THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE

Thames Valley Fire Control Service Joint Committee Annual Meeting

Monday 8 July 2019 at 2.00 pm, Meeting Room 1, BMKFA, Brigade HQ, Stocklake, Aylesbury, Bucks, HP20 1BD

AGENDA

	Item	Page No.
1.	Appointment of Chairman	
2.	Appointment of Vice-Chairman	
3.	Apologies	
4.	Introductions (including changes of membership, if any)	
5.	Declarations of Interest	
6.	Minutes of the last meeting held on 26 March 2019	(Pages 5-10)
7.	Matters Arising	
8.	Questions from Members (written questions)	
9.	Questions submitted under Standing Order 9.5 (questions from members of the public)	

	Item	Page No.
10.	Chairman's Annual Report 2018/19	(Pages 11-16)
11.	Revised Performance Monitoring for the Thames Valley Fire Control Service	(Pages 17-20)
12.	Emergency Services Mobile Communication Programme (ESMCP) Update	(Pages 21-28)
13.	TVFCS Performance Report Quarter 4 2018/19	(Pages 29-46)
14.	Forward Plan	(Page 47)
15.	Meeting dates for 2019/20 To agree the times and dates of meetings of the Joint Committee as follows: Monday 23 September 2019 at 2.00 pm Monday 9 December 2019 at 2.00 pm Monday 23 March 2020 at 2.00pm	
16.	Date of Next Meeting: To note the time and date of the next meeting at BMKFA, Brigade HQ, Stocklake, Aylesbury, Bucks, HP20 1BD	

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

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

Minutes

Present:
Councillor Malcolm Alexander, Royal Berkshire Fire Authority (RBFA)
Councillor Mark Gray, Oxfordshire County Council (OCC)
Councillor Judith Heathcoat, Oxfordshire County Council (OCC)
Councillor Angus Ross, Royal Berkshire Fire Authority (RBFA)

In Attendance:
Michael Adcock (Area Manager, OFRS)
Conor Byrne (Head of Finance and Procurement, RBFRS)
John Ellul (Thames Valley Collaboration Communications and Engagement Officer)
Trevor Ferguson (Chief Fire Officer, RBFRS)
Tamara Hack (Democratic Support Assistant, RBFRS)
Simon Harris (Group Manager, TVFCS)
Asif Hussain (Principal Accountant, BMKFRS)
Jess James (Temporary Area Manager, RBFRS)
Simon Jefferies (Assistant Chief Fire Officer, OFRS)
Rob MacDougall (Assistant Chief Fire Officer, OFRS)
Dave Norris (Area Commander, BMKFRS)
Fayth Rowe (Democratic Support Lead, RBFRS)
Lynne Swift (Director of People and Organisational Development, BMKFRS)

Public:
Alex Seabrook, Reading Chronicle

15. APOLOGIES

Apologies were received from Councillors David Carroll and Roger Reed.

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During introductions Dave Norris, Area Commander BMKFRS informed the Joint Committee that Councillor Roger Reed was unwell and would be sending his apologies.

At this point of the meeting, members present felt there was no reason why the meeting should not proceed due to the business on the agenda were for note and did not require a decision from each member of the Joint Committee or recommendation to RBFA and BMKFA for approval.

16.   INTRODUCTIONS AND ANNOUNCEMENTS

The Chairman gave the following announcements:

Purdah period has now begun please ensure political views and opinions are not voiced during the meeting.

On the 12 March more than 50 firefighters, 12 appliances and 2 specialist high-reach vehicles successfully extinguished a large fire at a derelict building in Maidenhead town centre. Support to Royal Berkshire in dealing with the fire came from crews in Buckinghamshire, London and Hampshire, as well as Thames Valley Police and South Central Ambulance Service.

From receiving the first call shortly before 2am, firefighters worked diligently to put out the fire and ensure the safety of the building and surrounding area, with the added difficulty of the disruption this caused to the busy central location.

Firefighters spent over 17 hours tackling the fire and remained on the scene overnight damping down and ensuring that there were no hot spots within the building.

A week later, crews from Royal Berkshire Fire and Rescue Service, Oxfordshire Fire and Rescue Service and Buckinghamshire and Milton Keynes Fire and Rescue Service provided 40 firefighters that spent around 7 hours tackling a large fire at an empty house on Gillott's Lane, Henley-on-Thames. Thames Valley Police also attended this incident and were investigating the cause.

From response crews, to Thames Valley Control Service staff, to support staff, everyone involved in these incidents once again demonstrated outstanding commitment to public safety. These incidents provide examples of the positive outcomes that come from cross-border collaboration between emergency services in the Thames Valley and the quick mobilisation and improved information sharing this allows.

Members of the local community in Maidenhead were quick to praise the firefighters for their hard work, with numerous messages of thanks both in person and on social media. Food and drinks were provided by local

businesses.

Prime Minister Theresa May thanked crews who attended the Maidenhead incident during Prime Ministers Questions on 13 March. There can be no greater proof of the professionalism and bravery of our public servants who work across the Thames Valley and I am sure you will all join me in paying tribute to all who took part.

17.   DECLARATIONS OF INTEREST

No declarations were declared.

18.   MINUTES OF THE LAST MEETING HELD ON 5 DECEMBER 2019

The minutes of the meeting held on 5 December 2018 were agreed as an accurate record and signed by the Chairman subject to the following amendments:

- Under public in attendance none have been listed, a member of the public, Andrew Hill attended the meeting on 5 December 2018.

- Councillor Heathcoat asked if a collective letter had been sent to the Fire Minister asking for reimbursement for the time and money spent on state events in 2018.

  The Chairman provided the costs of supporting state events last year, which were £9, 278 Royal Wedding on 19 May, £987 Operation Manifold (Presidential visit) on 13 July and £2,060 Royal Wedding on 12 October totalling £12, 326. He therefore suggested that this element of cost should be included in wider funding submissions sent on behalf of RBFA, Buckinghamshire and Milton Keynes Fire Authority (BMKFA) and OCC. He requested the letters include the four 'F's *'Fair Funding For Fire'*. To encourage central government to fund fire services.

  RBFA/BM KFA and OCC

- Page 11 the sentence in the second paragraph from the bottom currently reads '*he reported no commercial providers had not been found to deliver an apprenticeship programme within TVFCS.*' As a double negative the sentence should read 'no commercial providers had been found'.

