

# THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE



## Thames Valley Fire Control Service Joint Committee Meeting

**Monday 9 December 2019 at 2.00 pm,  
Meeting Room 1, BMKFA, Brigade HQ,  
Stocklake, Aylesbury, Bucks, HP20 1BD**

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### AGENDA

	Item	Page No.
1.	Apologies	
2.	Introductions	
3.	Declarations of Interest	
4.	Minutes of the last meeting held on 23 September 2019	(Pages 5-10)
5.	Matters Arising	
6.	Questions from Members (written questions)	
7.	Questions submitted under Standing Order 9.5 (questions from members of the public)	
8.	TVFCS Budget 2020/21	(Pages 11-16)
9.	TVFCS Performance Report Quarter 2 2019/20	(Pages 17-

	<b>Item</b>	<b>Page No.</b>
		36)
10.	Emergency Services Mobile Communication Programme (ESMCP) Update	(Pages 37-44)
11.	Forward Plan	(Page 45)
12.	Date of Next Meeting:  Monday 23 March 2020, 2.00 pm at BMKFA, Brigade HQ, Stocklake, Aylesbury, Bucks, HP20 1BD	

## 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

Monday 23 September 2019, 2.00 pm at Buckinghamshire Fire & Rescue Service,  
Brigade HQ, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD

### Minutes

**Present:** Councillor Steven Lambert (BMKFA)  
Councillor Angus Ross (RBFA)  
Councillor David Cannon (RBFA)  
Councillor Judith Heathcoat (OCC)  
Councillor Mark Gray (OCC)

**In Attendance:** Graham Britten (Director of Legal and Governance BFRS)  
Dave Norris (Area Commander BFRS)  
Calum Bell (Area Commander BFRS)  
Katie Nellist (Democratic Service Officer BFRS)  
Asif Hussain (Principal Accountant BFRS)  
Rob McDougall (Chief Fire Officer OFRS)  
Michael Adcock (Area Manager, OFRS)  
Trevor Ferguson (Chief Fire Officer RBFRS)  
Tony Vincent (Head of Business Information and Systems, RBFRS)  
Mark Arkwell (Assistant Chief Fire Officer, RBFRS)  
Simon Harris (Group Manager, TVFCS)  
Connor Byrne (Head of Finance and Procurement, RBFRS)  
Jim Powell (Area Manager RBFRS) (part)

**Public:**

Cllr Heathcoat chaired the meeting in the absence of Councillor Clarke OBE.

#### 01. APOLOGIES

Apologies for absence were received from Councillor Lesley Clarke OBE.

**04. INTRODUCTIONS**

All Members and Officers introduced themselves.

**05. DECLARATIONS OF INTEREST**

None.

**06. MINUTES OF THE MEETING HELD ON 8 JULY 2019**

There was one small change on page 7, paragraph 9, 'contry' to 'control' on the heading.

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RESOLVED –

The minutes of the meeting held on 8 July 2019 were agreed as an accurate record and signed by the Chairman.

**07. MATTER ARISING**

There were no matters arising from the minutes of the meeting held on 8 July 2019.

**08. TVFCS PERFORMANCE REPORT QUARTER 1 2019/20**

Group Manager TVFCS advised Members that the Control Manager's performance report for 2019/20 Quarter 1 (Appendix A) provided a detailed narrative on TVFCS performance, together with the agreed set of performance information to enable comparisons. The sickness levels had now reduced to a more typical level in Q1 of this financial year. It was still higher than the equivalent quarter in the previous year, but levels were exceptionally low that year, being the second lowest level of sickness absence for any control room in the UK. The Crew Manager vacancies had now been filled exclusively with internal candidates, which was a reflection of the training team and the Control Room Station Manager in developing those staff into a position where they were able to progress their careers.

Group Manager TVFCS advised Members that the Control Room had participated in all three Inspections for HMICFRS. Inspection results for both OFRS and RBFRS were published in June. Neither report highlighted any issues with TVFCS that required action. BFRS results were due later in the year.

Group Manager TVFCS advised Members that in the 'areas of improvement' performance against the measure for time taken to mobilise, saw some improvement during April and May but declined again in June. This decline correlates with the increased number of calls received to incidents in outdoor

locations which were received during warm and dry spells of weather. These calls were more difficult to locate than incidents involving buildings and take longer to handle. A workshop focused on call handling took place in June and it was expected that there would be some improvement in the speed of call handling as a result.

The Group Manager TVFCS advised Members that TVFCS were working towards a software upgrade later in the year which would allow it to utilise the latest technology available to locate 999 callers. This technology was called 'Advance Mobile Location' and would, for callers with a smartphone, allow TVFCS to identify the location of callers to within 6 metres on the majority of occasions. This would assist greatly in locating callers who were not familiar with their location. Members and officers may be aware of an app called 'what 3 words', the TVFCS was able to utilise this app, but the adoption of the advance mobile location technology would largely render this app redundant.

The Group Manager TVFCS advised Members that the ongoing uncertainty over timescales for the 'roll out' of the Emergency Services Network remained a cause for concern. Although much of the technical work required to integrate the Emergency Services Network into TVFCS was being carried out prior to the 'roll out', there would be a considerable impact on the capacity of technical teams within each of the fire and rescue services when devices were deployed operationally.

The Group Manager TVFCS advised Members that there was a slight underspend in employment costs, the primary reason for this was unexpected retirement and staff movement. When staff left unexpectedly, there was a short period of time between resignation and replacement when no salary was paid which impacted on national insurance and pension payments and that was largely responsible for the underspend. The overtime budget increases when there was underspend on primary salaries. Overall, there would be a slight underspend of 1.12%.

