

THAMES VALLEY FIRE CONTROL SERVICE



Thames Valley Fire Control Service Joint Committee Meeting

Thursday 10 December 2015 at 2.00pm

**Meeting room 301, RBFRS HQ,
Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD**

AGENDA

	Item	Start time
1.	Apologies received from Nathan Travis	14.00
2.	Introductions	14.02
3.	Declarations of Interest	14.05
4.	Minutes of last meeting on 9 September 2015	14.10
5.	Matters Arising	14.15
6.	Questions from the public	14.18
7.	Questions from Members	14.20
8.	TVFCS performance and changes since September	14.25

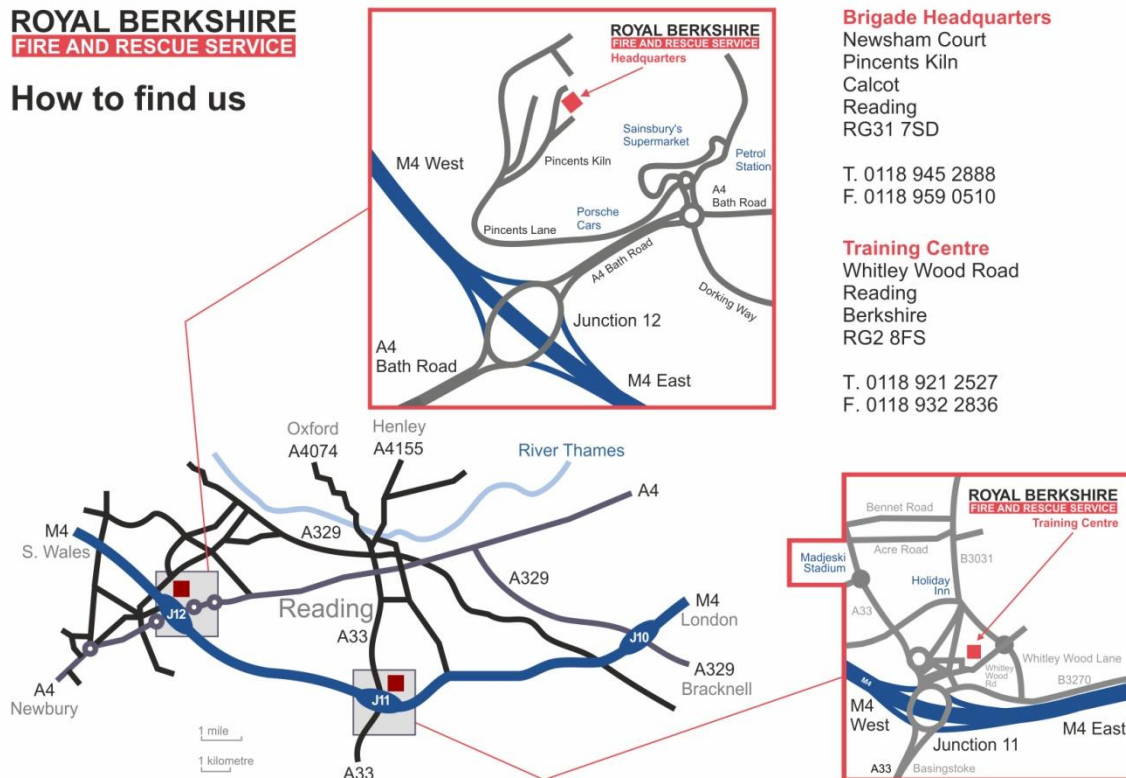
	meeting	
9.	Update on the delivery of outstanding elements of Capita Systems and their impact on performance / workloads – Presentation – Samantha Chapman	14.35
10.	Issues Log Progress report	14.50
11.	Staffing Update and recommendations	15.00
12.	Proposed Performance Targets	15.10
13.	Gateway Review Update	15.20
14.	2015/16 Budget update and expected outturn	15.25
15.	Proposed 2016/17 Budget	15.35
16.	Forward Plan	15.45
17.	Discussion on Joint Committee 'Terms of Reference' Schedule 3 of Legal Agreement	15.50
18.	Any other business	15.55
19.	Date of Next Meeting (s)	16.00
	Monday 21 st March 2016, 2.00pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.	
	July 2016 – Date and time to be confirmed. The meeting will be held at Buckinghamshire & Milton Keynes Fire & Rescue Service, Brigade Headquarters Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.	

Directions

RBFRS HQ, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD

ROYAL BERKSHIRE FIRE AND RESCUE SERVICE

How to find us



Brigade Headquarters

Newsham Court
Pincents Kiln
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T. 0118 945 2888
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Training Centre

Whitley Wood Road
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RG2 8FS

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Item 4

Thames Valley Fire Control Service Joint Committee Meeting

**Wednesday 9th September, 2.00pm at Royal Berkshire Fire and
Rescue Service (RBFRS) Headquarters, Newsham Court, Pincents
Kiln, Calcot, Reading RG31 7SD**

Minutes

Present:	Councillor Judith Heathcoat (Oxfordshire County Council) Councillor Rodney Rose (Oxfordshire County Council) Councillor Angus Ross (Royal Berkshire Fire Authority) (<i>Chairman</i>) Councillor Paul Bryant (Royal Berkshire Fire Authority) Councillor Roger Reed (Buckinghamshire and Milton Keynes Fire Authority) Councillor Andy Dransfield (Buckinghamshire and Milton Keynes Fire Authority)	JH RRo AR PB RRe AD
In attendance:	Nathan Travis (TVFCS Senior User, Deputy Chief Fire Officer, Oxfordshire FRS) Mick Osborne (Deputy Chief Fire Officer, Buckinghamshire FRS) Greg Smith (TVFCS Senior Responsible Owner, Area Manager, Buckinghamshire and Milton Keynes FRS) Paul Southern (Assistant Chief Fire Officer, RBFRS) Fayth Rowe (Committee Officer, RBFRS)	NT MO GS PS FR
Public:	Eddie Cardoso (Group Manager and FBU Representative, RBFRS)	
Apologies:	Samantha Chapman (Programme Manager; TVFCS), Mat Carlile (TVFCS Senior Responsible Owner, Area Manager, Oxfordshire Fire and Rescue Service) and Bryan Morgan (TVFCS Senior Responsible Owner, Area Manager, Royal Berkshire Fire and Rescue Service)	

	Item	Remarks, decisions and actions	Action
11.	Apologies	An apology for inability to attend the meeting had been received from Mat Carlile, Samantha Chapman and Bryan Morgan.	
12.	Introductions	Introductions of those in attendance were made. Councillor Dransfield (AD) requested for the start time of the meeting to be included on future	FR

		<p>agenda lists.</p> <p>The Chairman requested for future performance reports to state which specific action Officers were proposing or had taken.</p>	Co-ordination Group
13.	Declarations of Interest	There were no declarations of interest made by Members and Officers.	
14.	Minutes of the last meeting on 28 May 2015	Subject to the amendment of the spelling of Mat Carlile (<i>previously spelt as Matt Carlile</i>) the minutes were agreed as a correct record to be signed by the Chairman.	
15.	Matters Arising	<p>Councillor Judith Heathcoat (JH) requested to receive an update on the following:</p> <ul style="list-style-type: none"> • Whether there had been fewer bedding-in issues since the last meeting • Monies held back until the outstanding elements of the programme had been completed • Whether further improvements had been made to mobilisation times <p>The Chairman reported that Nathan Travis (NT) would update the meeting on matters arising during agenda items 8 and 9 and asked for Members agreement for those items to be taken together.</p>	
16.	Questions from the Public	There were no questions from the public. The Chairman welcomed Eddie Cardoso to the meeting. In referring to the TVFCS Joint Committee Terms of Reference, the Chairman advised that no member of the public shall interrupt or take part in the proceedings at any meeting.	
17.	Questions from Members	There were no questions received from Members.	
18.	TVFCS Performance Report and verbal update on recruitment/staffing	<p>NT updated Members on the overall performance of TVFCS.</p> <p>Bedding In Issues – NT reported that there had been technical issues, including ways of working within each FRS which had not been anticipated prior to cut over. An active resolution log is being managed by staff across TVFC.</p> <p>Outstanding Areas for Delivery from Capita – NT explained that there had been four key outstanding areas that were currently in negotiation with Capita, which were:</p> <ul style="list-style-type: none"> • Dynamic group number allocation • Ability to review risk information • Automatic attach to 999 audio 	