19.   PROGRESS REPORT ON THE DEVELOPMENT OF A BUSINESS CASE FOR POTENTIAL INTRODUCTION OF APPRENTICES INTO TVFCS

Dave Norris, Area Commander, BMKFRS presented the progress report on development of a business case for potential introduction of apprentices into TVFCS, before handing over to Simon Harris, Group Manager TVFCS. Two potential providers had been found to deliver the Emergency Service Control

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Rooms (Contact Call Handler) apprenticeship but this had been met by a number of barriers:

- Providers would need a cohort of 8 apprentices to deliver the apprenticeship.
- To employ 8 apprentices would have financial implications, the revenue staffing cost would increase by £219,962 if this were in addition to the existing establishment.
- Both providers were located a significant distance away from TVFCS.
- During informal talks, current TVFCS staff were reluctant to undertake an apprenticeship.

Simon Harris asked the Joint Committee for more time to contact local providers, to seek expressions of interest from current staff, approach other emergency services to offer the apprenticeship collaboratively and to see if a local provider became available.

In response to a question from Councillor Alexander, Dave Norris; AC BMKFRS agreed that you could not guarantee trained apprentices would remain with TVFCS and this was always a risk.

Councillor Judith Heathcoat requested for an additional recommendation to include the financial implications on the revenue as outlined in paragraph 5.1 in the report be explored further together with the resource implications.

In referring to paragraph 3.8 in the report CFO Simon Furlong clarified that no additional increase would be made to the establishment and the apprenticeship scheme would be filled by existing members of staff and within established costs.

Resolved that:

- The report contents be noted.

- TVFCS Management Team enter into further discussions with other Control Rooms within a suitable geographical area be agreed, to identify opportunities to introduce the Contact Call Handler apprenticeship standard collaboratively.

- TVFCS Management team explore the level of interest amongst current staff in undertaking the apprenticeship standard be agreed.

- TVFCS Management team explore the possible financial implications on the revenue budget and resources be agreed.

20.   CROSS BORDER MOBILISING WITHIN THE THAMES VALLEY

Conor Byrne, Head of Finance and Procurement RBFRS presented the report on cross border mobilising within the Thames Valley and advised the report was for note. In December 2018 the Joint Committee approved the methodology for the production of statistics on cross-border mobilisations. The three Chief Fire Officers were asked to agree a standard charging mechanism. They agreed an hourly rate of charging effective from 1 April 2019.

Simon Harris Group Manager TVFCS added the methodology used was the time of mobilisation to the nearest hour. Total number of minutes to hours.

In response to Councillor Ross, Simon Furlong, Chief Fire Officer OFRS confirmed that methodology existed for use with on call staff that would be used as the agreed methodology for calculating the start and finish time for cross border charging.

Resolved that:

- The charging mechanism agreed by the three CFOs be noted.

21. REVISED STRATEGIC OUTCOMES FROM PERFORMANCE MEASURES WORKSHOP

Michael Adcock, Area Manager OFRS gave a verbal update on the revised Strategic Outcomes following the Performance Measures Workshop. A second workshop will be held at the end of April to assign performance measures to each of the outcomes listed.

22. OPS ALIGNMENT PROJECT VERBAL UPDATE

Michael Adcock Area Manager, OFRS provided a verbal update on the national guidance for the alignment of incident command levels and Breathing Apparatus (BA). BA sets were the most fundamental equipment to align which would reduce over mobilisation and the impact on Control. Procurement specification of BA sets was due to take place in 2021-22 with fire equipment specialists to align capabilities across the Thames Valley.

23. QUARTERLY PERFORMANCE REPORT

Michael Adcock, Area Manager OFRS presented the report, he thanked Simon Harris and middle managers for their support in absence management.

Simon Harris, Group Manager TVFCS reported Crew Manager vacancies that were previously filled had become vacant as two members of staff had stepped down. The recruitment process had commenced to fill these vacancies.

The hardware upgrade was complete and the introduction of ESN was due to

conclude on 15 March 2019.

Areas for improvement included call handling, mobilisation performance and the introduction of 'pre-alerting' which will be considered in Q1 2019/20. Simon Furlong, Chief Fire Officer OFRS raised concern that the report had been written quite negatively and stated call challenging was a positive tool. He added an appliance on the road could result to being a hazard and the effect of not mobilising could reduce the hazard.

Trevor Ferguson, Chief Fire Officer RBFRS added Capita credit scoring had improved.

Councillor Judith Heathcoat questioned why levels of absence had increased and claims for overtime had not risen. Simon Harris, Group Manager TVFCS explained that some of the shifts were running at optimum levels and did not require additional cover, staff were not readily available to cover in December due to previous arrangements and two Station Managers were able to cover various shifts were not paid overtime but given time off in lieu.

Simon Harris GM, TVFCS advised that an architectural survey had been commissioned to identify whether any improvements could be made to the physical Control Room environment that might better support staff health and wellbeing, which could lead to a reduction in long-term absence. He advised he would feed back to the Joint Committee.

Resolved that:

- The report be noted.

24.   FORWARD PLAN

Resolved that:

The forward plan be noted.

25.   DATE OF NEXT MEETING

Monday 8 July 2019 2.00pm at BMKFRS, Brigade HQ, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.

Councillor Alexander added that it had been a pleasure to Chair the Joint Committee in 2018/19. Councillor Ross thanked Councillor Alexander on behalf of the Joint Committee for his Chairmanship during the year.

(The meeting closed at 2.36pm)

THAMES VALLEY FIRE CONTROL SERVICE

SUBJECT	**ANNUAL REPORT 2018/19**
PRESENTED TO:	**JOINT COMMITTEE**
DATE OF MEETING	**8TH JULY 2019**
LEAD OFFICER	**AREA MANAGER JAMES POWELL**
EXEMPT INFORMATION	**NOT APPLICABLE**
ACTION	**TO NOTE**

1. EXECUTIVE SUMMARY

1.1 To provide a summary of progress made by TVFCS during the year 2018/19.

2. RECOMMENDATION

2.1 That the Joint Committee **NOTE** the annual report

REPORT

3.1 An annual report is produced each year by the Chairman of the TVFCS Joint Committee.

3.2 This report will look back and will provide a high-level summary of the progress made against plans, the performance of TVFCS against agreed measures, an overview of staffing changes and a summary of the financial position at year end. Finally, it will provide a look forward to 2019-20 and the key areas of work required to continue making improvements to TVFCS on behalf of the three FRSs.

3.3 TVFCS went live in April 2015 and handles calls and mobilises resources for the three Thames Valley Fire and Rescue Services.

3.4   From April 2018, TVFCS were included in the Royal Berkshire Fire and Rescue Service planning process. The TVFCS Service Plan captures business as usual activity and single work packages and projects, allowing managers to monitor the resourcing requirements and progress against each activity. The Service Plan is reviewed on a monthly basis by the TVFCS Senior Responsible Officers and on a quarterly basis by the RBFRS Strategic Performance Board. All ongoing elements of the TVFCS Transition Plan are now captured within the TVFCS Service Plan.