Councillor Heathcoat, as one of the original Members on the TVFCS Joint Committee, wished to thank everybody for all their hard work as the five year anniversary of TVFCS approached.

Councillor Lambert asked with regard to long term sickness, was it the same person in May and June and was advised that yes it was the same person and they had now returned to the workplace.

Councillor Lambert asked if there were any staff on maternity leave and was advised that no, there were currently no staff on maternity or paternity leave.

Councillor Lambert also asked regarding overtime payments, was it the same people covering and was the control room appropriately staffed and was advised that the predominate cause of overtime was sickness absence and it tended to be at firefighter control level. Yes it tended to be the same people working overtime, but it was optional. The grey book terms and conditions set

recommended limits for an individual to work during a six month period and TVFCS try to keep to that to give a work life balance. There was a high number of staff that worked flexibly, mostly for family friendly working reasons. Allocation of overtime was carried out at watch level.

Councillor Ross asked if there could be a report to cover the first five years, this was agreed and would be added to the Forward Plan for the March meeting.

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The Chief Fire Officer RBFRS also suggested a Members' workshop, to look at the next five years.

RESOLVED –

That the report be noted.

#### **09. EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME (ESMCP) UPDATE**

The Area Manager RBFRS advised Members that the report updated the status of the National Programme (NP) and the South Central Region input into it. It had been a relatively short period since the last update to the Joint Committee and there were no significant areas to update on. At the last meeting, the Joint Committee agreed to write collectively to the Home Office Permanent Secretary, Sir Phillip Rutnam, setting out the Committee's concerns in respect of the Emergency Services Mobile Communications Programme (ESMCP) and consequently, delivery of the Emergency Services Network (ESN).

The Head of Business Information and Systems RBFRS advised Members there were two key points associated with the national programme. One was the full business case associated with the programme, which was still awaited. Current indications were that ministerial approval would be given in the first part of 2020, and that TVFCS might get sight of it in the next 3-4 months. An update would be given to Members at the December meeting. The second point was that there was increased Home Office scrutiny of the financials, in particular the grants made to each fire and rescue service and the way the money was being spent. Each fire and rescue service now had to make a detailed quarterly return, in a format requested by the Home Office.

The Head of Business Information and Systems RBFRS advised Members that there was unofficial recognition that the cessation date for Airwave was unrealistic.

Councillor Gray asked if it was possible for TVFCS, TVP and SCAS to have a local voice at the Home Office and was advised that they were represented as part of the South Central Region.

Councillor Heathcoat asked why had it taken so long for the letter to Sir Philip Rutnam to be prepared and why had it not been sent? Councillor Heathcoat asked that the letter be restyled and reduced and be circulated to Members for

ACFO  
RBFRS



approval before it was sent.

RESOLVED –

1. That the contents of the report and the delivery of the ESN be noted.

It was proposed and seconded that:

2. the letter to the Permanent Secretary, Sir Philip Rutnam, as detailed in Appendix 2, be revised and circulated for approval by the Chairman, Vice-Chairman and Councillor Cannon before being sent.

#### **10. FORWARD PLAN**

A report detailing the last five years be added to the Forward Plan for March 2020.

RESOLVED –

That the Forward Plan be noted.

#### **11. DATE OF NEXT MEETING**

Monday 9 December 2019, 2.00 pm at BMKFA, Brigade HQ, Stocklake, Aylesbury, Bucks, HP20 1BD

(The Chairman closed the meeting at 2.45 pm)

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>TVFCS BUDGET 2020/21</b>
<b>PRESENTED TO:</b>	<b>JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>9 DECEMBER 2019</b>
<b>LEAD OFFICER</b>	<b>CONOR BYRNE, HEAD OF FINANCE &amp; PROCUREMENT, RBFRS</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>AGREE</b>

## 1. EXECUTIVE SUMMARY

1.1 To provide Joint Committee with the proposed budget for Thames Valley Fire Control Service (TVFCS) for the 2020/21 financial year.

## 2. RECOMMENDATION

2.1 **Agree** the proposed TVFCS revenue budget for 2020/21 as detailed in **Appendix A**.

2.2 **Agree** a contingency budget allocation of £150,000 which would provide an upper limit of expenditure without further Fire Authority approval.

2.3 **Agree** to delegate authority to the three CFOs (unanimous decision required) for any unplanned expenditure between £10,000 and £150,000.

2.4 **Agree** to set aside £150,000 (£50,000 from each partner) in 2020/21 towards capital replacement costs.

2.5 **Recommend** to their respective authorities the TVFCS budget for the financial year 2020/21 and the individual Authority contributions to this budget.

