and conditions of those involved. 		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	<p>By introducing a single rota at strategic/gold command level across the Thames Valley, fire and rescue services will achieve a higher level of resilience amongst officers at this level. This will allow the services more flexibility to address major or protracted incidents, and provide the capacity to address shortfalls in operational cover that have not been foreseen.</p>	<p>A single rota for strategic/ gold command officers in Thames Valley fire and rescue services implemented by 31 March 2020 and monitored/managed through TVFCS.</p> <p>Improved levels of supervision at major/ protracted incidents.</p>	A, B, C
Senior Responsible Owner.	Assistant Chief Fire Officer Simon Jefferies.		

Apprenticeships

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DEVELOP AND DELIVER A JOINT THAMES VALLEY RECRUIT COURSE IN 2018/19, WITH NEW ENTRANTS EMPLOYED ON BUCKINGHAMSHIRE APPRENTICESHIP MODEL. THIS PROJECT WILL PROVIDE A STRONG BASIS FOR FUTURE COLLABORATION AND ALIGNMENT BETWEEN SERVICES ⁷ .		
Objectives.	<ul style="list-style-type: none"> • Determine requirements and options for apprenticeships to contribute to the delivery of the three Thames Valley FRS' workforce resourcing plans based on risk, demand, retirement and turnover profiling, with the initial programme taking place in 2018/19. • Ensure that the approach to Thames Valley apprenticeship recruitment builds in appropriate mechanisms to optimise draw down of the annual apprenticeships levy. • Determine and execute a plan, which aims to meet the requirements of the government reform agenda⁸ 2017 to 2020. 		
	DESCRIPTION	DELIVERABLES/ METRICS	FRP PILLAR
Benefits.	A combined approach to apprenticeships will contribute to a refreshed workforce for the Thames Valley fire and rescue services. This in turn, will improve the level of diversity of our employees across the services, and allow flexible appointment options at the end of the apprenticeship programme.	Improved diversity statistics.	C
	A single approach to apprenticeships will deliver economies of scale, and deliver consistent and efficient use of resources, leading to financial savings. It will also allow optimised benefits to be derived from the apprenticeships levy.	Improved overall cost per trainee.	A
	This approach will support the workforce planning process and lead to improvements in skills of the workforce, while ensuring adequate resilience to deal with local risk, resourcing demands and allow for more flexible working practices.	Skills/capability Index.	C
Senior Responsible Owner.	Lynne Swift OBE (HR Director)		

⁷ In the later stages of this work stream, consideration will be given to developing inter-agency apprenticeships to meet appropriate support roles.

⁸ <https://www.gov.uk/government/speeches/fire-ministers-speech-to-reform>

Protection

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DEVELOP AND INTRODUCE A SINGLE FIRE PROTECTION ⁹ FUNCTION ACROSS THE THREE FIRE & RESCUE SERVICES IN THAMES VALLEY, WORKING WITH AN AGREED OPERATING MODEL.		
Objectives.	<p>By 31 March 2020:</p> <ul style="list-style-type: none"> • To identify and understand fire protection risks and demand across the Thames Valley and forecast how this is likely to change in the short, medium and long-term. • Assess the current arrangements for managing the risk and demand and develop a Thames Valley Target Operating Model for Fire Protection. • Develop an options appraisal to deliver the Thames Valley Target Operating Model for Fire Protection. • Identify the preferred option and deliver this to include any necessary provision, required to meet emerging regulatory developments and to explore potential for further synergies in the future. 		
	DESCRIPTION	DELIVERABLES/ METRICS	FRP PILLAR
Benefits.	<p>The review of building standards following the Grenfell Tower fire is likely to necessitate changes in the way fire and rescue services operate and meet. By adopting this unified approach, we will make more effective use of data that each service holds and use this evidence to identify premises that require an audit.</p> <p>A collaborative approach will create increased flexibility amongst our team and enable us to facilitate more audits and more high-risk audits for premises as well as creating a pool of expertise for complex fire engineering projects.</p>	<p>Target operating model and methodology identified and agreed.</p> <p>Agreed risk-based programme of audits.</p> <p>Increased numbers of audits including high-risk audits.</p> <p>Increased resilience for out-of-hours inspections.</p>	<p>A, C</p> <p>A</p> <p>A</p> <p>A</p>
Senior Responsible Owner.	Assistant Chief Fire Officer Simon Jefferies		