		<ul style="list-style-type: none"> • Interface with Firewatch system <p>NT further stated that the last milestone payment had not been made and advised that £25,000 retention had been made until the key areas had been completed, agreed by CFO's.</p> <p>NT reported that there were other areas that were not linked to the milestone payment, however, those areas were linked to Capita for resolution, and listed some of those items:</p> <ul style="list-style-type: none"> • Installation of missing tape drive • Krystal reporting • Historical Berkshire implementation data • Security and antivirus <p>NT reported that Capita had identified a resolution plan and advised that he would agree a timescale with Capita and TVFCS Programme Manager in the coming weeks.</p> <p>In answer to a question received from the Chairman, NT reported that implementation of the four key areas listed above would increase the automatic interface with Firewatch as well as the ability to disseminate risk information would reduce the workload of control room staff. He advised that the Firewatch interface was near completion (due for completion in November 2015) which had been previously due for completion in September 2015, however Capita had also been developing the interface for the South West Consortia.</p> <p>Cllr Roger Reed (RRe) stated that it would be a challenge to retain all of the milestone payment, however four of the elements had not been completed. He expressed his concern and felt that the contractors should not be rewarded for their poor performance.</p> <p>NT advised that the £25,000 of the retention payment had been set against the milestone payment (£96,000).</p> <p>Cllr JH supported Cllr RRe's view and felt that the payment should be held back until completion. She further stated that Members should have responsibility over payments and their view should over rule Chief Fire Officers' views.</p> <p>In answer to a question, NT reported that Capita did not follow the change control process in May and that the system had fallen back to North Yorkshire . He advised that the resilience arrangements had worked.</p> <p>Cllr AD requested for a written report at the next</p>	NT/ TVFCS Programme Manager
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		<p>meeting on an update on Capita to include events where a disruption of service had been caused.</p> <p>In answer to the Chairman in relation to the major incident log, Paul Southern (PS) reported that Officers would determine what was classed as service disruption and would feed these back to the Committee.</p> <p>PS provided an update on the Issues Log and outlined the following:</p> <ul style="list-style-type: none"> • Master issues 1,523, 412 closed • 726 Technical Issues, 208 closed • Individual FRSs 131 technical issues, 67 closed <p>Greg Smith (GS) reported that although there had been a number of significant issues, some issues had been repeated. He added that there had been a reduction of issues from control staff and officers.</p> <p>The Chairman requested for a outline presentation at the next meeting covering the points discussed at the meeting.</p> <p>Call Performance-NT reported that the data identified the call performance from go-live to the end of August. The graph showed that there had been a dip in the percentage of admin calls answered in 15 seconds.</p> <p>In answer to Cllr AD's question regarding the specific performance targets, NT reported that the performance levels had not been agreed against the 3 FRSs. The data was looking at the current performance against the 3 FRSs.</p> <p>Mick Osborne (MO) informed the meeting of an independent review commissioned by 3 FRSs Chiefs called Gateway Review. The review would be headed by Peter Walsh to look at future performance targets. GS advised that the Joint Committee would be able to set performance targets at its next meeting, as there had been guidance from CFOA.</p> <p>PS suggested that Members wait one year before setting targets in order to set a baseline trend, due to the newness of TVFCS.</p> <p>Cllr RRe supported this view and felt that it would be premature to set targets until the Service had been embedded for one year.</p> <p>Cllr AD expressed that he did not accept the view and felt that it was important to set targets. He added that he was concerned that TVFCS call performance was not achieving the performance levels as before and he asked</p>	<p>Co-ordination Group</p> <p>NT</p>
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		<p>Officers to set realistic targets for now.</p> <p>NT explained that the dip in performance had been predicted due to staff getting used to the system. It had been identified as a priority to improve mobilisation time.</p> <p>In discussing the figures in the report, MO suggested that the focus of the targets should be outcome based.</p> <p>The Chairman requested for Officers to propose how to deal with stats and targets at the next meeting.</p> <p>NT took Members through sickness levels. Appendix 1 to the report identified that 1.8 shifts were lost per Control FTE. The range of sickness varied and Eddie Cardoso had been working on reducing sickness levels. The Chairman asked whether the sickness levels related to training.</p> <p>NT reported that some staff had found it challenging in transferring over to new systems. He also stated short term contracts had not been enough as an incentive to retain staff and felt that it was worth investing in looking at additional income and work brought into the service.</p> <p>The Chairman reported of a recent meeting held with the Director of People and Organisational Development (DPOD @ RBFPS); Anne-Mare Scott and PS. He advised that DPOD's team were the employers of Control staff and suggested better linking over personnel issues with Oxfordshire and Buckinghamshire and Milton Keynes.</p> <p>Cllr RRe expressed his concern on the sickness levels and queried whether Occupational Health had been involved. He added that he did not think that this issue should be left for three months.</p> <p>PS provided an update from August 2015 and advised that Occupational Health had been involved. He outlined the following and stated that there had been a decrease in sickness levels from July 2015:</p> <ul style="list-style-type: none"> • 44 shift days lost in August • 8 episodes were long term sick • 6 episodes were short term sick • Number of referrals had been made to Occupational Health • 16 duty days lost relating to Mental Health and anxiety • 12 duty days lost relating to musculoskeletal <p>NT identified an error in the report heading which should be read as Number of days sick across</p>	<p>NT/ Co-ordination Group</p>
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		<p>the service per month.</p> <p>The Chairman requested Officers to check the sickness data presented in the Appendix on the report.</p> <p>The meeting discussed the impact on fixed term contract staff. Cllr AD suggested the use of an end of contract bonus to retain fixed term staff. Cllr RRe suggested rewarding top performers with full time contracts. He stated that he did not agree with Cllr AD's suggestion of a bonus incentive at the end of the contract.</p> <p>The Chairman summed up that there were tensions between performance and retaining staff, as well as when savings between Royal Berkshire, Oxfordshire and Buckinghamshire and Milton Keynes Fire Authority's could be achieved.</p> <p>NT reported that Buckinghamshire FRS had a flexible on-call arrangement and stated that it may be worth having a discussion with their management team.</p> <p>Cllr RRo stated that he supported the view of establishing substantive contracts.</p> <p>It was agreed that the DPOD provide a report to the next meeting which makes a proposal and explains the background on staffing of TVFC. Cllr AD requested for proposals to include a range of flexibility in order to get clarity by the time each Fire Authority sets their budget in February 2016.</p> <p>The Chairman summed up the following actions for the next meeting.</p> <ul style="list-style-type: none"> • Update on the delivery of outstanding technical solutions from Capita • Update on the Gateway Review • Update on staffing and fixed term contracts 	<p>NT</p> <p>DPOD</p> <p>NT</p> <p>MO</p>
19.	Risk Register	It was agreed that the PSG Risk Register was now concluded and any new TVFCS Risk Register would not be reviewed at every Joint Committee unless there was a significant risk to report.	Co-Ordination Group
20.	Long Term Plans for Updates to systems in the Control Room	This item was not discussed.	
21.	TVFC Budget and	Members requested to receive an update on the current budget and a proposed next year's	Head of Finance

	Income Streams	budget at the December Joint Committee meeting. Cllr AD queried whether TVFCS had plans for establishing reserves and sought advice on what the budget would be for Control.	(HoF), Conor Byrne
22.	Forward Plan	Members requested to see the following items on the next / future agenda list: <ul style="list-style-type: none"> • An information item on Equipment and Software replacement • Budget proposals • Phased introduction of future plan • A TVFCS Annual Report format which would be presented to each Fire Authority's Annual meeting in June/July each year. 	
23.	Any Other Business	The Chairman stated that TVFCS Joint Committee agendas and minutes should be published on each FA website, and to date only Buckinghamshire and Milton Keynes had published the agenda papers of this meeting. A discussion was held on the idea of a micro website, creating links to each FRS and maintained by one FRS but deferred as the resource not available.	BM (Bryan Morgan) for RBFRS OCC & B&MKFRS
24.	Date of next meeting (s)	<ul style="list-style-type: none"> • Monday 10 December 2015, and • Monday 14 March 2016 The above meetings will be held at 2.00pm, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.	

(The meeting closed at 3.55pm)

*Post meeting note: The date of the meeting scheduled on 14th March 2016 was subsequently moved to be held on **Monday 21st March 2015**.*



PRESENTED TO: JOINT COMMITTEE

DATE OF MEETING: 10 DECEMBER 2015

OFFICER PRESENTING REPORT: AM CARLILE

1. PURPOSE AND SUMMARY OF REPORT

1.1. To provide to the Joint Committee the first report on the measures and performance of the Thames Valley Fire Control Service (TVFCS) since go-live on 23rd April 2015.

2. RECOMMENDATIONS

The Joint Committee is invited to:

NOTE the report.

3. BACKGROUND AND SUPPORTING INFORMATION

3.1. In order to accurately measure the benefits realised by creating a joint Control service that serves Oxfordshire, Royal Berkshire, and Buckinghamshire and Milton Keynes Fire and Rescue services, it is necessary to define the benefits of the new service and how they are to be measured, and then to collect measurement data.

3.2. On 11th April 2013, the TVFCS Programme Sponsoring Group (PSG) approved measurements for the FRS's current Control operations, and the measures to be used by the TVFCS when in steady state.

3.3. Between April 2013 and February 2015, the data for the FRS's current Control operations was collected on a monthly basis and reported to the PSG. This historical information is available for comparison against the same measures for the TVFCS.

3.4. This report provides -

- 3.4.1. call answering information from 21st May 2015, the date from which the call logger became operational, to 31st October 2015
- 3.4.2. mobilisation information from 23rd April 2015 to 31st October 2015, and excludes those mobilisations of resources from outside the Thames Valley
- 3.4.3. staff sickness information from 24 April 2015.
- 3.5. Please see Appendix 1 for the detail of the performance of the TVFCS since go-live on 23rd April 2015.
- 3.6. Please see Appendix 2 for the comparator data of the separate Control functions April 2013 to February 2015.

4. FINANCIAL, LEGAL, RISK MANAGEMENT, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

There are no Financial, Legal, Risk Management, Environmental or Equality implications from this report.

5. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

This report supports compliance with the TVFCS Partnership Agreement which defines responsibilities for ensuring benefits measures are agreed and monitored.

6. CONTRIBUTION TO SERVICE AIMS

The information in this report will support the delivery of benefits measurement of the TVFCS when in steady state.