### **3. REPORT**

- 3.1 The proposed TVFCS revenue budget for 2020/21 is detailed in **Appendix A**; a total budget of £2,355,114, an increase of 4.05%.
- 3.2 The increase in employment costs over and above the anticipated pay award of 2% is the result of reduced staff turnover within TVFCS. Staff that were recruited over the last two years to fill the gaps in the establishment are, or already have, reached the point where they complete their development programme, which entitles them to a pay increase. For the Firefighter (Control) role the pay increase is 27% on achieving competence. The pay increases associated with achieving role competence are lower for Supervisory and Middle Management roles but still have an impact on the overall cost of staff.
- 3.3 Elsewhere within the staffing costs section, the mileage and subsistence budget allocation has been updated to reflect the annual expenditure being incurred since the new management team structure was fully recruited to. The training budget allocation has decreased to reflect additional training that is now being delivered via the RBFRS L&D department.
- 3.4 It is proposed in point 2.4 that each partner continues to set aside £50,000 each financial year towards capital replacement costs. The fund currently has approaching £1.6m, including the contributions made by partners in 2019/20. It is considered prudent to continue setting aside funds to ensure that a sufficient provision is available for any alternative approach agreed by Joint Committee, but this position will be regularly reviewed.
- 3.5 Recharges are set each year for TVFCS to cover corporate costs. The scale of the recharges has been amended within the proposals to reflect the expected cost to provide the corporate functions in 2019/20. The support functions where the recharge predominantly consist of staffing costs have been limited to a 2% increase, reflecting the expected pay award.
- 3.6 The recharge for Facilities has increased by 9.76%. A detailed analysis of the annual costs currently being incurred has been completed, with above inflation increases occurring for utility prices and maintenance costs.
- 3.7 Recent events and market conditions have led to a hardening of the market for liability insurance, resulting in an increased premium for this class of cover. Costs being incurred have increased by 10.84%.
- 3.8 A review of Technology costs by the RBFRS ICT Service Delivery Manager has enabled efficiencies to be negotiated with suppliers and the removal of unnecessary costs. This has therefore limited the required increase in this area to 0.55%.
- 3.9 Due to a change in the way that the recovery of alarm centre income is being administered, making the process more effective, a small increase in income is expected.

3.10 A medium term financial plan has been produced and included as **Appendix B**. This reflects all known budget pressures or cost reductions in the medium term, staffing development expectations and future year salary awards from 2021/22 have been incorporated as 2% per annum. All other lines have been inflated at a rate of 2% per annum, which reflects the UK Governments target inflation rate.

3.11 The budget papers presented have been produced and developed in collaboration with the finance lead contact for each respective partner.

#### **4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT**

4.1 This report complies with the TVFCS Steady State Legal Agreement.

#### **5. FINANCIAL IMPLICATIONS**

5.1 With employment costs accounting for just under 75% of the total proposed budget, financial performance and budget requirements are largely controlled by factors not directly determined locally; pay awards, national insurance costs and LGPS pension contributions.

#### **6. LEGAL IMPLICATIONS**

6.1 In accordance with Schedule 7, clause 12.1 of the legal agreement, any underspend will be reimbursed to partners in accordance with the cost apportionment model.

6.2 The 2020/21 budget complies with statutory regulations.

#### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 There are no equality and diversity implications arising from this report.

#### **8. RISK IMPLICATIONS**

8.1 Other than the issues identified above, there are no additional risk implications arising from this report.

#### **9. CONTRIBUTION TO SERVICE AIMS**

9.1 The Committee provides oversight on behalf of the three Authorities of the performance of TVFCS fulfilling their statutory duty to make arrangements for dealing with calls for help and summoning personnel (Fire and Rescue Services Act 2004).

## **10. PRINCIPAL CONSULTATION**

- 10.1 Simon Harris, TVFCS Group Manager
- 10.2 Joint Co-ordination Group, 18 November 2019
- 10.3 Senior Leadership Team, Royal Berkshire FRS, 12 November 2019
- 10.4 Lead Finance contacts at each respective partner

## **11. BACKGROUND PAPERS**

- 11.1 Minutes of the TVFCS Joint Committee meeting 5 December 2018

## **12. APPENDICES**

- 12.1 Appendix A: TVFCS Budget Working 2020/21
- 12.2 Appendix B: TVFCS Medium Term Financial Plan 2019/20 – 2022/23

## **13. CONTACT DETAILS**

- 13.1 Ryan Maslen, Deputy Head of Finance and Procurement, RBFRS

TVFCS Budget			
	2020/21	2019/20	% Change
	£	£	
<b>Staff</b>			
Employment Costs	1,753,009	1,673,370	4.76%
Mileage and Subsistence	7,000	6,000	16.67%
Uniforms	3,000	3,000	0.00%
Training	750	1,000	-25.00%
Recruitment	300	300	0.00%
<b>Sub Total</b>	<b>1,764,059</b>	<b>1,683,670</b>	<b>4.77%</b>
<b>Corporate</b>			
Facilities	98,184	89,455	9.76%
Finance & Procurement	22,722	22,276	2.00%
HR and Learning and Development	73,069	71,636	2.00%
ICT	91,531	89,736	2.00%
Liability Insurance	7,099	6,405	10.84%
Management	15,660	15,353	2.00%
<b>Sub Total</b>	<b>308,265</b>	<b>294,861</b>	<b>4.55%</b>
<b>Other</b>			
Equipment purchases & Maintenance	5,500	6,000	-8.33%
OFRS Costs (Includes Secondary Control Airwave Rental)	42,135	42,215	-0.19%
<b>Sub Total</b>	<b>47,635</b>	<b>48,215</b>	<b>-1.20%</b>
<b>Technology</b>			
Capita Mobs System (maint)	69,212	68,386	1.21%
DS3000 (for primary and secondary) ICCS	87,195	85,737	1.70%
Charges for Unicorn network and telephony rental	49,506	50,788	-2.52%
Telephone call charges and modems for mobilisation	0	700	-100.00%
Software Maintenance	700	700	0.00%
EISEC Calcot (999 caller location)	9,000	9,000	0.00%
Smart services to switch 999 lines to secondary control / elsewhere	17,342	16,323	6.24%
Airwave rental ( SAN I ,B ) ( Primary Only)	14,100	14,058	0.30%
<b>Sub Total</b>	<b>247,055</b>	<b>245,692</b>	<b>0.55%</b>
<b>Total Budgeted Expenditure</b>	<b>2,367,014</b>	<b>2,272,438</b>	<b>4.16%</b>
<b>Income</b>			
Alarm Receiving Contract Centre	-11,900	-9,000	-232.22%
<b>Total Budgeted Income</b>	<b>-11,900</b>	<b>-9,000</b>	<b>-232.22%</b>
<b>Total Budget</b>	<b>2,355,114</b>	<b>2,263,438</b>	<b>4.05%</b>