4.   TVFCS PERFORMANCE

4.1   The TVFCS Joint Committee have identified that the previously agreed performance measures for TVFCS required review to provide more meaningful information to members regarding performance. A series of workshops have taken place, which have identified the strategic outcomes that the FRS wish to measure and suggested performance measures which relate to those outcomes.

4.2   TVFCS has performed well against the existing measure for how quickly calls are answered during the year, with the target comfortably exceeded in most months. There was a decrease in performance in this area during the summer months, when all three FRS experienced exceptionally high demand caused by the prolonged hot and dry weather.

4.3   Levels of performance against the 'time to mobilise' measures have remained below the target during the year, with fluctuations on a monthly basis. Analysis has taken place and a range of options are being progressed.

4.4   Call challenging for Automatic Fire Alarms has been shown to have an impact on call handling times. Call challenging is an integral part of the response process for both OFRS and RBFRS and offers significant benefits by reducing the number of emergency vehicle movements. This preserves resources for more urgent incidents, improving the overall response standard, reducing costs and reducing the road risk posed by 'blue light' response.

4.5   Sickness levels were significantly lower during the early part of 2018/19 than in previous years. It is notable that during July 2018, when a peak level of demand was experienced, there was no short term sickness absence within TVFCS. Sickness levels rose towards the end of the year. This was largely attributable to a small number of staff experiencing health issues which required prolonged absence. A significant amount of resources have been invested in improving the overall health and wellbeing of staff, with further work taking place to identify other steps that may lead to improved levels of attendance.

4.6   An overview of performance is included as **Appendix A**

5   Staffing Position

5.1   Staff turnover rates have reduced during the year, with four staff leaving employment with TVFCS compared with seven during 2017/18. Of these, one was a member of staff retiring after forty years' service.

5.2   Crew Manager positions have proved difficult to fill in previous years as new staff had not yet achieved the qualifications required for promotion and potential transferees from other Control rooms had not come forward. During 2018/19 a number of TVFCS staff have achieved the required qualifications and it has been possible to fill the Crew Manager vacancies that have arisen with internal candidates.

5.3   A number of staff have been absent during the year as a result of maternity. The increased capacity within the management team has allowed better planning for covering maternity and it has been possible to recruit staff on fixed term contracts to cover these short term vacancies.

6   YEAR END FINANCIAL POSITION

6.1   The budget for TVFCS is set at the December meeting of the Joint Committee each year. The budget for TVFCS for 2018/19 was £2,105,422. At year end, the actual expenditure was £2,130,720 giving an overspend of £ 25,298. The principal causes of the overspend were a pay increase of 2% for a Control staff, where only a 1% increase had been accounted for in the budget and an unforeseen need to purchase batteries for the uninterruptable power supply at the Secondary Control in Kidlington.

6.2   In previous years, the budget for TVFCS salaries had been based on the full establishment at full rates of pay. This methodology has led to underspends against previous budgets. For the 2018/19 budget the TVFCS management team and the RBFRS finance department have adopted a methodology using current establishment figures, rates of pay based on current pay points for individual staff and anticipated progress to higher pay points. This approach has resulted in actual staffing costs being closer to the predicted budget position.

7   NOTABLE ACTIVITY

7.1   During 2018/19, TVFCS has been involved in a number of activities which fall outside 'business as usual'.

7.2   In late May 2018, exceptionally heavy rainfall was experienced in the Milton Keynes area. This resulted in a very high volume of calls for assistance being received by TVFCS and required the attendance of resources from across the Thames Valley. Calls were successfully prioritised for attendance and fire cover was maintained through cooperation between TVFCS and officers from all three FRS.

7.3   The prolonged period of hot, dry weather that occurred in June and July created extremely high demand across the Thames Valley. The numbers of emergency calls received placed considerable pressure on TVFCS' capacity, particularly when dealing with outdoor fires where exact locations were unclear. TVFCS staff displayed notable commitment and flexibility, with a number of staff working beyond their normal hours to service demand.

7.4   Two Royal Weddings took place in Windsor during the year, with large numbers of people attending to view the proceedings. Significant pre-planning for these events was required.

7.5   The visit of President Trump also required significant planning and involved locations in all three counties served by TVFCS.

7.6 In February, TVFCS upgraded its communications system to prepare for the introduction of the Emergency Services Network. This was a major hardware upgrade over a four week period which had to be delivered with the minimum level of disruption to delivery of the Service and required a period of working from the Secondary Control facility in Kidlington. The upgrade was completed, on schedule, on Friday 15th March.

7.7 TVFCS has been involved in the HMICFRS inspections for both OFRS and RBFRS, which involved a number of visits and staff interviews, in addition to the provision of statistics and other information.

7.8 TVFCS have been involved in national exercises testing a range of capabilities.

7.9 TVFCS will seek to be involved in the internal changes to FRS's to ensure we are able to fully support change and understand the impacts to TVFCS.

8. LOOKING FORWARD

8.1 TVFCS will be involved in the HMICFRS inspection for BFRS and the outcomes of TVFCS involvement in the tranche 2 inspections for OFRS and RBFRS will be published during the first part of the year.

8.2 Following the successful ESN upgrade, a software upgrade is planned for the Command and Control system. This is the most significant software upgrade since the TVFCS 'Go Live' and will introduce new functionality in addition to resolving long standing system issues.

8.3 All three FRS have plans to introduce new or upgraded systems and make changes to their response arrangements which will need to be supported by TVFCS.

8.4 With the planned upgrade to the Vision system later in the year, TVFCS will be able to utilise Advanced Mobile Location (AML) services which will significantly improve the geo location of mobile users during emergency calls. The current system uses phone masts to triangulate location, which can result in difficulty pinpointing the user dependant on their position. AML works using the phone GPS and is accurate up to 6 metres, significantly increasing the effectiveness of mobilising resources to the right location.

8.5 Following Staffordshire & West Midlands Fire Control's upgrade to their Command & Control system, fall back arrangements will be upgraded to provide an improved technological solution.

8.6 We continue to be involved with the Fire & Rescue Services as they continue their business changes and strategic planning processes.

9. CONCLUSION

9.1 The year has seen TVFCS consolidate and demonstrate its 'steady state' position, evidenced by TVFCS' ability to deal with spate conditions and support high profile events. The systems used within the Control environment have been stable which has assisted with some of the high demand conditions experienced and made it

possible to apply upgrades for the future. Staff turnover has reduced, allowing the focus to move to succession planning and the development of existing staff. Further work is required by the TVFCS Management team to improve the performance against the time to mobilise measure and to identify ways to further support the health and wellbeing of TVFCS staff. The introduction of robust service planning allows Managers to effectively monitor progress against objectives and increases accountability. The revised budget setting methodology has led to the final budget position being significantly closer to the original budget set.