7. BACKGROUND PAPERS

- 7.1. PSG Benefits Paper v1.4 - PSG 11th April 2013
- 7.2. Appendix 2 - TVFCS previous Controls Performance Report - February 2015 - v1
- 7.3. Appendix 1 - TVFCS Current Performance Report - October 2015 - v1.0

Author: Samantha Chapman
TVFCS Programme Manager
07825 314793

Sponsored by: AM Carlile / AM Morgan / AM Smith
TVFCS Joint Coordination Group

Date of report: 23 November 2015

Thames Valley Fire Control Service (TVFCS) Performance Measures

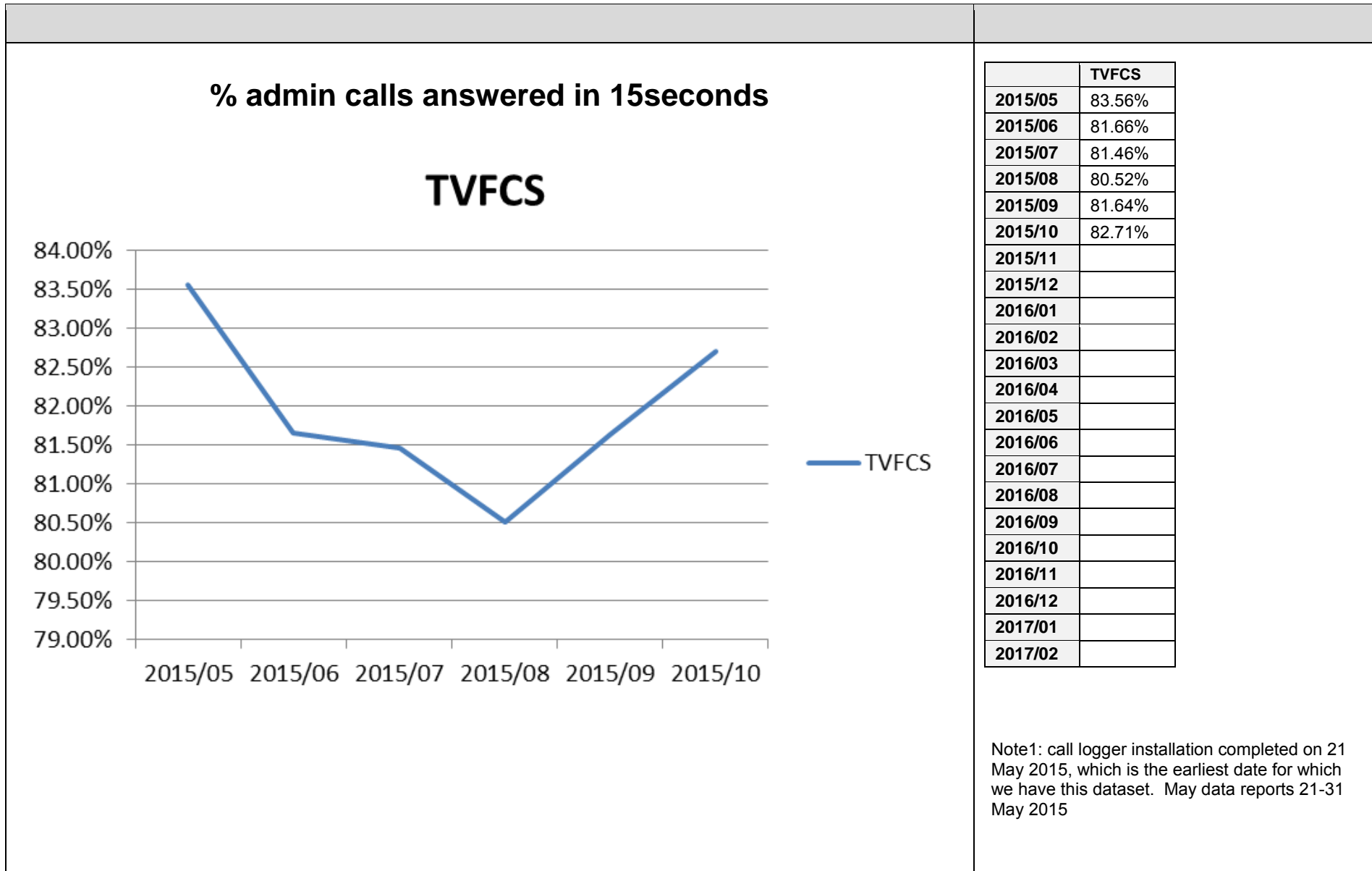
Current performance data from all three TVFCS partner FRSs was captured from April 2013 to February 2015 so that, once in steady state, this historical information could then be used to compare the performance of the TVFCS against the performance when running three separate Control Rooms.

This historical information is available in Appendix 2.

This Appendix 1 provides data -

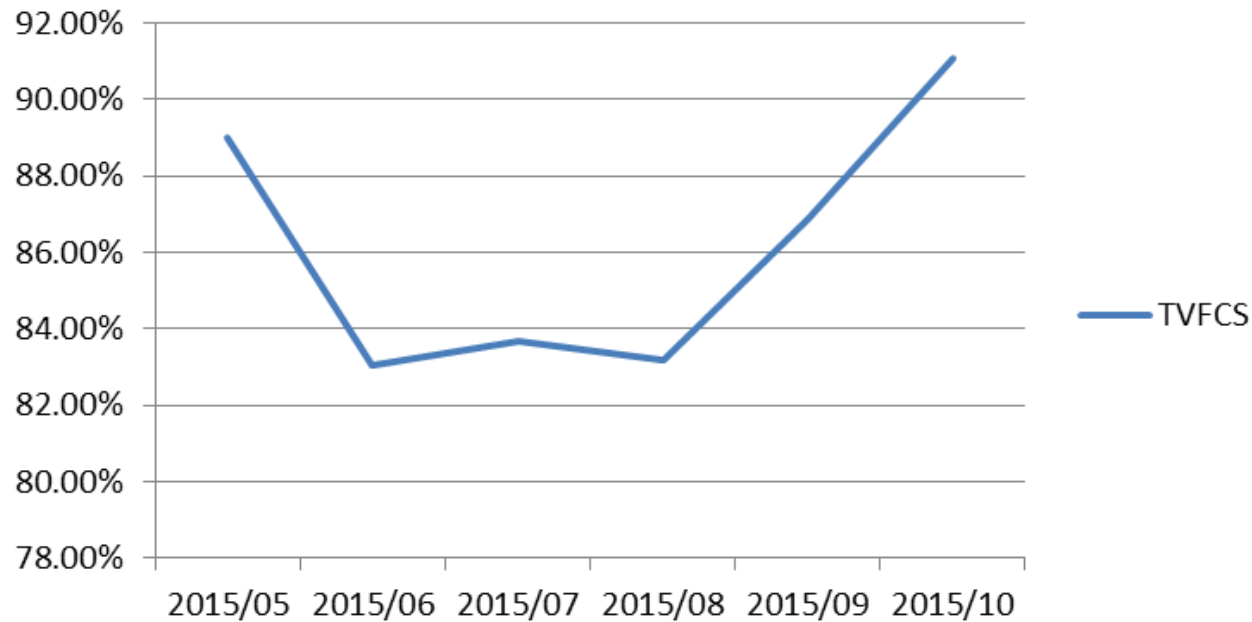
- for 'calls answered' since 21 May 2015 - the date from which the call logger completed installation,
- for mobilisations since 23 April 2015 for the mobilisations for the separate FRSs,
- excluding mobilisations of resources outside of the Thames Valley,
- for sickness since 24 April 2015¹,
- for reversion to Secondary Control and utilisation of the remote buddy arrangement with North Yorkshire, since 23 April 2015.

¹ the agreed measure for sickness for the TVFCS is " Average hours sick per Control FTE". For this report, until this measure is available reporting is for the number of days sickness per month.



% emergency calls answered within 5 seconds

TVFCS



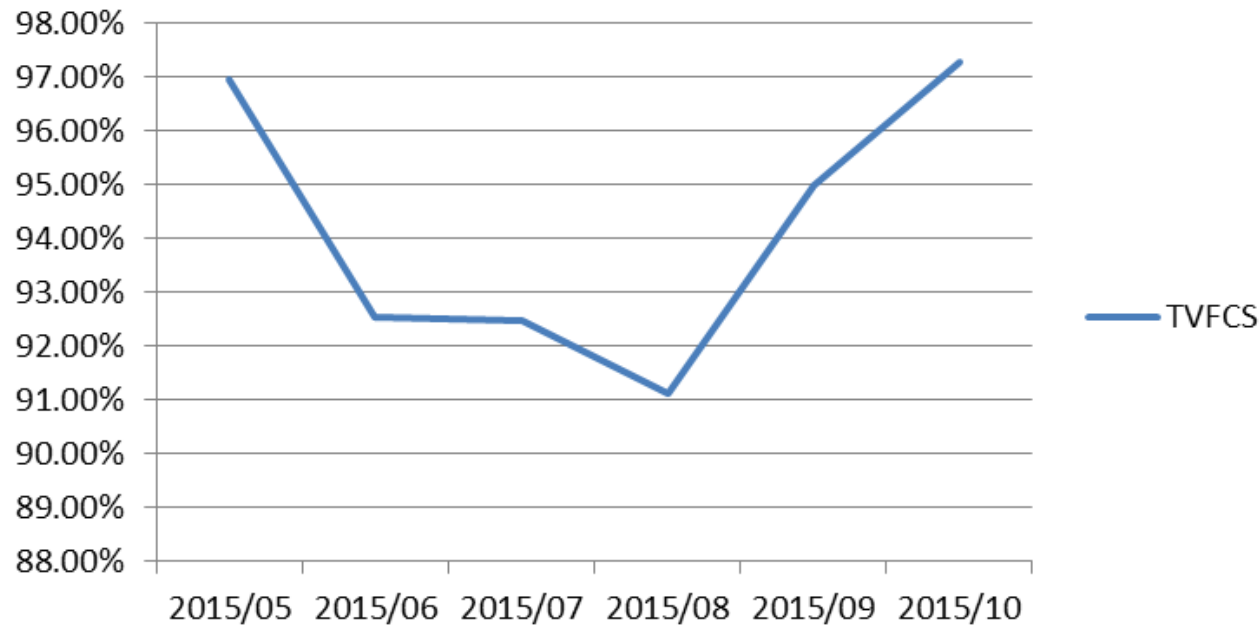
	TVFCS
2015/05	89.01%
2015/06	83.06%
2015/07	83.70%
2015/08	83.20%
2015/09	86.88%
2015/10	91.10%
2015/11	
2015/12	
2016/01	
2016/02	
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

Note: reporting to PSG prior to TVFCS go-live accounted for calls received into the separate Control rooms on 999 lines only. TVFCS reporting now includes as "emergency calls" those from Alarm Receiving Companies and Other Emergency Incomers, as well as 999 lines.