Contingency	150,000	150,000
<b>Upper limit of TVFCS expenditure without further FA approval</b>	<b>2,505,114</b>	<b>2,413,438</b>

Authority:	2020/21	2019/20	Difference
RBFRS (37.8%)	890,233	855,580	34,653
OXFRS (29.5%)	694,759	667,714	27,045
BFRS (32.7%)	770,122	740,144	29,978
<b>TOTAL</b>	<b>2,355,114</b>	<b>2,263,438</b>	<b>91,676</b>

Appendix B				
TVFCS Medium Term Financial Plan 2019/20 to 2022/23				
	2019/20	2020/21	2021/22	2022/23
	£	£	£	£
<b>Staff</b>				
Employment Costs	1,673,370	1,753,009	1,788,069	1,823,831
Mileage and Subsistence	6,000	7,000	7,140	7,283
Uniforms	3,000	3,000	3,060	3,121
Training	1,000	750	765	780
Recruitment	300	300	306	312
<b>Sub Total</b>	<b>1,683,670</b>	<b>1,764,059</b>	<b>1,799,340</b>	<b>1,835,327</b>
<b>Corporate</b>				
Facilities	89,455	98,184	100,148	102,151
Finance & Procurement	22,276	22,722	23,176	23,640
HR and Learning and Development	71,636	73,069	74,530	76,021
ICT	89,736	91,531	93,362	95,229
Liability Insurance	6,405	7,099	7,241	7,386
Management	15,353	15,660	15,973	16,293
<b>Sub Total</b>	<b>294,861</b>	<b>308,265</b>	<b>314,430</b>	<b>320,719</b>
<b>Other</b>				
Equipment purchases & Maintenance	6,000	5,500	5,610	5,722
OFRS Costs	42,215	42,135	42,978	43,837
<b>Sub Total</b>	<b>48,215</b>	<b>47,635</b>	<b>48,588</b>	<b>49,559</b>
<b>Technology</b>				
Capita Mobs System (maint)	68,386	69,212	70,596	72,008
DS3000 (for primary and secondary) ICCS	85,737	87,195	88,939	90,718
Charges for Unicorn network and telephony rental	50,788	49,506	50,496	51,506
Telephone call charges and modems for mobilisation	700	0	0	0
Software Maintenance	700	700	714	728
EISEC Calcot (999 caller location)	9,000	9,000	9,180	9,364
Smart services to switch 999 lines to secondary control or elsewhere	16,323	17,342	17,689	18,043
Airwave rental ( SAN I ,B ) ( Primary,secondary ) (7+8)	14,058	14,100	14,382	14,670
<b>Sub Total</b>	<b>245,692</b>	<b>247,055</b>	<b>251,996</b>	<b>257,036</b>
<b>Total Budgeted Expenditure</b>	<b>2,272,438</b>	<b>2,367,014</b>	<b>2,414,354</b>	<b>2,462,641</b>
<b>Income</b>				
Alarm Receiving Contract Centre	-9,000	-11,900	-12,138	-12,381
<b>Total Budgeted Income</b>	<b>-9,000</b>	<b>-11,900</b>	<b>-12,138</b>	<b>-12,381</b>
<b>Total Budget</b>	<b>2,263,438</b>	<b>2,355,114</b>	<b>2,402,216</b>	<b>2,450,261</b>
Contingency	150,000	150,000	150,000	150,000
<b>Upper limit of TVFCS expenditure without further FA approval</b>	<b>2,413,438</b>	<b>2,505,114</b>	<b>2,552,216</b>	<b>2,600,261</b>



# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>TVFCS PERFORMANCE REPORT QUARTER 2 2019/20</b>
<b>PRESENTED TO:</b>	<b>TVFCS JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>9 DECEMBER 2019</b>
<b>LEAD OFFICER</b>	<b>AM MIKE ADCOCK</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR NOTE</b>

## 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 2019/20 Quarter 2 (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 has been consistent with what would normally be expected for this period.
- 3.2 BT's Advanced Mobile Location functionality has been enabled in TVFCS systems, allowing emergency callers using mobile telephones to be located more quickly.

- 3.3 Promotion processes have taken place to fill establishment vacancies.
- 3.4 Work has begun to prepare for the 5<sup>th</sup> anniversary of the TVFCS 'go live'.

#### **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

#### **10. PRINCIPAL CONSULTATION**

- 10.1 None for this report.

#### **11. BACKGROUND PAPERS**

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

#### **12. APPENDICES**

- 12.1 Appendix A – TVFCS Control Manager's performance report for 2019/20 Quarter 2.

#### **13. CONTACT DETAILS**

- 13.1 Simon Harris GM Thames Valley Fire Control Service

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# Thames Valley Fire Control Service



## Joint Committee Performance Report (Quarter 2 2019/20)

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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 2 2019/20 TVFCS handled 10,629 emergency calls, leading to 6302 mobilisations. This represents an increase in emergency calls of 13.6% and an increase in mobilisations of 12.4% compared with Q1 2019/20. This increase is what would normally be expected for the quarter as demand historically increases during the summer months. For comparison, the exceptionally warm and dry period during the equivalent quarter in 2018/19 saw 12,637 calls received and 6960 mobilisations.