⁹ Fire Protection in a fire & rescue service context refers to the service provided to the public and the business community, to prevent loss of life and damage to property by the introduction of safe design, appointment, management and construction of premises. The service includes audit and enforcement of regulatory requirements to meet the Regulatory Reform (Fire Safety) Order 2005.

Recruitment

DESCRIPTION	THE AIM OF THIS PROJECT IS TO DEVELOP A SINGLE RECRUITMENT PROCESS FOR WHOLETIME AND ON-CALL (RETAINED) FIREFIGHTERS ACROSS THE THAMES VALLEY.		
Objectives.	<ul style="list-style-type: none"> By 31 March 2020, to deliver and implement a consistent and embedded single approach to recruitment for wholetime and on-call (retained) firefighters across the three fire and rescue services in Thames Valley. 		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	Adopting the joint approach will allow the Thames Valley FRS to attract and retain suitably talented people to deliver current and future strategic objectives.	Improved retained retention figures.	C
	The proposed approach will allow Thames Valley FRS to recruit people in a manner that achieves appropriate levels of resilience and flexibility to fit with the various demand profiles across the services.	Increased flexible working.	C
	A combined approach will allow the services to achieve economies of scale in recruitment, allowing for financial savings and pooling of internal and external resources.	Improved cross-service working.	A
	Working together, the three services will be able to engage with a wider and more diverse cross-section of the public and in doing so, provide more opportunity to achieve a more diverse workforce.	Financial savings	A
		Improved diversity across three services.	C
Senior Responsible Owner.	Lynne Swift OBE (HR Director).		

Estates

Estates collaboration is an established process between the fire and rescue services and TVP and forms a sub-group of the Interoperability Group. Through regular meetings, those responsible for management of the estate consider the entire portfolio and seek opportunities for improvements by working together. Oxfordshire County Council FRS (OFRS), Buckinghamshire & Milton Keynes FRS (B&MK FRS) and Royal Berkshire Fire and Rescue Service (RBFRS) provide Dynamic Activation Points for ambulance crews; these include welfare facilities and electrical charging points for SCAS at many of their stations.

The Milton Keynes 'Blue Light Hub' (see case study 2) is due to be operational in 2019/20. This major £12 million facility will accommodate TVP, SCAS and Buckinghamshire & Milton Keynes FRS in modern premises designed to promote collaborative working. Not only will this new facility create an environment that encourages working together, but the creation of this facility will improve public value through more efficient and effective utilisation of the sites currently occupied by the services. Work is also underway to develop shared facilities at Newport Pagnell and Princes Risborough Fire stations, and the whole area of joint development of the estate is kept under constant review by the services.

In Royal Berkshire, a number of collaborative estates projects are ongoing. Royal Berkshire's first tri-service station was opened in Hungerford in June 2017. At Theale, it is proposed to build a new fire station with facilities provided for both SCAS and TVP on the premises. A similar project is planned for Crowthorne and the three services are actively considering the feasibility of integrated facilities in the area of Whitley Wood/Three Mile Cross near Reading. In April 2018, Thames Valley Police teams integrated with fire service support teams at the Fire Service Headquarters in Calcot, Reading.

In Oxfordshire, a number of stations are under consideration for redevelopment, with a view to increasing collaborative working as a result. Plans are being developed for a new station at Carterton.

In terms of estates collaboration, the Thames Valley Emergency Services contribute to co-operation brought about by the 'One Public Estate' initiative and regularly participate in this forum.

CASE STUDY 4: HUNGERFORD COMMUNITY FIRE STATION

Hungerford Fire Station needed refurbishment and was identified as ideal in terms of providing a location, not only for Royal Berkshire Fire and Rescue Service but also Thames Valley Police (TVP), and as a Dynamic Activation Point for crews from South Central Ambulance Service (SCAS).