Note1: call logger installation completed on 21 May 2015, which is the earliest date for which we have this dataset. May data reports 21-31 May 2015

% emergency calls answered within 10 seconds

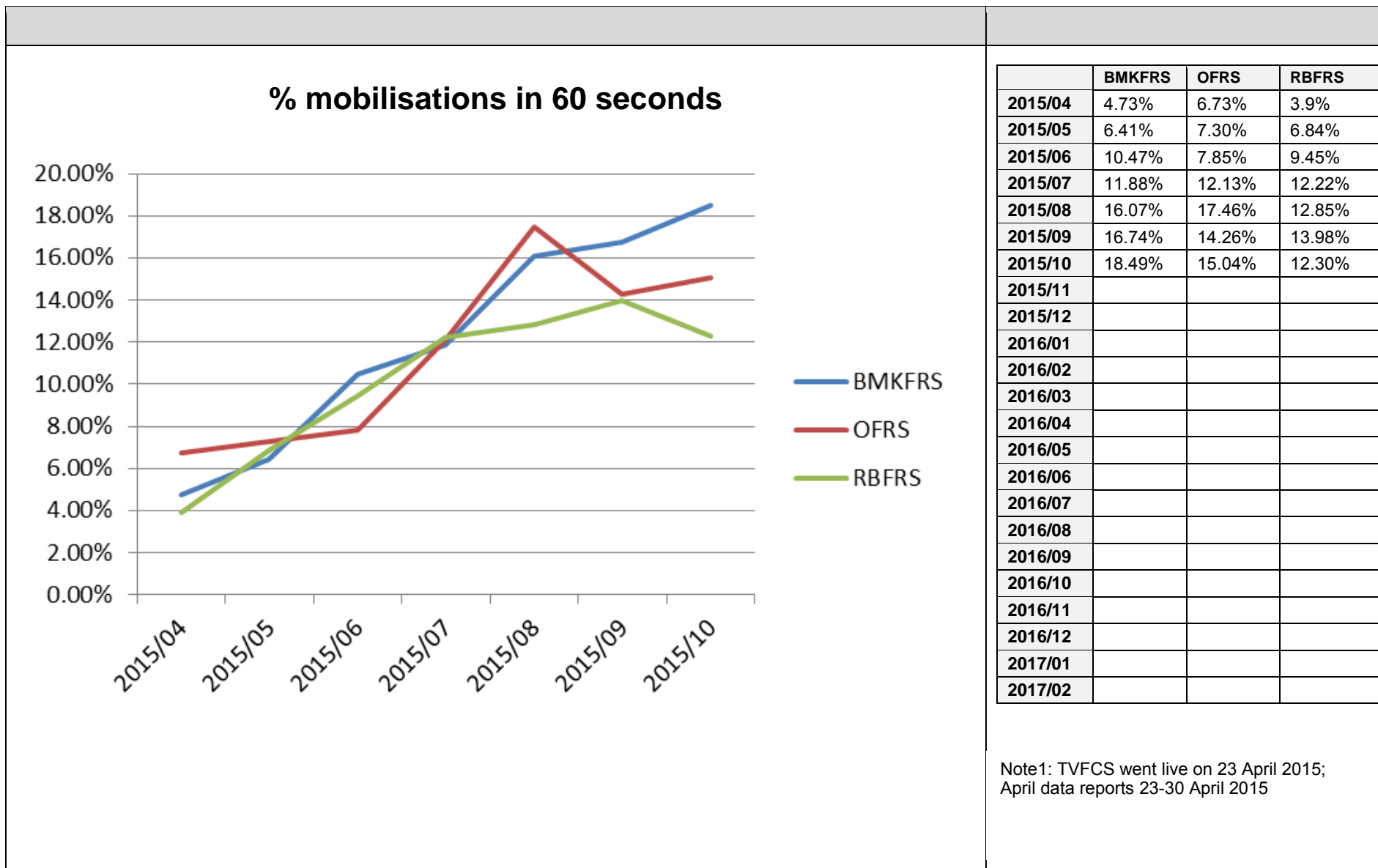
TVFCS

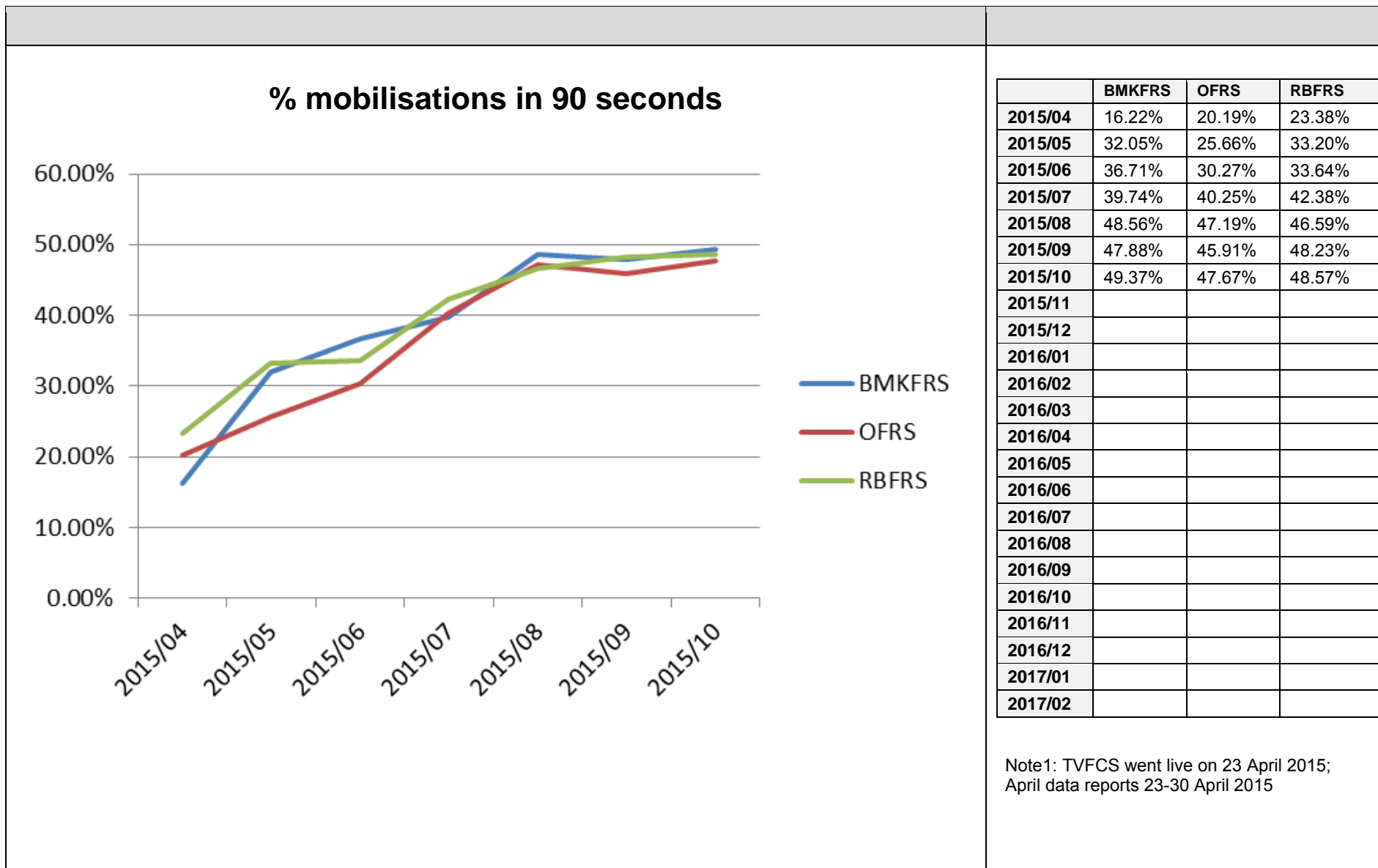


	TVFCS
2015/05	96.95%
2015/06	92.54%
2015/07	92.48%
2015/08	91.13%
2015/09	94.98%
2015/10	97.28%
2015/11	
2015/12	
2016/01	
2016/02	
2016/03	
2016/04	
2016/05	
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2017/01	
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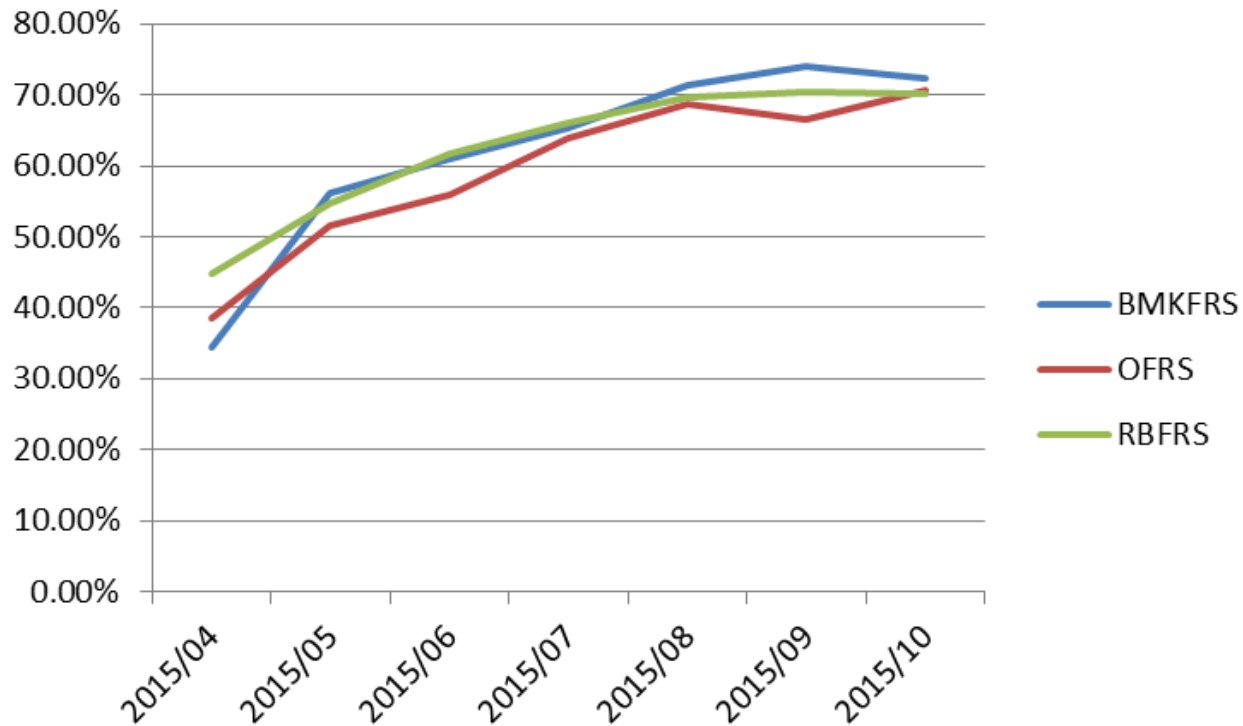
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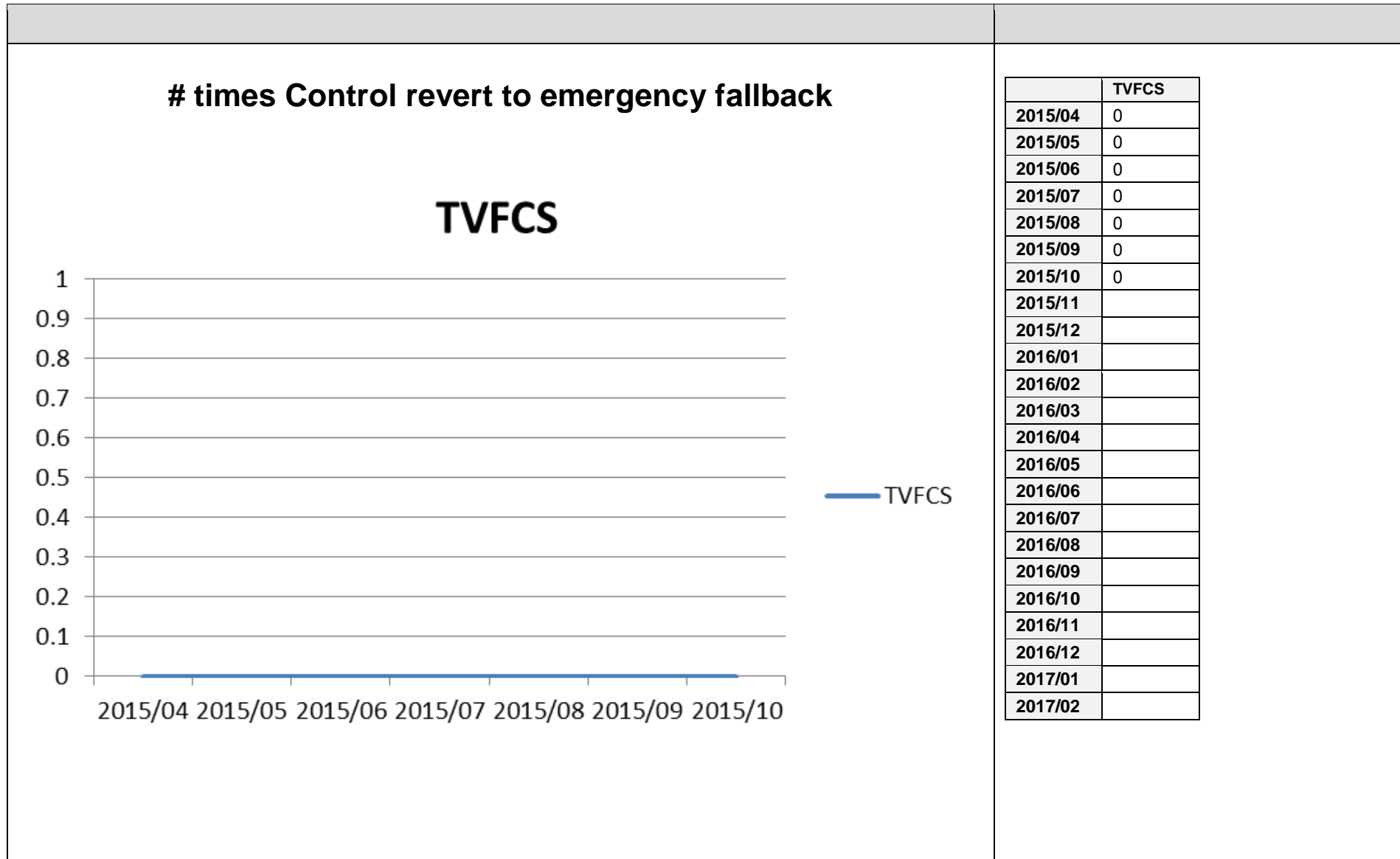