Sickness levels rose slightly compared with the previous quarter, but remain at a manageable level.

TVFCS expects a degree of staff turnover within the establishment, with consequential recruitment and promotion activity. A previous retirement in Q1 at Station Manager level has created a need for promotion processes to be run and recruitment activity to take place.

All internal candidates for this vacancy performed strongly in the selection process and exceeded the minimum standard set for the role. This provides TVFCS with a pool of suitable candidates for middle management positions should they arise in the future. Ongoing succession planning will identify the requirement for future processes in order to maintain this pool moving forward.

TVFCS systems continue to be stable and reliable in operation.

### Successes

The vacancy at Station Manager level mentioned above was filled by an internal candidate, with two other internal candidates performing strongly. When roles at this level had been advertised previously, no internal candidates had been deemed to be suitable for promotion. This is an indication of the hard work put into staff development by the Station Managers in the TVFCS Management team and the wider provision of core skills courses and the leadership development programme.

The consequential vacancies caused by this promotion were also filled exclusively by internal candidates. As it has previously been difficult to fill supervisory management vacancies from existing TVFCS staff, this is a positive step and an indication that the reduced level of staff turnover now being experienced is creating capacity for staff to develop their skills, where previously much emphasis had to be placed on staff recruitment to fill establishment vacancies.

## TVFCS Joint Committee Performance Report

TVFCS continues to perform strongly against the measure for how long calls ring before being answered.

Following focus from the TVFCS Management team and a workshop which took place in June, performance against the measures for the time taken to handle 999 calls and mobilise resources have begun to improve. Whilst individual monthly fluctuations can be expected, the overall trend for performance in this area is positive.

In September, upgraded TVFCS systems began to utilise the new BT 999 Advanced Mobile Location (AML) functionality which was mentioned in the Q1 performance report. Initial testing and anecdotal evidence from Control staff indicates that the level of accuracy exceeds that stated by BT on the majority of occasions. This assists Control staff in identifying the locations of incidents, particularly in rural areas. It is expected that this new functionality will contribute to improved call handling times.

### Areas for Improvement

Having upgraded TVFCS systems to enable the new BT 999 AML, planning has now begun for a major system software update to take place before the end of the financial year. This software upgrade will provide new functionality and will be an enabler for improved ways of working. The software upgrade is significant, which will place a high level of demand on the capacity of the TVFCS management team to ensure that impact on Service delivery is kept to a minimum during the works.

As mentioned in the Q1 report, the Joint Coordination Group has commenced work with staff groups to identify how the Control Service can develop the excellent work it does now and improve as it moves beyond the 5 year anniversary in 2020. Staff have been consulted on a number of areas and the Joint Coordination Group will be conducting focus groups, led by the Senior Responsible Officers, with staff during Q3 to develop an action plan.

### Emerging Issues & Risks

The ongoing uncertainty over timescales for the 'roll out' of the Emergency Services Network remain a cause for concern. Although much of the technical work required to integrate the Emergency Services Network into TVFCS is being carried out prior to the 'roll out', there will be a considerable impact on the capacity of technical teams within each of the FRS when devices are deployed operationally. The same technical teams would be heavily involved in any Command & Control system replacement project and to have the two projects running concurrently would be very challenging. TVFCS are represented on the relevant groups relating to the Emergency Services Network and maintain a regular dialogue with the ESN project team members within the FRS.



## 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	0 – 0 FTE	0
Crew Manager	12	11 – 11 FTE	1 – 1 FTE	0
Fire Fighter	20	19 - 18.82 FTE	0 – 0 FTE	1.18
Non Uniformed	1	1 – 1 FTE	0 – 0 FTE	0
<b>TOTAL</b>	<b>40</b>	<b>37 – 37.82 FTE</b>	<b>1 – 1 FTE</b>	<b>1.18</b>





## Competence Levels

Role	Current staff	Number Competent in Role	Number in Development	% of Current Staff in Development
Group Manager	1	1	0	0%
Control Manager	1	1	0	0%
Control Training Manager	1	0	1	100%
Watch Manager	4	4	0	0%
Crew Manager	12	5	7	58%
Fire Fighter	21	16	5	24%
<b>TOTAL</b>	<b>40</b>	<b>27</b>	<b>13</b>	<b>33%</b>

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	July 2019	August 2019	September 2019
Short-term Sickness Episodes	6	3	6
Long-term Sickness Episodes*	0	1	1
Total Days lost to Sickness	23	21	19
Average days lost per FTE	0.60	0.55	0.49

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

The long term absences shown above relate to a single member of staff suffering from ill health during August and September. The staff member concerned returned to work in mid September. The short term absences relate to individual periods of absence with separate causes, rather than repeated short term absences for individual members of staff.