10.   FINANCIAL IMPLICATIONS

    a.   As set out in section 6.2

11.   LEGAL IMPLICATIONS

    a.   None

7.   EQUALITY AND DIVERSITY IMPLICATIONS

7.1   N/A

8.   RISK IMPLICATIONS

8.1   Not applicable

10.   PRINCIPAL CONSULTATION

10.1   Not applicable

11.   BACKGROUND PAPERS

11.1   None

12.   APPENDICES

12.1   Appendix A: TVFCS Performance 2018/19

13.   CONTACT DETAILS

13.1   Group Manager Simon Harris – TVFCS

Appendix A – Thames Valley Fire Control Service Performance 2018/19

Metric	Target	2018/19 Performance (12 Months average)	2017/18 Performance (12 Months average)
Admin calls answered within 15 seconds	N/A	81.81%	82.33%
Emergency calls answered within 5 seconds	92%	94.35%	94.27%
Emergency calls answered within 10 seconds	97%	97.34%	97.63%
Mobilisations within 60 seconds	60%	47.17%	51.56%
Mobilisations within 90 seconds	80%	72.31%	75.54%
Mobilisations within 120 seconds	95%	83.86%	86.06%
No of times Emergency fall-back instigated	N/A	0	0
Average shifts sick per FTE	N/A	1.13	0.61
Number of mobilisations	N/A	1805	1862
Total Emergency calls answered	N/A	2952	2727
Total Admin calls answered	N/A	6627	7003

Key	
Red	Target missed by more than 10%
Amber	Target missed by 10% or less
Green	Target met or exceeded by less than 10%
Blue	Target exceeded by 10% or more
Grey	Data accuracy issues make judgement not possible

THAMES VALLEY FIRE CONTROL SERVICE

SUBJECT	Revised Performance Monitoring for the Thames Valley Fire Control Service
PRESENTED TO:	TVFCS Joint Committee
DATE OF MEETING	8th July 2019
LEAD OFFICER	Area Manager Mike Adcock
EXEMPT INFORMATION	None
ACTION	For decision

1.   EXECUTIVE SUMMARY

1.1   At the meeting of the TVFCS Joint Committee on 24th September 2018 it was agreed that CFO Furlong (OFRS) would lead a working group to review the overall performance framework for the Thames Valley Fire Control Service, with a view to providing more meaningful performance information to Committee members. A workshop was held with members to identify the desired strategic outcomes. A further workshop was then held with Control room staff to identify the metrics that could be reported on to advise members of TVFCS' contribution to those strategic outcomes.

1.2   The report below identifies a number of measures that could be applied to the various strategic outcomes.

1.3   Each FRS already extracts performance data relating to TVFCS which relate to their own performance requirements and Integrated Risk Management plans. Adopting these recommendations will not prevent the FRS from continuing to extract this data.

2.   RECOMMENDATION

It is recommended that the Joint Committee agrees to adopt the measures outlined in this report.

3. <u>REPORT</u>

3.1 The following section of the report identifies each desired strategic outcome, with the suggested areas to be monitored by the Joint Coordination Group and reported on to the Joint Committee.

3.2 After 4 years of operation, with performance being measured against the previously agreed measures, we have a better understanding of how TVFCS contributes to the strategic goals of the three FRS and how this information can be presented to members. Both performance and the suitability of the measures will be reviewed by the TVFCS Senior Responsible Owners as part of the work of the TVFCS Joint Coordinating Group.

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

- <u>Staff turnover as a percentage of the TVFCS establishment</u>. The number of staff leaving employment with the TVFCS gives an indication of the morale and wellbeing of the workforce. Commentary from the Control Management team would give more insight into trends captured at exit interviews, as well as giving context to some leavers (e.g. retirements).
- <u>Long and Short term absence levels as currently reported</u>. This gives an indication of the overall health and wellbeing of the workforce, supported by relevant commentary from the TVFCS Management team.
- <u>Percentage of staff currently competent within their role as currently reported</u>.
- <u>Commentary on the delivery of new training in keys areas</u>. For instance JESIP and incidents related to National Security.

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

- <u>The number of calls handled relating to defective domestic smoke detectors</u>.
- <u>The number of safeguarding referrals passed through TVFCS to the FRS</u>.
- <u>The number of 'Threat of Arson' referrals processed by TVFCS and passed to the FRS for action</u>.

All of the above will capture TVFCS involvement in processes intended to keep members of our communities safe from harm.

- <u>Commentary on an 'ad hoc' basis relating to any other significant activity in these areas</u>.

3.5   **PROTECTION:** To work with partners to ensure that advice is given to businesses to meet their fire safety requirements.
- Commentary to be provided on liaison between TVFCS and the relevant teams within the FRS where applicable.

3.6   **RESPONSE:** To ensure the preparedness and response to emergency incidents through resource mobilisation and the management of the incident.

- Continue to report on the time taken to answer calls and the percentage of occasions where mobilisation takes place within 90 seconds. It is recommended that these figures exclude occasions where other organisational imperatives require extended call handling to take place prior to a decision to mobilise resources being reached.
- Provide the average call handling times to key incident types. It is recommended that these categories are :- **Primary Fires**, **Secondary Fires** and **Road Traffic Collisions** as average call handling times for these types are now also being collated by the Home office, allowing comparison between TVFCS and the national averages.

3.7   **RESILIENCE:** To ensure resilience of the fire control service. To support the resilience and business continuity of each partner organisation.

- The number of occasions where the agreed minimum crewing level for TVFCS is achieved.
- The number of hours of crewing provided by resources outside the TVFCS shift based establishment, supported by commentary from the TVFCS Management team.
- The number of occasions that TVFCS Business Continuity plans are tested and exercised.
- For FRS which apply 'call challenge', the number of occasions on which this prevented the mobilisation of resources, thereby preserving their availability.

3.8   **DATA AND INTELLIGENCE**: To meet the data and intelligence requirements of the TVFCS and each FRS.

- Report on the speed with which TVFCS processes requests for change to data received from the FRS in the agreed manner.
- Commentary on data and information sharing with other agencies.
- Commentary on TVFCS data and information provision to the FRS. For example, the provision of data required for HMICFRS returns.

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

- Provide information on the costs incurred as a result of sickness absence. This would replace the current reporting on the overall costs of overtime, which can have a variety of causes.

- Continue to report on the budget in the current manner, which includes the percentage variance between actual expenditure and the agreed budget.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

This report complies with the "Principles of Collaboration"

5. FINANCIAL IMPLICATIONS

None

6. LEGAL IMPLICATIONS

None

7. EQUALITY AND DIVERSITY IMPLICATIONS

None

8. RISK IMPLICATIONS

None

9. PRINCIPAL CONSULTATION

TVFCS Joint Coordination Group.
Members of the TVFCS Joint Committee
TVFCS Control staff
TVFCS Control FBU Representative
RBFRS Performance and Monitoring Officer.