% mobilisations in 120 seconds



	BMKFRS	OFRS	RBFRS
2015/04	34.46%	38.46%	44.81%
2015/05	56.23%	51.55%	54.69%
2015/06	60.87%	55.83%	61.64%
2015/07	65.25%	63.97%	66.03%
2015/08	71.40%	68.61%	69.67%
2015/09	73.94%	66.46%	70.47%
2015/10	72.27%	70.55%	70.08%
2015/11			
2015/12			
2016/01			
2016/02			
2016/03			
2016/04			
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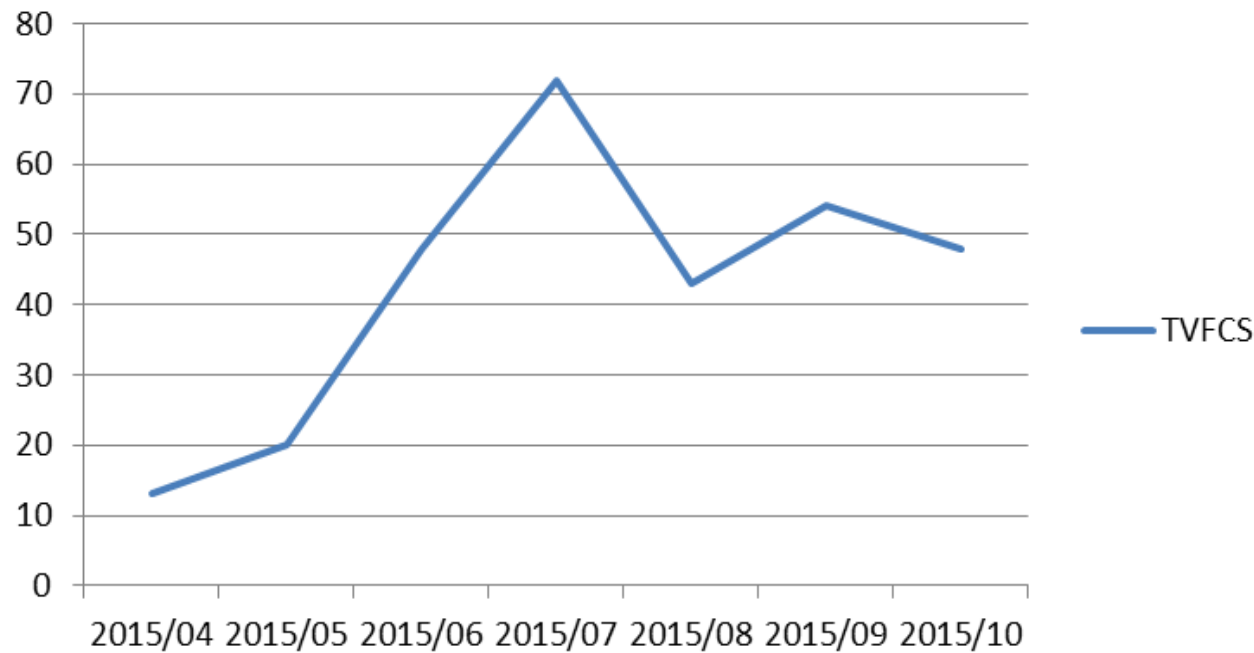
Note1: TVFCS went live on 23 April 2015;
April data reports 23-30 April 2015



Average hours sick per Control FTE

The agreed measure for sickness for the TVFCS is " Average hours sick per Control FTE". For this report, until this measure is available reporting is for the number of days sickness per month.