## Overtime Claims and Payment records

(Excluding Bank Holiday Pay and Handover Pay)

Measure	July 2019	August 2019	September 2019
Number of Staff Claiming OT	13	12	7
Hours Worked	222	249	130

# TVFCS Joint Committee Performance Report

Total Paid	£4544.22	£5404.06	£2553.73
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## Performance Measures (Data accurate as of 01/04/2019)

Measure		July 2019	August 2019	September 2019	Reporting period average	Same period 2018/19	Rolling 12 month average
1	Total Emergency calls answered	3598	3619	3412	3543	4212	3018
2	Number of Mobilisations	2187	2069	2046	2101	2320	1710
3	No. of times Emergency Fall-back instigated	0	0	0	0	0	0
4	Number of Co-responding incidents	146	153	177	159	135	78
5	Total Admin Calls answered	8289	8104	7775	8056	7666	7116

Measure*		2019/20 Target	July 2019	August 2019	September 2019	Reporting period average	Same period 2018/19	Rolling 12 month average
6	Emergency calls answered within 5 seconds	92%	94.63%	95.17%	92.89%	94.23%	92.89%	95.79%
7	Emergency calls answered within 10 seconds	97%	97.08%	97.83%	95.31%	96.74%	96.11%	98.15%
8	% occasions where time to mobilise is within 60 seconds	60%	52.17%	49.54%	49.27%	50.32%	46.36%	47.21%

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9	% occasions where time to mobilise is within 90 seconds	80%	75.40%	73.56%	74.05%	74.34%	71.97%	72.32%
10	% occasions where time to mobilise is within 120 seconds	95%	84.84%	84.67%	84.90%	84.79%	83.76%	84.90%
11	Admin calls answered within 15 seconds	n/a	83.46%	81.37%	81.84%	82.22%	79.98%	81.84%

\*Definitions are available in appendix A

## Financial Position

Data accurate as of 30/09/2019

TVFCS Budget Monitoring 3 Months to 30 June 2019						
	<b>Total Annual Budget</b>	<b>Actual Expenditure To 30 June 2019</b>	<b>Forecast Outturn at Year End</b>	<b>Variance = Forecast - Annual Budget</b>	<b>Variance %</b>	<b>Commentary</b>
<b>Staff</b>						
Employment Costs	1,673,370	816,781	1,629,692	-43,678	-2.61%	The underspend in this area is a result of staff leaving employment since the original budget was set and a member of staff being granted a career break.

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Mileage and Subsistence	6,000	3,308	6,607	607	10.12%	The original budget for 2019/20 was set before a full year's data relating to the new Management team was available. The expenditure relates primarily to travel costs and accommodation for attending NFCC meetings and other similar events, as well as day to day travel between sites within the Thames Valley.
Uniform Allowances	3,000	1217	2,434	-566	-18.87%	This expenditure relates to a locally agreed allowance relating to work wear payable to eligible members of staff. Variance has been caused by TVFCS employing less eligible members of staff than when the budget was set.

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Training	1,000	179	1000	0	0	
Recruitment	300	0	300	0	0	
<b>Sub Total</b>	<b>1,683,670</b>	<b>821,485</b>	<b>1,640,033</b>	<b>-43,637</b>	<b>-2.59%</b>	
<b>Corporate</b>						
Facilities	89,455	44,730	89,455	0	0	Forecast outturn is expected to equal budget. Costs incurred to date are based on 1/2 of the annual budget.
Finance	22,276	11,140	22,276	0	0	
HR	71,636	35,820	71,636	0	0	
ICT	89,736	44,870	89,736	0	0	
Liability and Equipment Insurance	6,405	3,205	6,405	0	0	
Management	15,353	7,675	15,353	0	0	
<b>Sub Total</b>	<b>294,861</b>	<b>147,440</b>	<b>294,861</b>	<b>0</b>	<b>0</b>	
<b>Other</b>						
Professional Services and General Equipment Purchase	6,000	3,076	8,080	2,090	34.67%	A requirement for professional services relating to a survey of the Control room environment has

# TVFCS Joint Committee Performance Report

						created the currently forecast overspend.
OFRS Costs (secondary control facility)	42,215	0	42,215	0	0	
TVFCS Alarm Receiving Centre income	-9,000	0	-9,000	0	0	
<b>Sub Total</b>	<b>39,215</b>	<b>3,461</b>	<b>41,295</b>	<b>2,080</b>	<b>5.33%</b>	
<b>Technology</b>						
Capita Mobs System (maint)	68,386	50,398	67,197	-1,189	-1.74%	This contract is subject to an annual increase based on RPI. The rate of RPI when the budget was set was higher than the rate of RPI when the supplier applied the increase in cost leading to a forecast underspend.
DS3000 (for primary and secondary) ICCS	85,737	61,232	81,463	-4,274	-4.99%	This contract is subject to an annual increase



# TVFCS Joint Committee Performance Report

							based on RPI. The rate of RPI when the budget was set was higher than the rate of RPI when the supplier applied the increase in cost leading to a forecast underspend.
Telephony and Network costs.	52,188	17,940	64,795	12,607	24.16%		A billing error within BT led to a refund being received by TVFCS during 2018/19. The refund sent by BT was in fact intended for a different customer and has had to be repaid from the 2019/20 budget. Negotiations are ongoing with BT to establish what refund will actually be received by TVFCS. Figures will be updated once this has been resolved.

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EISEC Services (Primary and Secondary Control)	9,000	2,250	9,000	0	0	
Smart services to switch 999 lines to secondary control or elsewhere	16,323	0	16,323	0	0	
Airwave rental ( SAN I ,B ) ( Primary,secondary ) (7+8)	14,058	0	14,058	0	0	
<b>Sub Total</b>	<b>245,692</b>	<b>132,670</b>	<b>253,836</b>	<b>8,144</b>	<b>3.31%</b>	
<b>Total Budgeted Expenditure</b>	<b>2,263,438</b>	<b>1,105,056</b>	<b>2,230,025</b>	<b>-33,413</b>	<b>-1.48%</b>	