10. BACKGROUND PAPERS

None

11. APPENDICES

12. CONTACT DETAILS

12.1   GM Simon Harris – Head of TVFCS

THAMES VALLEY FIRE CONTROL SERVICE

SUBJECT	*Emergency Services Mobile Communications Programme (ESMCP) update*
PRESENTED TO:	*Thames Valley Joint Committee*
DATE OF MEETING	*08 July 2019*
LEAD OFFICER	*DCFO Steve Foye*
EXEMPT INFORMATION	*None*
ACTION	*For Information*

1.   EXECUTIVE SUMMARY

1.1   This report provides an update and assessment of the progress of the national Emergency Services Mobile Communication Programme (ESMCP) and the delivery of the Emergency Services Network (ESN) that will replace the current Airwave provision that is used to mobilise operational resources.

1.2   Mobilisation of our firefighters is one of the most risk critical activities that we undertake, and we are committed to ensuring that our staff and the members of the public have an equal to or enhanced service as a result of the ESN

1.3   The report updates the status of the National Programme (NP) and ESMCP South Central Region input into this. In this context, the report highlights work taking place to enable the Thames Valley Fire and Rescue Services (TVFRS') and Thames Valley Fire Control Service (TVFCS) to be able to adopt ESN whilst minimising operational and financial risk to service provision across the region.

1.4   The report details that any final decision for ESN adoption should be based on the NP approved Full Business Case (FBC). The report provodes underpinning reasons why adoption of ESN should not take place until the 'ESN Prime' product is fully in place.

1.5   The report indicates current TVFRS working assumptions, concerns and ESN adoption activity in context of the planned Airwave shutdown by December 2022.

1.6   An update is provided on governance including likely regional changes and current financial and funding arrangements and reporting for the SC Region.

2.   RECOMMENDATION

The Joint Committee are asked to:

2.1   **NOTE** the contents of this report on the ESMCP and delivery of the ESN.
2.2   **NOTE** officers intent to draft a standard letter, for agreement through each Fire Authority's governance route, to be sent to the National Programme recording on-going concerns as to the ESMCP delivery.

3.   REPORT

National Programme Status and Timeline

3.1 The Home Office is leading a cross cutting government department programme called the Emergency Services Mobile Communications Programme (ESMCP) to deliver the new Emergency Services Network (ESN) for all emergency services. This will replace the current Airwave service used by all Emergency Services in Great Britain.

3.2 The ESN design uses existing technology and infrastructure of mobile phone networks, called the Public Service Network PSN. ESN is designed to run in parallel on the same network but in a secure way specifically designed for all the emergency services.

3.3 The ESN national contract was awarded through 2 lots, with lot 1 (infrastructure /network) awarded to a provider called EE and lot 2 (software solution) awarded to Motorola.

3.4 In 2016, the National Programme (NP) plan was to deliver a phased implementation of ESN based on a region-by-region basis. The South-Central (SC) Region (Oxfordshire, Royal Berkshire, Buckinghamshire, Hampshire and the Isle of White) was formed by the NP as one of these regions.

3.5 The plan was based on a transition period of dual running of Airwave and ESN, so that interoperability could be maintained during a 2 years roll out across each region. Each Fire Authority was requested to give its commitment to the ESMCP programme against the NP planning assumptions and the expectation was that:

- South-Central Region would commence the adoption of ESN in spring 2019.
- The ESN would deliver value for money for the taxpayers.
- The ESN would be better than or equal to the existing service.

- Successful national transition would enable Airwave to be switched off.

3.6   An update report was last presented to the Thames Valley Fire Control Service (TVFCS) Joint Committee on the 05 December 2018. The report advised that, on the 21 September 2018, the Home Office officially announced its revised 'incremental' approach to the delivery of the proposed Emergency Services Network (ESN). This was in place of the previously planned 'regional' implementation approach.

3.7   Adoption of an incremental delivery model by the NP is intended to enable some of the ESN capabilities to be accessed early by user organisation (UO's) as they come on-line during 2019 – 2020. The current plan indicates full ESN product, known as ESN Prime, will go live in quarter three of 2020.

3.8   The SC Region FRS' have concerns as to viability of the NP timescales for delivery of ESN prime. These concerns have been clearly articulated to the NP at the national Fire Customer Group, which is attended by NP leads. The NP has also been subject to criticism from the National Audit Office (NAO), in their report[1] on the programme published on the 10/05/2019. The NP also reported to the Public Accounts Committee on 22/05/2019, where concerns continue to be raised as to delays associated with the NP and the viability of current timelines.

3.9   The ESMCP South Central Board are of the view that it is timely for the Thames Valley Fire Authorities to write to the National Programme to put on record the on-going concerns of each Authority as to the progress of the ESMCP and delivery of the ESN. Officers will draft a standard letter to this affect to be taken for agreement through each Authority.

3.10   There is consensus across the SC Region services that there is limited value in committing to adoption of ESN ahead of Prime (this being the full product), given uncertainties in: the full offering of earlier products; how they will work; cost of early adoption and; whether early products can be easily adapted to the final full ESN prime. The current position of all three Thames Valley Fire and Rescue Services (TVFRS') is to wait for the delivery of ESN Prime.

3.11   The only area of adoption forecast ahead of ESN Prime is the acceptance of two devices per service, which are placed in vehicles and continually test and record the signal of the ESN network. This is to assist user organisations in validating the network capability. Whilst it may lead to identification of areas of concern to be reported to the NP, the services are offering no assurance as to coverage and this remains a matter for the provider (EE) and the NP.

3.12   The primary concern for TVFCS and the TVFRS' is that there could be areas outside of the contracted area of coverage that the provider has to assure that, if not highlighted by UO's, could end up without ESN coverage. Validation work will focus on areas of concern, such as more remote buildings and areas such as parklands, colleges etc.

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[1] 'Progress delivering the Emergency Services Network' - https://www.nao.org.uk/report/progress-delivering-the-emergency-services-network/

3.13   With the development of the incremental delivery model the NP wants to better understand, from UO's, likely timescales and indicative plans for the process of adoption at a local level. In the update to the Joint Committee on the 05 December 2018, it was detailed that the services had provided an adoption profile to the NP in June 2018.

3.14   A request for a more refined plan with a higher degree of certainty on the adoption profile for each FRS was requested for September 2018. TVFRS', alongside South Central region partners, did not provide any updated information, as it had been made clear in the June submission that additional certainty in local planning would only be possible if further information was provided by the NP to address assumptions having to be made at a service level. This information, regarding costs, transition arrangements and hardened timescales, had not been forthcoming from the NP at the time of the second request.