Following a period of consultation and agreement, a new emergency tri-service hub was built with community meeting rooms and facilities for TVP, as well as, modern fire and rescue facilities and appropriate facilities for SCAS to utilise the station as a deployment point.

The assets raised by the sale of the existing police station will be available for use elsewhere by TVP, and the revenue costs of running the more modern facilities realised a 30-40% saving.



Procurement

As part of the national reform process for the fire and rescue service, a commercial transformation group has been set-up under the auspices of what has recently become the National Fire Chiefs Council (NFCC). The newly formed Strategic Commercial Committee oversees a programme that is aimed at delivering efficiencies and savings across a range of categories that are common to all services:

- Construction and Facilities Management.
- ICT.
- Clothing including Personal Protective Equipment.
- Fleet.
- Operational Equipment.
- Professional Services.

The Thames Valley fire and rescue services are committed to playing a full part in the national procurement transformation programme, however, this is only part of the story. A huge amount of work has been undertaken locally to allow collaboration at all levels, in terms of procurement between services and between organisations.

A Thames Valley Police and Fire Procurement Collaboration Programme has been developed and work is underway to explore the possibility of expanding this to include South Central Ambulance Service (SCAS).

A joint contract register has been established and a combined work plan is in place between the three FRSs and TVP to identify and exploit opportunities to reduce duplication and identify opportunities for cost savings.

The joint working has not been confined to procurement. A review of the management of stores and logistics has been undertaken and work is underway to rationalise and integrate a modernised approach to the management of stores and logistics across the blue light family in the Thames Valley.

DESCRIPTION	THE AIM OF THIS WORK STREAM IS TO DEVELOP AND ALIGN PROCUREMENT AND CONTRACT MANAGEMENT ACTIVITIES AND SUPPORT GOVERNANCE AND PROCESSES ACROSS THE THAMES VALLEY EMERGENCY SERVICE TEAMS TO SUPPORT THE DELIVERY OF BETTER OUTCOMES AND EFFICIENCIES TO OUR COMMUNITIES.		
Objectives.	<ul style="list-style-type: none"> • Establish a joint procurement pipeline so that all suitable contracts opportunities are tendered jointly. • Prioritise the delivery of projects to support alignment of frontline teams. • Standardise our procurement procedures through the creation of a joint Procurement Toolkit. • Create a methodology that supports the award of shared contracts based on harmonised governance arrangements. • Reduce stock holding levels and standardise non service specific commodities. 		
	DESCRIPTION	DELIVERABLES/METRICS	FRP PILLAR
Benefits.	<p>By 31 March 2020, this work stream will deliver a suite of standardised operational procurement procedures and governance arrangements.</p> <p>Joint tendering results in achievement of more competitive pricing resulting in new savings and efficiencies.</p> <p>Opportunities to develop agile and demand led supply chains.</p> <p>Develop an ethos of collaboration between the different teams.</p>	<p>Procurement Toolkit in place and embedded as business as usual.</p> <p>A governance arrangement that meets the requirements of each organisation and supports joint working.</p> <p>Savings report produced quarterly capturing savings, efficiencies and cost avoidance.</p> <p>Reduced stock holding and range of non-specific commodities purchased.</p> <p>Reduced tendering activities and increased focus on supplier development.</p>	<p>A, B</p> <p>B</p> <p>A, B</p> <p>A</p> <p>C</p>
Senior Responsible Owner.	Richard Fowles/Jane Lubbock.		

E. QUALITY ASSURANCE

The projects contained within this programme are managed through the Programme Office following the 'principles' established in the PRINCE2 methodology to ensure rigour and transparency. As such, each has a project initiation document (PID), a project plan with associated resource allocation and a governance structure to enable the project to be managed effectively. A highlight report detailing progress against key milestones will be delivered to the Executive Board at each meeting.