TVFCS



	TVFCS
2015/04	13
2015/05	20
2015/06	48
2015/07	72
2015/08	43
2015/09	54
2015/10	48
2015/11	
2015/12	
2016/01	
2016/02	
2016/03	
2016/04	
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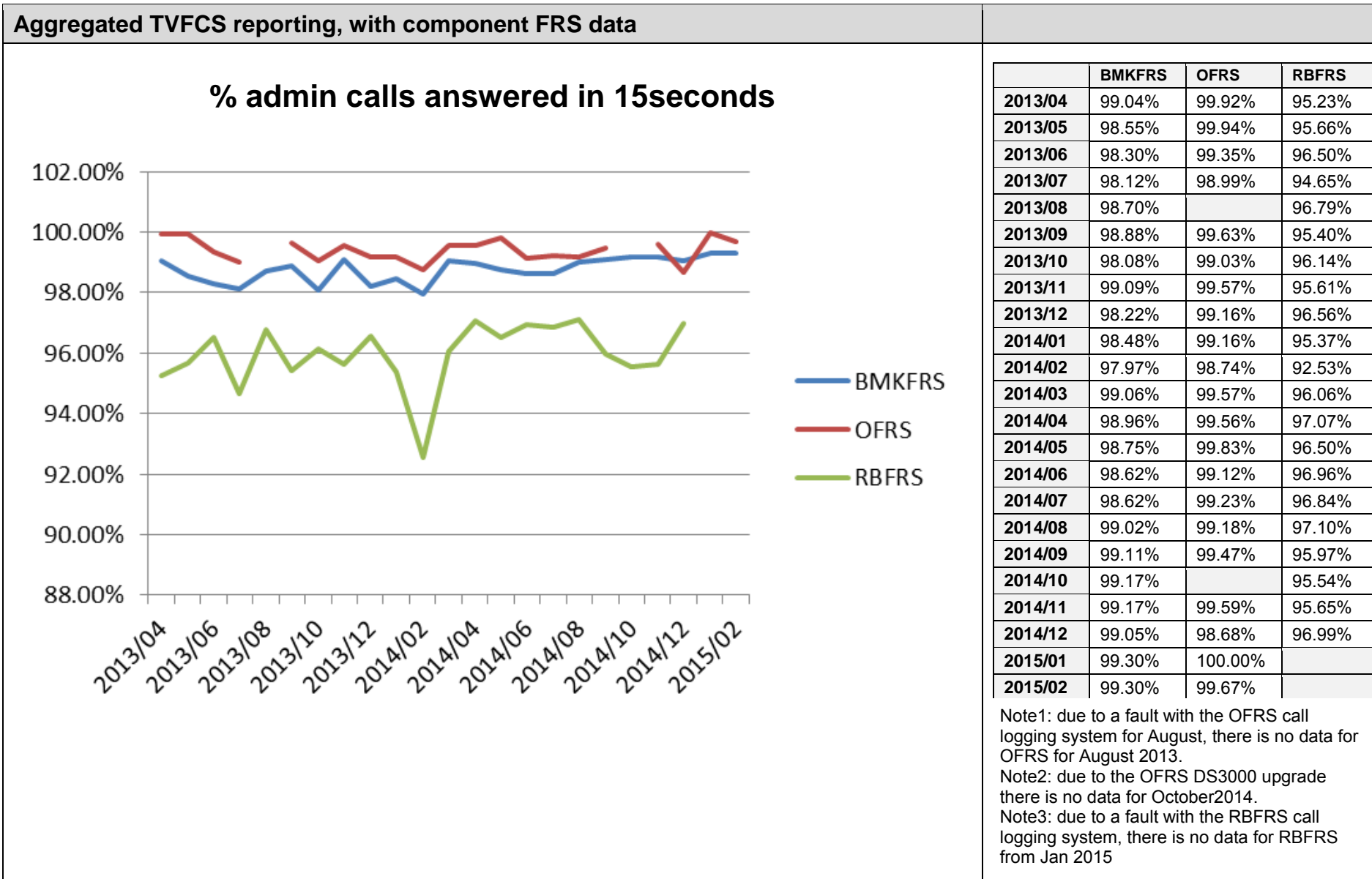
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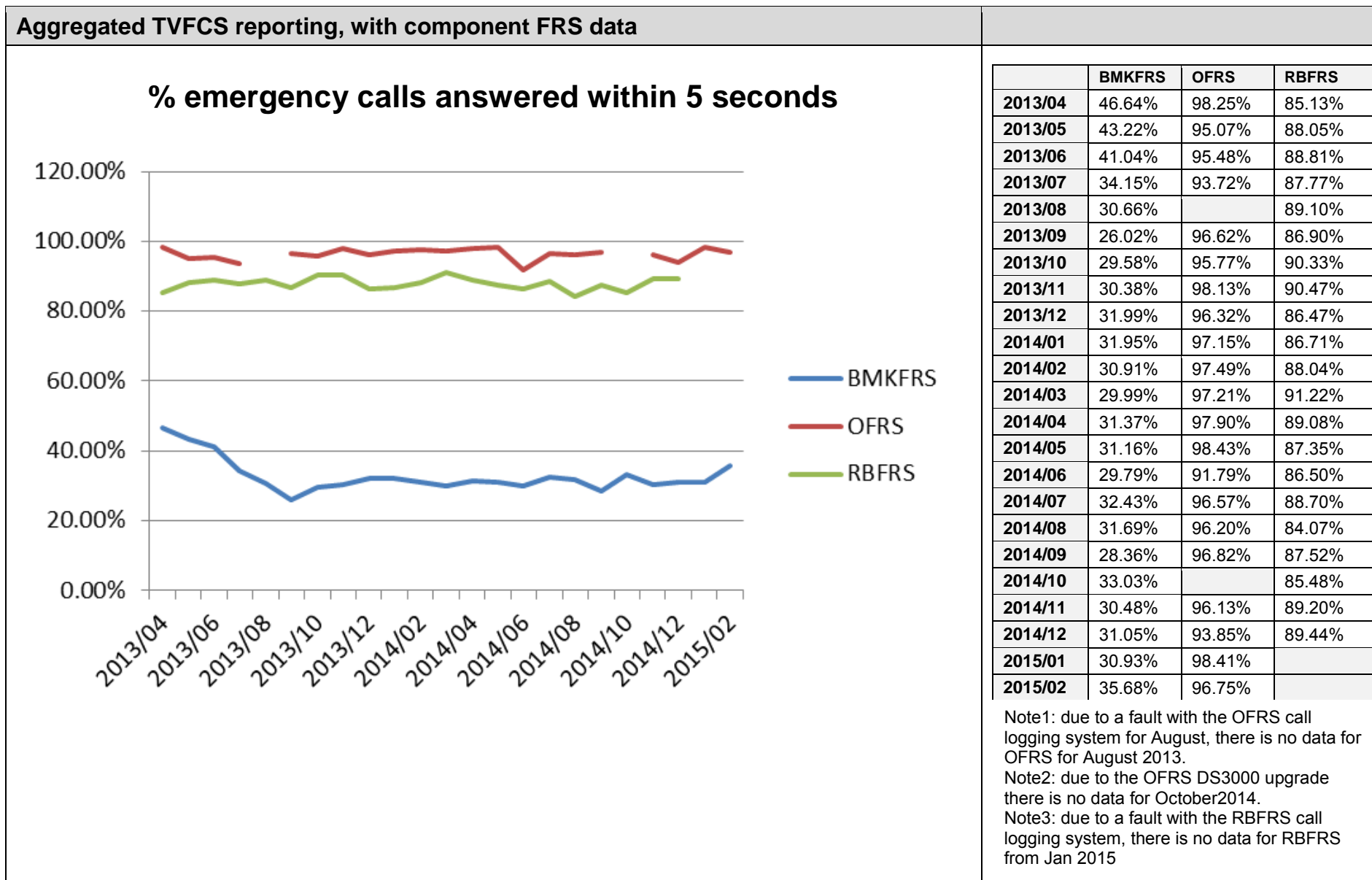
Thames Valley Fire Control Service (TVFCS) Current Performance Measures for Oxfordshire, Royal Berkshire, and Buckinghamshire & Milton Keynes Fire and Rescue Services