3.15   It is recognised that the NP are seeking to build a more detailed profile of adoption across all UO's to assist in understanding pinch points or pressures in the delivery model and better define a critical path for the overall programme. Officers from across the all three TVFRS's are assessing detail and providing meaningful returns whilst being clear that, given the assumptions having to be made, the NP cannot consider these returns as any form of commitment to a timeline for delivery that services will be held to.

Thames Valley ESN Adoption position

3.16   It was outlined in the update to the TVFCS Committee on the 05 December 2018 that the NP were reviewing the Full Business Case (FBC) for the ESN. At that time, the review was anticipated to be completed in the first quarter of 2019, with the NP previously indicating it would be completed by the end of 2018. To date the FBC is yet to be signed off in its entirety. Elements have been agreed so that commitments could be made with primary suppliers (being EE and Motorola).

3.17   Visibility of the fully agreed and signed off FBC should be considered a pre-requisite for the Thames Valley FRS's, and the other partner organisations within the South Central region for:

- Establishing the cost impacts of migration to ESN.

- Establishing the specific timing of any adoption activities across the region and.

- Creating and managing a fully detailed plan to execute adoption activities in concert with other associated strategic projects.

3.18   Consequently, through the SC Board, work continues with all interested parties (including colleagues in Police and ambulance) to maintain the maximum possible planning flexibility and to keep as many options for execution open as possible.

3.19   The NP current plan is for the cessation of the existing Airwave network at the end of 2022. Given that ESN Prime is indicated to be delivered in quarter 3 of 2020 and all three TV FRS's have an intent to adopt ESN when Prime goes live, the window for implementation clearly sits between these two date.

3.20   TVFRS' preferred position is that transition to full ESN is implemented no later than 12 months prior to the confirmed Airwave cessation date. This would allow for managing delivery in context of other commitments and create a prudent period of overlap between the old and new systems. This assumption would put TV FRS' and TVFCS provisional adoption date as the end of 2021. Current profiling for adoption indicates that we would struggle to meet this preferred position.

3.21   Work developing options for timing of migration to ESN is on-going by officers from the TVFRS' and TVFCS. Greater clarity from the NP along with a signed off FBC is required in order to bring forward a full option appraisal and recommendations through the appropriate governance routes of Fire Authority and TVFCS Joint Committee.

3.22   To provide the Joint Committee with some context the following points summarise some of the concerns of the SC Board:

- Accurate costings are not yet available. (Capital, revenue, or full life costs).
- The Full Business Case is not yet signed off.
- Cost of devices are unknown and it is unclear if we will need to maintain both mobile phones and ESN devices for staff.
- There is uncertainty over on-going grant funding – how much, for how long and on what basis.
- The reality of the Airwave planned "switch off date".
- How third party providers (such as capita) will meet demands of multiple organisations within current timelines.
- The ESN network is yet to be tested end-to-end
- To fully exploit the potential functionality that ESN brings may require further investment
- Early adoption of ESN products offers little material benefit or compelling business case when compared to existing commercially available solutions; particularly as some earlier service offerings provide no clear update/upgrade path to later, more fully featured products.
- Lack of clarity regarding transitional arrangement and interoperability (between Airwave and ESN) is a significant deterrent to committing early, particularly from a Control perspective, but also in terms of overall digital and device strategies.

3.23   These concerns are communicated to the NP and officers continue to work to address those matters within our control without adopting risks that belong to the NP.

Governance

3.24 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 FRS's alongside Hampshire and the Isle-of-Wight FRS's.

3.25 Hampshire and the Isle-of-Wight FRS's have indicated an intent to move to the ESMCP South West Region. This better fits with the Network Fire Services Partnership between Hampshire and the Isle-of-Wight FRS's, Dorset and Wiltshire FRS and Devon and Somerset FRS. Given the regional implementation model no longer exists, it will simplify governance for the Thames Valley with incremental adoption across the Thames Valley being aligned around TVFCS.

3.26 There are financial implications of Hampshire and the Isle-of-Wight changing regions, given the commitments jointly made as services for the use of regionally pooled funding to deliver work-streams and programme management arrangements for benefit all of the services in the region. Work is taking place to ensure all commitments are met so that Thames Valley FRS's and TVFCS are not financially disadvantaged.

3.27 Whilst maintaining relationships with other fire, police and ambulance services, uncertainty from the programme is affecting joint working and potential collaboration, such as on procurement. Officers remain committed to joint working where possible.

3.28 Programme Management arrangements for the SC Board are delivered through Mott MacDonald using funding from the National Programme. This reduces individual project and programme resources in each service, allowing services to focus on delivery of work-streams.

3.29 A dedicated team (funded by the NP) works within the NP and reports to the National Fire Chiefs Council (NFCC). This team acts on behalf of the fire and rescue service within the NP; assures on FRS progress; and coordinates FRS responses to requests from the NP. To achieve this the team maintain relationships with FRS Regional leads through a Fire Customer Group (attended on behalf of South Central Region by DCFO Foye). The NFCC team also support staff working within services in addressing questions and requirements of the NP.

Control Room Work Stream Update

3.30 A number of work-streams are in place across the South Central region. This report concerns itself with an update on Control Rooms.

3.31 The TVFCS control room upgrade that enables ESN adoption was completed early in 2019. This took significant work across the TVFCS team whilst Capita were on-site and including the planned use of the Fall-back facilities at Kidlington for one aspect of the upgrade.

3.32 The DNSP connections for TVFCS are in place and tested. Charges for install and rental are currently funded through the NP and we are making the case that ongoing cover of rental should be in place until ESN provision is achieved by the NP. It is our position that if funding is not forthcoming rental will be stopped until ESN Prime is adopted and then reinstated with the provider when actually needed.

3.33 It is positive that these hardware elements are in place though of course we have yet to see an end-to-end set of tested products that would assure an effective communications network.

3.34 Buckinghamshire FRS (BFRS) are currently in consultation with the NP regarding the necessity for provision of a dedicated DNSP connection for their service. This provision would be to support necessary operational device configuration and management, as well as corporate requirements. Though the NP have previously communicated that BFRS would not require a dedicated DNSP, BFRS have maintained that they will be disadvantaged in their ability to manage their links and devices to the ESN without one. The NP technical team are reviewing their position and BFRS await clarification as to whether the link is needed and, if so, if it would be funded centrally by the NP.

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 any additional costs incurred will be met by the NP.

5.3 From 2019/20, the NP has instigated quarterly monitoring of expenditure of ESMCP Transition Grant Payments at a service and regional level. Buckinghamshire FRS retain the South Central Grant and oversee monitoring of spend on behalf of the South Central ESMCP Board.