Risks and issues will be recorded in a risk register/issues log and will be included in the highlight report mentioned above. Each of the projects has a change-control process that dictates the tolerance within which the Senior Responsible Owner can remain autonomous, and the types of decisions that require full board approval.

A series of independent 'gateway' reviews (as detailed on page 15 of this report) will also be carried out at various stages of the programme to ensure that we keep the programme on track.

5. MONITOR AND REVIEW

Progress against our programme plan will be constantly monitored and a standardised reporting format will ensure that we are able to make meaningful comparisons across all of our projects. The highlight reports will include progress against the project plan, risks and issues and financial data.

The Interoperability Group will meet on a bi-monthly basis and the highlight reports from each project analysed as standing agenda items. A summary report will be prepared and submitted to the Executive Board, which will meet quarterly.

The Steering Group will also meet on a quarterly basis and the meeting will be arranged so that the Steering Group meet shortly after the Executive Board. Additionally, the Steering Group will meet at defined points within the programme plan, for instance changing from one phase to the next, or dealing with significant legal/regulatory/consultative changes brought about to further the programme plan. The various agencies involved will each be responsible for providing progress updates to their various governance structures.

The terms of reference for the various levels of governance also include the procedures to be adopted where significant changes need to be made, this could include items such as; the adoption of new work, significant alteration to existing scope, changes of key personnel etc.

The communications and engagement teams across the emergency services will publish periodic updates on progress for the wider organisations, as well as preparing a detailed communications plan to coincide with key milestones and events throughout the programme.

6. APPENDICES

Thames Valley Emergency Services Steering Group Terms of Reference

1 Scope

- 1.1 On behalf of the blue light services (i.e. the fire and rescue authorities and police service and ambulance trust) for the Thames Valley region to provide overall guidance, challenge, and direction on the successful implementation of **the Programme** ensuring that it remains within any specified constraints.
- 1.2 To ensure that any financial implications of **the Programme** are fully established and understood, and to propose a mechanism for sharing inter blue light services costs in connection with **the Programme** for approval by the appointing blue light services.
- 1.3 To determine, provide and co-ordinate the resources required within each of the Services to progress **the Programme**.
- 1.4 To direct, monitor, and seek reports from the **Thames Valley Collaboration Executive Board** regarding workstreams within **the Programme**.
- 1.5 On behalf of the constituent blue light services, develop a yearly collective business plan which will identify, in general terms, the commitments for the blue light services in respect of delivering **the Programme**.

2 Membership

- 2.1 The membership will comprise:
 - i. one member of Buckinghamshire & Milton Keynes Fire Authority;
 - ii. one member of Oxfordshire County Council;
 - iii. one member of Royal Berkshire Fire Authority;
 - iv. the Thames Valley Deputy Police and Crime Commissioner; and
 - v. a representative of the South Central Ambulance Service NHS Foundation Trust
 or their nominated proxies.

3.1 The Steering Group shall meet at least once a month, or more frequently if required, to discuss and agree the implementation of the Programme. Meetings shall be held at the premises of the Thames Valley Collaboration Executive Board, or such other premises as may be agreed by the Steering Group.

3.2 The Steering Group shall have the authority to request information from the constituent blue light services in order to facilitate the implementation of the Programme.

3 Quorum

- 3.1 Attendance at a meeting by a member or nominated substitute may be in person, or by a nominated substitute.
- 3.2 For a meeting of the group to be quorate representatives from four bodies must be in attendance.

4 Responsibilities of Steering Group Members

- 4.F The Steering Group has no delegated authority from any governance body of any of the five blue light services. Individual Steering Group members have responsibilities to:
- i. Understand the goals, objectives, and desired outcomes of **the Programme**.
 - ii. Take an interest in **the Programme**'s outcomes and overall success.
 - iii. Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Group documents.
 - iv. Report regularly on progress of **the Programme** and decisions made by the Steering Group to the governance body for which he or she is its representative.