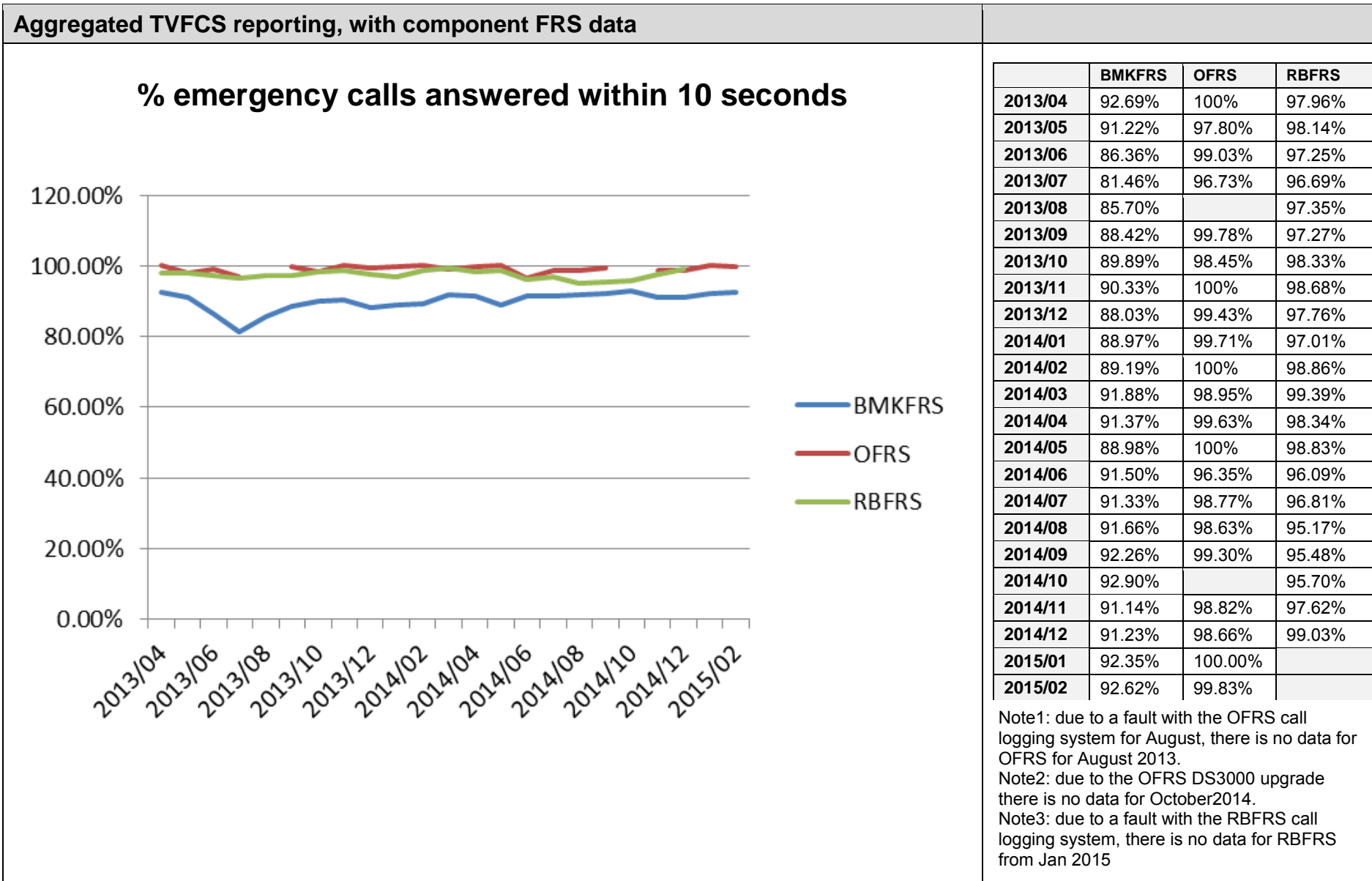
Current performance data from all three TVFCS partner FRSs was captured from April 2013 to February 2015 so that, once in steady state, this historical will then be used to compare the performance of the TVFCS against the performance when running three separate Control Rooms

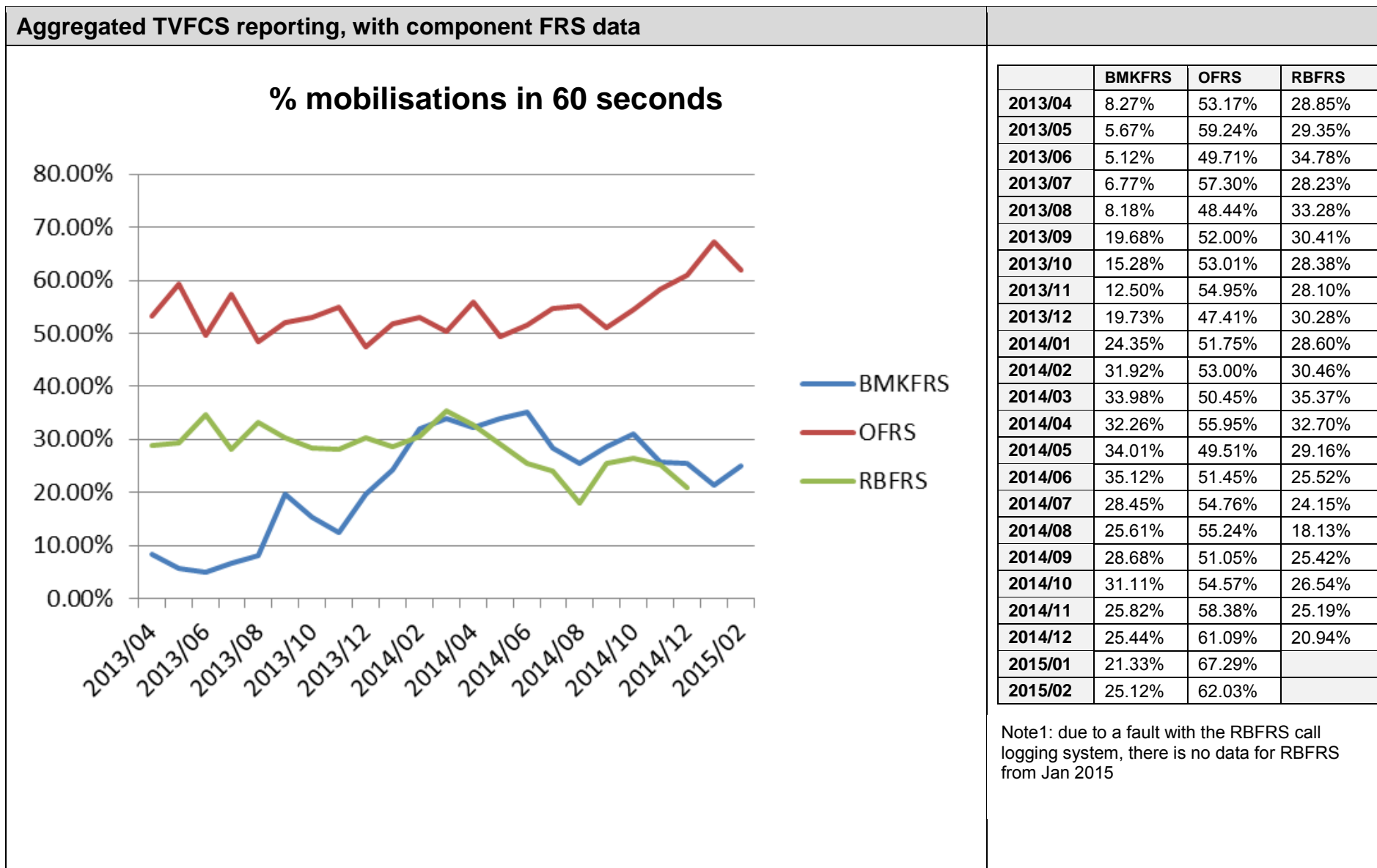
This report includes data up to, and including, February 2015 -

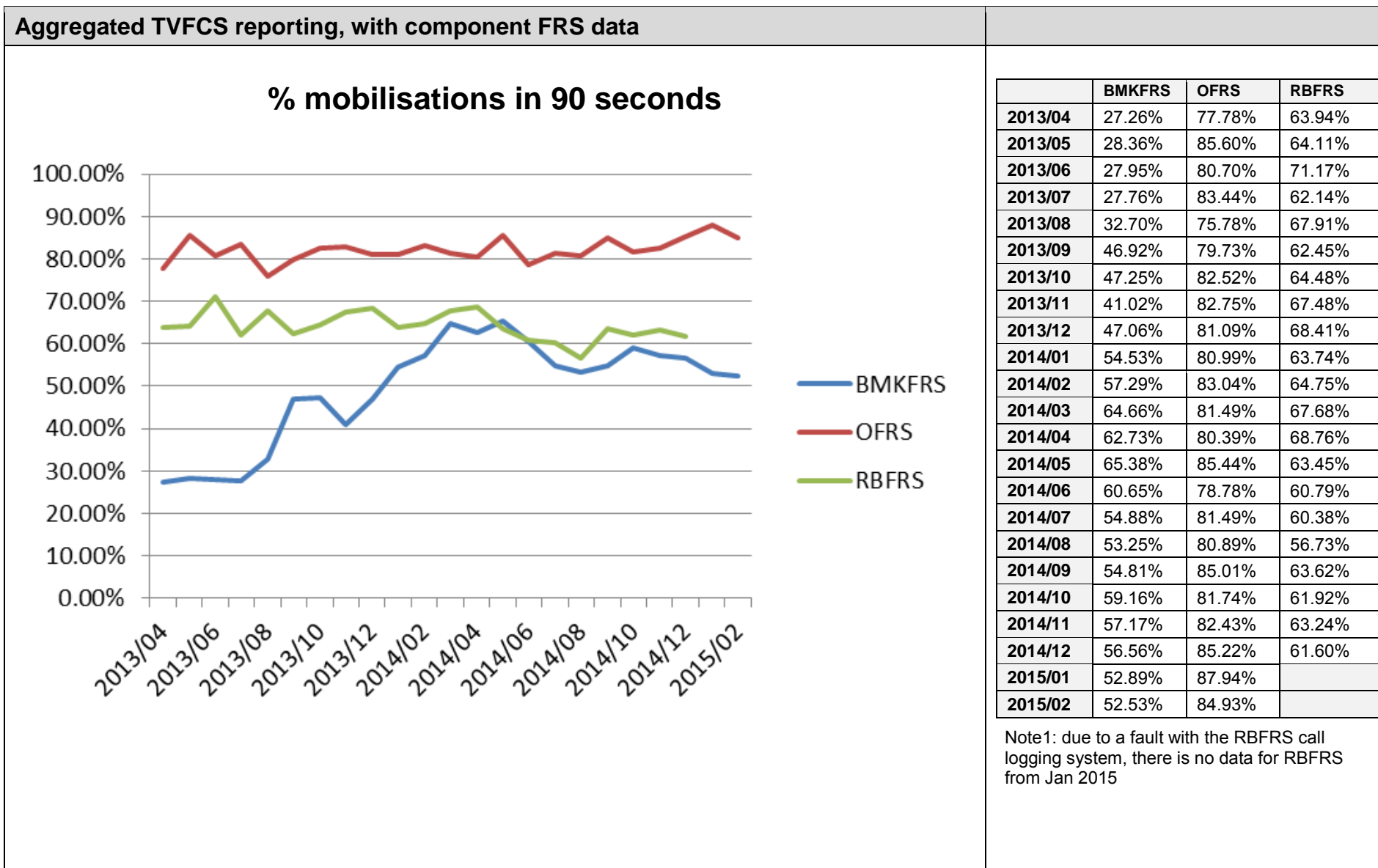
- Due to a fault in the legacy RBFRS call logging system, some RBFRS data is not available from January 2015 onwards.
- For RBFRS figures provided for October 2014 onwards, *RBFRS FTE Control staff* has included the TVFCS new recruits.