5.4 Returns to NP will remind that the structures established and commitments made have, very much, been in response to the expectations of the NP and that we continue to deliver activity in respect of ESMCP in good faith whilst raising risks and registering concerns in respect of delivery plans, timelines and on-going assumptions having to be made.

6. LEGAL IMPLICATIONS

6.1   None

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1   None

8. RISK IMPLICATIONS

8.1   Each Service will need to consider any Corporate Risk associated with the ECMCP Programme and record treatments to mitigate this risk. The SC Board provides a good mechanism to help manage the risk and align the approach of Thames Valley Fire and Rescue Services with developments and progress being monitored by the TVFCS Joint Committee.

8.2   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   None

13. CONTACT DETAILS

Steve Foye
Deputy Chief Fire Officer
Tel: 07887 830208

THAMES VALLEY FIRE CONTROL SERVICE

SUBJECT	**TVFCS PERFORMANCE REPORT QUARTER 4 2018/19**
PRESENTED TO:	**TVFCS JOINT COMMITTEE**
DATE OF MEETING	**8TH JULY 2019**
LEAD OFFICER	**AM MIKE ADCOCK**
EXEMPT INFORMATION	**NONE**
ACTION	**FOR NOTE**

1. EXECUTIVE SUMMARY

1.1 To provide the Joint Committee with an update report on the performance of the Thames Valley Fire Control Service (TVFCS)

1.2 The Control Manager's performance report for 2018/19 Quarter 4 (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 at the expected level for the time of year, with fewer spikes and disruptions caused by severe weather than were experienced in the equivalent period in 2017/18

3.2 The Command & Control system continues to be stable. A significant hardware upgrade took place in March in preparation for the adoption of the Emergency Services Network.

3.3   A number of outbreaks of seasonal illness, combined with the longer term absence of a small number of employees created high levels of sickness during the period. These began to return to more normal levels towards the end of the period.

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 2018/19 Quarter 4.

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 4 2018/19)

Contents

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 4 2018/19 TVFCS handled 7536 emergency calls, leading to 4889 mobilisations.

A single snow event causing travel disruption occurred on February 1st. TVFCS business continuity plans for severe weather were followed to ensure staffing levels were maintained.

The Thames Valley Fire Control Service experienced increased levels of sickness absence during the period, caused by a small number of long term absences and several outbreaks of seasonal illness. This led to an increased requirement for overtime to maintain minimum crewing levels.

A significant upgrade to the TVFCS Command & Control system was applied in March. This involved a complete hardware replacement of the primary and secondary communications system. A prolonged period of working from the Secondary Control facility was required during the hardware upgrade at Calcot.

Successes

Although challenging, the upgrade to the DS3000 Integrated communication control system (ICCS) was completed on schedule. This upgrade was required to facilitate the introduction of the Emergency Services Network, but also allows TVFCS to apply other software upgrades to the system during 2019/20, providing access to enhanced functionality. The upgrade process required TVFCS staff to work in a number of different fall back states, including a full evacuation and prolonged working from the Secondary Control facility using the resilient secondary servers. This has provided the most robust test of TVFCS fall back arrangements to date, providing assurance that TVFCS staff and systems are able to continue to deliver an effective service in a number of scenarios.

A number of TVFCS staff completed their Crew Manager 'Safe to Ride' qualification during the quarter. This should allow TVFCS to fill all outstanding Crew Manager vacancies during Q1 2019/20 with internal candidates. Staff gaining these

qualifications also increases the resilience of TVFCS crewing arrangements, as the staff in concerned may now 'act up' into Supervisory Management roles in the event of sickness or other unexpected absence.

TVFCS played a full part in the Royal Berkshire Fire and Rescue Service HMICFRS inspection during the quarter. As RBFRS are the employer for all TVFCS staff, this inspection covered more areas than the previous inspection activity in greater detail. Although time consuming, TVFCS conducted themselves professionally throughout, giving a good account of the Service. The management team look forward to the publication of the reports for both OFRS and RBFRS in June.

TVFCS have participated in a large scale national exercise which tested a number of capabilities.

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

Areas for Improvement

Although calls are consistently answered very quickly, the time taken to handle the call and mobilise an appropriate response continues to be longer than desired, with monthly fluctuations in performance. It is hoped that the revised performance metrics for TVFCS will allow the Control management team to more clearly identify situations where other organisational imperatives have an impact on how long it takes to handle an emergency call and account for this when preventing performance statistics.

As mentioned in the previous performance report, the introduction of 'Pre-Alerting' is being investigated.

A new call quality assurance process has been approved for use and will be implemented during Q2 2019/20 to support good practice in Emergency call handling.

The ESN hardware upgrade mentioned earlier in this report will, once further software upgrades are applied, allow TVFCS to utilise the new 'Advanced Mobile Location' functionality which has been introduced by a number of telephone service providers. This will allow Control room staff to identify the location of callers using mobile phones with a much improved level of accuracy. As many of the calls requiring extended call handling involve callers reporting incidents in outdoor locations, it is hoped that the ability to incorporate this new functionality into TVFCS processes will lead to improved call handling times.

Emerging Issues & Risks

The initial contract with Capita for the main Command & Control system will expire in April 2022. The contract contains a number of options for extension if desired. Capita will provide costings for the various extension options towards the end of the current financial year.

The decision on whether to extend the existing Capita contract, or whether towards an alternative provider will be a decision for the Joint Committee once the aforementioned report from Capita is received in Spring 2020.

Command & Control system replacement projects require a significant amount of resourcing. Early consideration will need to be given as to the likely future direction of the TVFCS as it will be necessary to fully identify the resourcing requirements in good time if a decision not to extend the contract is reached.

Emerging Issues & Risks

Establishment

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

Role	Authorised Establishment	Staff in substantive Posts and FTE	Staff in temporary Posts and FTE	Vacancies
Group Manager	1	1-1 FTE	0 – 0 FTE	0
Control Manager	1	1-1 FTE	0 – 0 FTE	0
Control Training Manager	1	1 – 1 FTE	0 – 0 FTE	0
Watch Manager	4	4 – 4 FTE	1 – 1 FTE	-1
Crew Manager	12	9 –9 FTE	3 – 3 FTE	0
Fire Fighter	20	20 - 18.82 FTE	0 – 0 FTE	1.18
TOTAL	39	36 – 34.82 FTE	4 – 4 FTE	0.18

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	1	0	0%
Watch Manager	4	4	0	0%
Crew Manager	12	4	8	66%
Fire Fighter	22	17	5	23%
TOTAL	41	28	13	32%