5 Decision-making Process

- 5.1 The Steering Group will make its decisions by way of simple majority vote.
- 5.2 Each member of the Steering Group (or his or her proxy) shall have one vote. The Chairman shall not have a second or casting vote.
- 5.3 Minutes of all decisions (including those made by telephone or other telecommunication form) at meetings of the Steering Group shall be kept by the Secretariat and copies circulated to the members, normally within 7 calendar days of the making of the decision. A full set of minutes shall be kept by the Secretariat.

6 Meetings

- 6.1 Meetings of the Steering Group shall be held at least on a quarterly basis at such mutually convenient times and locations as are agreed by its members as circumstances dictate.
- 6.2 Not less than 7 clear calendar days' notice (identifying the agenda items to be discussed at the meeting, the proposed date and time, and where it is to take place) shall be given to convene a meeting of the Steering Group, except that in cases of urgency, a meeting may be called at any time on such notice as may be reasonable in the circumstances.
- 6.3 A member may invite observers to attend but not vote at, and with the Chairman's permission speak at, any meeting.

7 Chairman

- 7.1 The Steering Group shall choose one member to take the chair, and another member to act as Vice-Chairman, for a 12-month period. Each of those appointments shall rotate among the five blue light services on a 5-yearly rotational basis.
- 7.2 The Steering Group shall elect one of its members to preside at the meeting, in the absence of the Chairman and Vice-Chairman.
- 7.3 The Secretariat to the Steering Group shall be an employee of the blue light service whose member is the Chairman and shall be appointed for the same duration as the Chairman.

Emergency Services Thames Valley Collaboration Executive Board Terms of Reference

1 Preamble

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Executive Board** ('the Board'). The Board acknowledges that this document may change from time to time and amendments may be made to the document from time to time to ensure that it is up-to-date.
- 1.2 The following arrangements are founded on the intention of demonstrating compliance with the duty to collaborate under the Policing and Crime Act 2017 ('the Act') by the following bodies:
 - 1.2.1 Buckinghamshire & Milton Keynes Fire Authority;
 - 1.2.2 Oxfordshire County Council;
 - 1.2.3 Royal Berkshire Fire Authority;
 - 1.2.4 Thames Valley Police and Crime Commissioner; and
 - 1.2.5 South Central Ambulance Service NHS Foundation Trust

2 Background

- 2.1 The above bodies represent the blue light services (i.e. fire and rescue authorities and police service and ambulance trust) for the Thames Valley region.
- 2.2 The duty to collaborate under the Act requires the participation of at least one of the blue light services and one of another blue light service.
- 2.3 Section 2(1) of the Act imposes on each of the three emergency services **a duty to keep collaboration opportunities under review**, where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration.
- 2.4 Section 2(2) requires that where an emergency service identifies an opportunity to collaborate it has a **duty to notify** the other relevant emergency services of the proposed collaboration.
- 2.5 Section 2(3) then imposes **a duty to consider** whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.
- 2.6 Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to **a duty to enter into a collaboration agreement**.
- 2.7 Section 2 of the Act does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise have an adverse effect on its efficiency or effectiveness.
- 2.8 Specifically South Central Ambulance Service NHS Foundation Trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions.

3 Scope

- 3.1 The members of the Board have responsibility for operational matters for their respective emergency service.
- 3.2 The Board will be the forum in which the members comply, on behalf of their respective emergency service, with the following duties:
 - 3.2.1 To keep collaboration opportunities under review; and
 - 3.2.2 To notify the other relevant emergency services of a proposed collaboration; and
 - 3.2.3 To consider whether a proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties; and if so,
 - 3.2.4 Having ensured that the necessary approvals have been obtained by the relevant bodies, to enter into a collaboration agreement.
- 3.3 To facilitate the members in their duties set out in 3.2 the Board will receive and consider matters referred to it from the **Collaboration Interoperability Group** and shall from time to time direct the activities of the **Collaboration Interoperability Group**.
- 3.4 The Board will provide updates of its activities to the **Collaboration Steering Group**.

4 Membership

- 4.1 The membership will comprise the three chief fire officers, the Thames Valley Deputy Chief Constable and the Chief Executive Officer of SCAS or their nominated substitutes.