## Appendix A

### Performance Measure Definitions

Measure	Description
<b>% of occasions where the time to answer admin calls is within 15 seconds</b>	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
<b>% of occasions where the time to answer emergency calls is within 5 seconds</b>	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
<b>% of occasions where the time to answer emergency calls is within 10 seconds</b>	
<b>% of occasions where time to mobilise is within 60 seconds</b>	This measure is calculated from when emergency calls are answered to when control room staff request stations to mobilise the appliance.
<b>% of occasions where time to mobilise is within 90 seconds</b>	
<b>% of occasions where time to mobilise is within 120 seconds</b>	

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<i>Emergency Services Mobile Communications Programme (ESMCP) update</i>
<b>PRESENTED TO:</b>	<i>Thames Valley Joint Committee</i>
<b>DATE OF MEETING</b>	<i>09 December 2019</i>
<b>LEAD OFFICER</b>	<i>DCFO Steve Foye</i>
<b>EXEMPT INFORMATION</b>	<i>None</i>
<b>ACTION</b>	<i>For Note</i>

## 1. EXECUTIVE SUMMARY

- 1.1 As agreed by the Thames Valley Fire Control Service (TVFCS) Joint Committee on the 08 July 2019, this report provides a quarterly update on the Emergency Services Mobile Communications Programme (ESMCP) and the ESMCP South Central Region input into this. There are no significant areas to update the committee on at this time whilst the National Programme (NP) continue to work on a review of the Full Business Case (FBC).
- 1.2 Coordination of activity and utilisation of resources is maintained through the ESMCP South Central (SC) Board, which includes senior representation from across the three Thame Valley Fire and Rescue Services.
- 1.3 At the meeting of the 23 September 2019, the Joint Committee agreed a letter to be collectively sent to the Home Office Permanent Secretary, Sir Phillip Rutnam. The purpose of this letter was to set out the Joint Committees concerns in respect to the ESMCP and consequently, delivery of the Emergency Services Network (ESN).
- 1.4 A response was received from the Permanent Secretary on the 12 November 2019 and is attached as appendix 1.

## **2. RECOMMENDATION**

The Joint Committee are asked to:

- 2.1 **NOTE** the contents of this report on the ESMCP and delivery of the ESN.

## **3. REPORT**

- 3.1 On the 08 July 2019 a detailed update report and presentation was given to the Joint Committee, detailing the Governments Emergency Services Mobile Communications Programme (ESMCP) to deliver the new Emergency Services Network (ESN) for all emergency services. ESN is intended to replace the current Airwave service used by all Emergency Services in Great Britain, including the three Thames Valley Fire and Rescue Services and TVFCS.
- 3.2 Whilst officers have continued to undertake work in respect to ESMCP, since the report to the Joint Committee on the 23 September 2019, there have been limited developments on which to provide updates. Pertinent changes are detailed in paragraph 3.5 to 3.14 below.
- 3.3 At the meeting of the 23 September 2019, the Joint Committee agreed a letter to be sent collectively to the Home Office Permanent Secretary, Sir Phillip Rutnam. The letter set out the Joint Committees concerns in respect to the ESMCP and consequently, delivery of the ESN, as based on the report provided to the Joint Committee on the 08 July 2019.
- 3.4 A response was received from the Permanent Secretary, Sir Phillip Rutnam, on the 12 November 2019 and is attached for the Joint Committees information in appendix 1.

### **National Programme**

- 3.5 As highlighted in the Permanent Secretary's response, the National Programme (NP) continue its work to refresh the Full Business Case (FBC) for the ESN. We do not expect the FBC to have been considered before the TV Joint Committee on the 09 December 2019. Current indications remain consistent that the FBC will be completed by December 2019, though the process for consideration and sign off is forecast for completion by April 2020.
- 3.6 The House of Commons Committee of Public Accounts published a report on 17 July 2019 titled Emergency Services Network: further progress review. In this report it concluded that:
- “Despite extending the Emergency Services Network (ESN) by 3 years and increasing its budget by £3.1 billion, the Department has still not got a grip on whether it can deliver the programme”.*
- 3.7 The report went on to make the recommendation that:
- “The Department should set out, by October 2019 a detailed, achievable, integrated programme plan including a realistic date for turning off Airwave*

*and the cost of any extension of Airwave that may be needed and update the Committee when this plan is ready”.*

- 3.8 In the update report presented to the TVFCS Joint Committee on the 23 September 2019 officers outlined their work to provide to the NP outline deployment plans for adoption of the ESN.
- 3.9 These deployment plans provide an indicative view only and we understand they will inform the FBC and assist in indicating when Airwave would no longer be required. Officers anticipate the current planned Airwave end date of Dec 2022 will be revised through the FBC review.
- 3.10 TVFRS officers continue to have a preferred position that transition to full ESN is implemented no later than 12 months prior to the confirmed Airwave cessation date. This is to allow for managing delivery in context of other commitments and to create a prudent period of overlap between the old and new systems.

### **Governance**

- 3.11 An ESMCP South Central (SC) Regional Programme Board continues to operate as one of a number of ESMCP FRS regions across the UK. The SC Board meets monthly and comprises senior responsible owners from the three Thames Valley FRSs alongside Hampshire and the Isle-of-Wight FRSs. The Board works to align resources to undertake a number of work streams in response to developments from the NP.
- 3.12 As highlighted in the last update report to the TVFCS Joint Committee, consideration is being given for both Hampshire and the Isle-of-Wight Fire and Rescue Services, to move to the ESMCP South West Region within this financial year. This would better fit with the Network Fire Services Partnership between these services and their partners in Dorset and Wiltshire and Devon and Somerset FRS's. If adopted, the change would simplify governance for the Thames Valley, as the work of the ESMCP South Central region, to adopt ESN, would be focused on the Thames Valley only and be aligned around TVFCS.