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	January 2019	February 2019	March 2019
Short-term Sickness Episodes	8	9	7
Long-term Sickness Episodes*	1	2	2
Total Days lost to Sickness	57	47	44
Average days lost per FTE	1.47	1.21	1.13

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

Overtime Claims and Payment records

(Excluding Bank Holiday Pay and Handover Pay)

Measure	January 2019	February 2019	March 2019
Number of Staff Claiming OT	14	12	16
Hours Worked	282	187	255
Total Paid	£5723.22	£4284.59	£5515.44

Performance Measures (Data accurate as of 01/04/2019)

	Measure	January 2019	February 2019	March 2019	Reporting period average	Same period 2017/18	Rolling 12 month average
1	Total Emergency calls answered	2734	2462	2340	2512	2588	2952
2	Number of Mobilisations	1650	1564	1675	1630	1694	1805
3	No. of times Emergency Fall-back instigated	0	0	0	0	0	0
4	Number of Co-responding incidents	94	69	89	84	82	89
5	Total Admin Calls answered	6696	5842	5932	6157	6926	6627

	Measure*	2018/19 Target	January 2019	February 2019	March 2019	Reporting period average	Same period 2017/18	Rolling 12 month average
6	Emergency calls answered within 5 seconds	92%	95.85%	96.93%	96.26%	96.35%	96.26%	94.35%
7	Emergency calls answered within 10 seconds	97%	97.81%	99.07%	98.09%	98.32%	98.31%	97.34%
8	% occasions where time to mobilise is within 60 seconds	60%	47.70%	49.30%	45.52%	47.51%	50.32%	46.35%
9	% occasions where time to mobilise is within 90 seconds	80%	71.58%	72.83%	70.02%	71.48%	74.80%	72.31%
10	% occasions where time to mobilise is within 120 seconds	95%	83.52%	82.99%	81.42%	82.64%	85.02%	83.86%
11	Admin calls answered within 15 seconds	n/a	83.38%	83.38%	81.84%	82.86%	82.68%	81.81%

*Definitions are available in appendix A

TVFCS Joint Committee Performance Report

Financial Position

	Total Annual Budget	Actual Expenditure To 31 March 2019	Variance = Forecast - Annual Budget	Variance %	Commentary
Staff					
Employment Costs	1,537,795	1,574,370	36,575	2.38%	The 2018/19 budget made provision for a pay award of 1%. The actual pay award was 2%. This affected all areas of the budget associated with employment costs. The remainder of the overspend in this area was caused by increased rates of sickness absence leading to higher than anticipated levels of overtime being required to maintain minimum crewing levels. The LGPS lump sum deficit payment was £7,000 higher than forecast, which also contributed to the overspend.
Mileage and Subsistence	6,000	6,836	836	13.93%	The original budget was set based on an estimate of the mileage and subsistence costs associated with the new management arrangements effective from September 2017.

Uniforms	2,000	3,661	1,661	83.05%	Uniform expenditure includes a small monthly allowance for various items (26 staff). Additional costs have been incurred as a result of staff turnover
Training	-	1,340	1,340	100.00%	It has been necessary to spend a small amount on training for TVFCS staff that was not able to be provided within the Thames Valley FRSs. A small amount will be reserved in future budgets to account for unexpected training needs.
Recruitment	1,000	100	-900	-90.00%	The use of e-recruitment has significantly reduced the cost of recruitment. The main cost associated with this activity relates to obtaining basic security clearance for new starters.
Sub Total	**1,546,795**	**1,586,307**	**39,512**	**2.55%**	
Corporate					
Facilities	91,443	91,443		0.00%	
Finance	24,851	24,851		0.00%	Outturn matched budget.
HR	67,409	67,409		0.00%	
ICT	72,525	72,525		0.00%	

Liability and Equipment Insurance	6,885	6,885		0.00%	
Management	14,868	14,868		0.00%	
Sub Total	**277,981**	**277,981**		0.00%	
Other					
General Equipment Purchase	6,541	3,071	-3,470	-53.05%	Due to in year pressures in other areas of the budget, a number of non-essential purchases have been postponed until the new financial year.
OFRS Costs (secondary control facility)	39,274	46,014	6,740	17.16%	The overspend against this budget line is the result of the unexpected need to replace UPS batteries at the Secondary Control site. This expenditure was approved by the Joint Committee
Sub Total	**45,815**	**49,085**	**3,270**	7.14%	
Technology					
Capita Mobs System (maint)	66,535	66,586	51	0.08%	.
DS3000 (for primary and secondary) ICCS	79,652	82,838	3,186	4.00%	A failure to account for an RPI adjustment within the contract when setting the budget has caused a small overspend in this area.

Telephony	50,061	28,963	-21,098	-42.14%	The reimbursement of previous overpayments, combined with lower than anticipated annual costs has led to an underspend in this area.
EISEC Calcot (999 caller location)	7,000	7,000		0.00%	
EISEC Kidlington	2,000	2,000		0.00%	
Smart services to switch 999 lines to secondary control or elsewhere	16,000	16,377	377	2.36%	
Airwave rental (SAN I ,B) (Primary,secondary) (7+8)	13,583	13,583		0.00%	
Sub Total	**234,831**	**217,347**	**-17,484**	**-7.45%**	
Total Budgeted Expenditure	**2,105,422**	**2,130,720**	**25,298**	**1.20%**	The overall budget variance is significantly improved over previous years.

Data accurate as of 31/03/2019

Appendix A

Performance Measure Definitions

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

Appendix A

ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Appointment of Chairman and Vice-Chairman	08-Jul-19	N/A	agree	Graham Britten	N/A	Part I
Quarterly Performance Report/Budget Monitoring	08-Jul-19	N/A	note	Mike Adcock/Simon Harris	N/A	Part I
Chairman's Annual Report 2018/19	08-Jul-19	N/A	note	AM	2018/19 Chairman	Part I
Proposal on new TVFCS performance measures	09-Jul-19	N/A	agree	Mike Adcock	N/A	Part I
Emergency Services Mobile Communication Programme	08-Jul-19	N/A	note	Steve Foye	N/A	Part I
Quarterly Performance Report/Budget Monitoring	23-Sep-19	N/A	note	Mike Adcock/Simon Harris	N/A	Part I
Emergency Services Mobile Communication Programme	09-Dec-19	N/A	note	Steve Foye	N/A	Part I
Proposed Budget 2020/21	09-Dec-19	To BMKFA, OCC and RBFA	agree and recommend to OCC, BMKFA and RBFA	Conor Byrne	N/A	Part I
Quarterly Performance Report/Budget Monitoring	09-Dec-19	N/A	note	Mike Adcock/Simon Harris	N/A	Part I
Quarterly Performance Report/Budget Monitoring	23-Mar-20	N/A	note	Mike Adcock/Simon Harris	N/A	Part I

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