5 Quorum

- 5.1 Attendance at a meeting by a member or nominated substitute may be in person, or made by telephone or video conference.
- 5.2 For a meeting of the Board to be quorate representatives from four bodies must be in attendance.

6 Meetings

- 6.1 Meetings of the Board shall be held at such mutually convenient times and locations as are agreed by the Board as circumstances dictate.

7 Chairman

- 7.1 The Board shall choose a member to take the chair at the commencement of each meeting.

Emergency Services Thames Valley Collaboration Interoperability Group Terms of Reference

1 Preamble

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Interoperability Group** ('the Group'). The Group acknowledges that this document may change from time to time and amendments may be made to the document to ensure that it is up to date. A review of the terms of reference will take place every 12 months.
- 1.2 The following arrangements are founded on the intention of demonstrating compliance with the duty to collaborate under the Policing and Crime Act 2017 ('the Act') by the following bodies:
 - 1.2.1 Buckinghamshire & Milton Keynes Fire Authority;
 - 1.2.2 Oxfordshire County Council;
 - 1.2.3 Royal Berkshire Fire Authority; and
 - 1.2.4 Thames Valley Police and Crime Commissioner; and
 - 1.2.5 South Central Ambulance Service NHS Foundation Trust

2 Background

- 2.1 The above bodies represent the blue light services (i.e. fire and rescue authorities; police service and ambulance trust for the Thames Valley region).
- 2.2 The duty to collaborate under the Act requires the participation of at least one of the blue light services and one of another blue light service.
- 2.3 Section 2(1) of the Act imposes on each of the three emergency services **a duty to keep collaboration opportunities under review** where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration.
- 2.4 Section 2(2) requires that where an emergency service identifies an opportunity to collaborate it has **a duty to notify** the other relevant emergency services of the proposed collaboration.
- 2.5 Section 2(3) then imposes a duty to consider whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.
- 2.6 Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to **a duty to enter into a collaboration agreement**.
- 2.7 Section 2 of the Act does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise have an adverse effect on its efficiency or effectiveness.
- 2.8 Specifically, South Central Ambulance Service NHS Foundation Trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions.

3 Scope

- 3.1 The Group will be responsible for ensuring that the work commissioned by the Board is delivered and for the management of the projects and work streams.
- 3.2 The group will:
 - Be a single point of contact for their respective organisation;
 - Give initial consideration for collaborative opportunities raised by partner organisations and Escalate to Collaboration Executive Board as appropriate;
 - Develop business cases to support the commissioning or tendering of projects;
 - Seek the relevant support for participation in the projects within the programme;
 - Be able to identify relevant subject matter experts to support the delivery of projects;
 - Support all forms of communications related to the programme within their respective organisation (to include key stakeholders such as Representative Bodies or Staff Associations);
 - Support the management of the portfolio of projects;
 - Co-ordinate project strands and identify synergies and overlaps;
 - Identify overlaps with other sector projects in this area;
 - Oversee the management of risks, benefits realisation, communications and reporting.
- 3.3 The Group will report to and update the **Executive Board**, which will in turn direct the activities of the Group.
- 3.4 The Group will provide updates of its activities to the **Steering Group** via the **Executive Board**.

4 Membership

- 4.1 The membership will comprise of representatives from each of the participating organisations at a suitably senior level to enable them to fulfil the terms of reference agreed for the group. If the regular nominated representative is not available, then a suitable replacement should attend to ensure a consistency of representation.

5 Quorum

- 5.1 Attendance at a meeting by a member or nominated substitute may be in person, or made by telephone or video conference.
- 5.2 For a meeting of the Group to be quorate representatives from four bodies must be in attendance.

6 Meetings

- 6.1 Meetings of the Group shall be held on a quarterly basis with locations as are agreed by the Group as circumstances dictate.
- 6.2 Additional meetings may be scheduled if required.

7 Chairman

- 7.1 The Group shall choose a member to take the chair at the commencement of each meeting.