### **Control Room Work Stream Update**

- 3.13 There are no updates in respect to specific TVFCS control room changes since the last update to the Joint Committee.
- 3.14 There has been a long-standing query for Buckinghamshire FRS (BFRS) as to whether they require a dedicated DNSP connection for their service. If needed it would be to support necessary operational device configuration and management, as well as corporate requirements. BFRS believe they will be disadvantaged in their ability to manage their links and devices to the ESN without one. The issue, which may affect a number of fire and rescue services is not yet resolved. The National Fire Chiefs Council team, working within the National Programme, have now taken on responsibility to resolve whether the link is needed and, if so, if the National Programme would fund it centrally.

#### **4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT**

4.1 This report and its contents are considered to offer no conflict to the Steady State Legal Agreement.

#### **5. FINANCIAL IMPLICATIONS**

5.1 Regional funding is overseen through the South Central Programme Board and services draw down funding to cover costs of work-streams leads and ancillary costs, such as attendance at meetings, workshops etc.

5.2 Separate full funding from the National Programme was provided for control room upgrades and DNSP connections into TVFCS. This funding is based upon the original regional delivery plan and full payment has been made to the providers without direct impact on FRS budgets. With the change to the incremental delivery plan, we are seeking assurance that additional costs incurred will be met by the National Programme.

5.3 Quarterly reporting of ESMCP Transition Grant spend is made to the National Programme.

#### **6. LEGAL IMPLICATIONS**

6.1 None

#### **7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 None

#### **8. RISK IMPLICATIONS**

8.1 The ESMCP SC Board considers risks and, as appropriate, reports these through the national programme.

8.2 Each Service is expected to consider its own Corporate Risk associated with the ECMCP Programme and record treatments to mitigate this risk. By example, two risks are recorded on the RBFRS Corporate Risk Register concerning ESMCP and these take account of implications on TVFCS.

#### **9. CONTRIBUTION TO SERVICE AIMS**

9.1 This report complies with the “Principles of Collaboration”

#### **10. PRINCIPAL CONSULTATION**

10.1 None

#### **11. BACKGROUND PAPERS**

11.1 None



**12. APPENDICES**

- 12.1 Appendix 1: Letter of response from Sir Phillip Rutnam, Permanent Secretary, Home Office dated 12 November 2019

**13. CONTACT DETAILS**

Steve Foye  
Deputy Chief Fire Officer  
Tel: 07887 830208

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TVFCS Joint Committee  
C/o Democratic Services Team  
Buckinghamshire FRS HQ  
Stocklake  
AYLESBURY  
Bucks  
HP20 1BD

By email

12 November 2019

Dear colleagues

Thank you for your letter dated 22 October 2019 and raising your concerns. Please let me assure you that the Programme is committed to providing a service which is operationally fit for purpose and provides the safety and security you require for your officers and the public.

### **Timescales, Resources and Costs**

The Programme Business Case is currently being refreshed to update the overall timescales and costs for the implementation of ESN; both the delivery of the capability and the timescales and costs associated with user organisations transition onto the network. This work is being done in collaboration with the embedded Emergency Services representatives. The National Fire Chiefs Council will be consulted as part of the governance of the Business Case as will the National Resilience and Fire Programme team within the Home Office.

### **Capability and Capacity**

The programme team and embedded Emergency Service representatives are focussed on ensuring that the core ESN voice capability is at least as good as Airwave. There are a number of strands to this work, including user representatives being involved in shaping the push-to-talk application, as well as technical testing in the ESN delivery plan. The testing ranges from testing individual system elements to end to end testing of whole capabilities involving many elements such as group calls and provisioning. There is also a comprehensive programme of operational validation and evaluation, led by users with the support of the programme team, which allows them to assess the impact of the new capability on operational practice and to verify that ESN works in real operational scenarios. There is significant time allowed in the plan for these activities and their importance is fully recognised.

We are pleased to provide an update on our latest success, which has resulted in our first Push to Talk product going into operational testing. Following positive testing in the first week of November, which validated good service Immigration Enforcement have agreed to take the Direct 1 product into operational trials. This is a huge step forward and we will of course, keep colleagues updated.

### **Coverage**

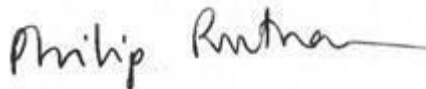
The requirement that coverage be at least as good as Airwave is well understood.

Our contracts provide a high level of ESN coverage across Great Britain, including in the most rural and remote areas. In addition, we work closely with user organisations to ensure that we understand those locations which are of most critical importance for our users' operations, so that we can ensure the reliability of the ESN service

The further roll-out of the Assure device and application over the coming months will enable user organisations to measure coverage in areas where they operate, and this will help to build confidence in the presence of coverage where it is required.

I hope this assures you that there will be no compromise of standards and we look forward to working with the all the emergency services to provide ESN in line with the timelines that they feel confident in delivering.

Yours sincerely,

A handwritten signature in black ink that reads "Philip Rutnam". The signature is written in a cursive style with a long horizontal flourish at the end.

**Sir Philip Rutnam**  
**Permanent Secretary**

ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
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
Emergency Services Mobile Communication Programme	23-Mar-20	N/A	note	Steve Foye	N/A	Part I
Quarterly Performance Report/Budget Monitoring	23-Mar-20	N/A	note	Mike Adcock/Simon Harris	N/A	Part I
Report on the first five years	23-Mar-20	N/A	note	Mike Adcock/Simon Harris	N/A	Part I