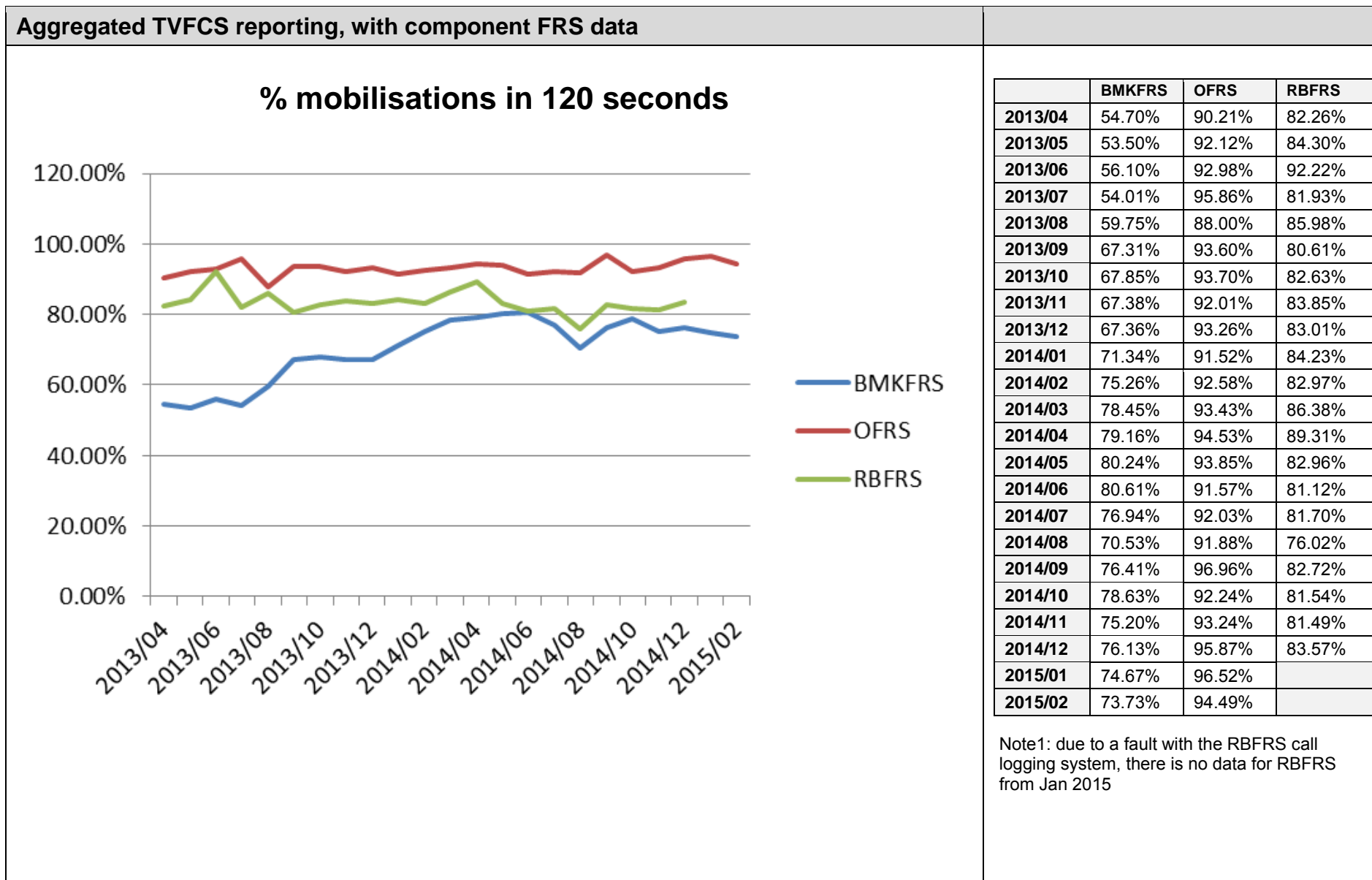


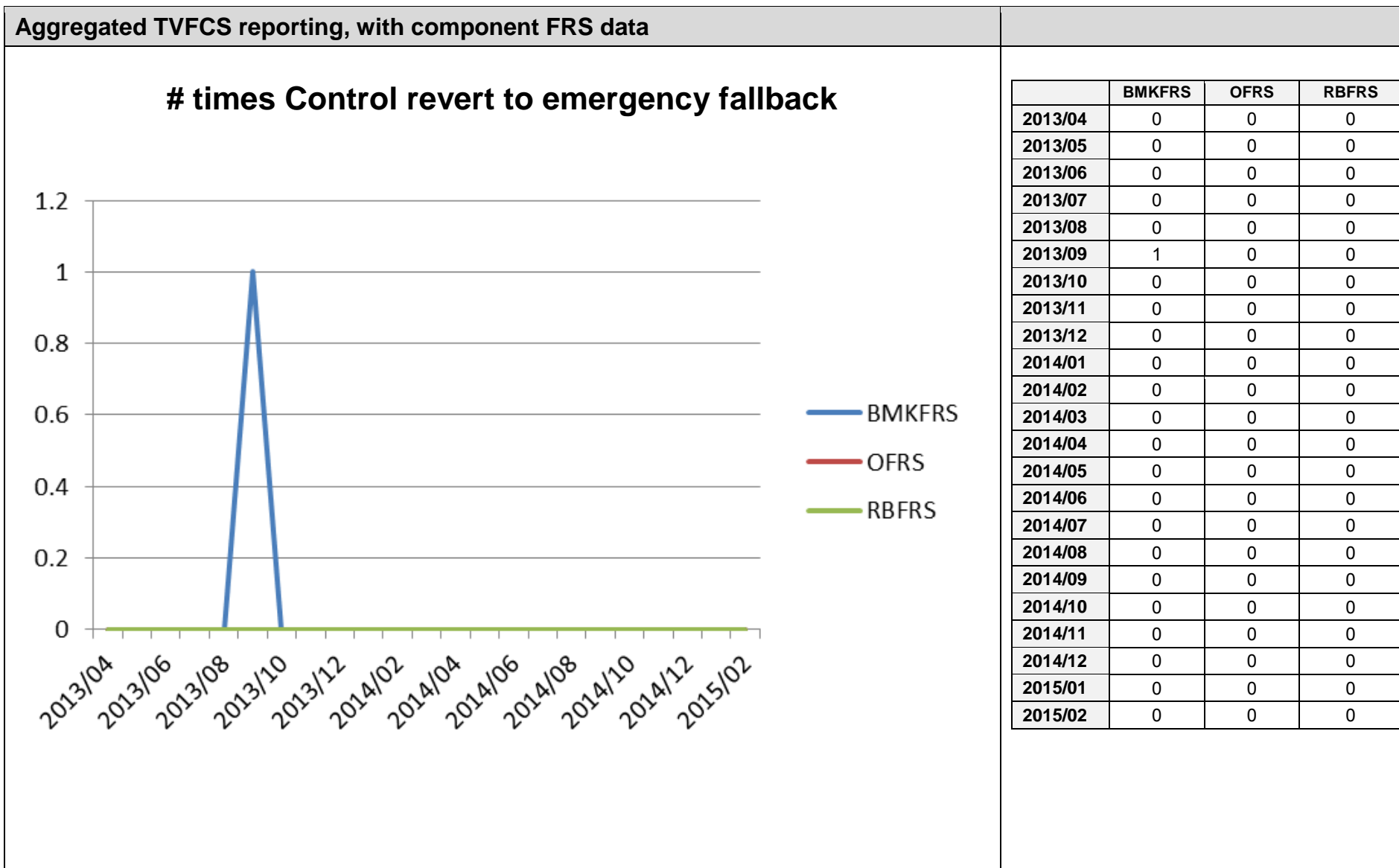






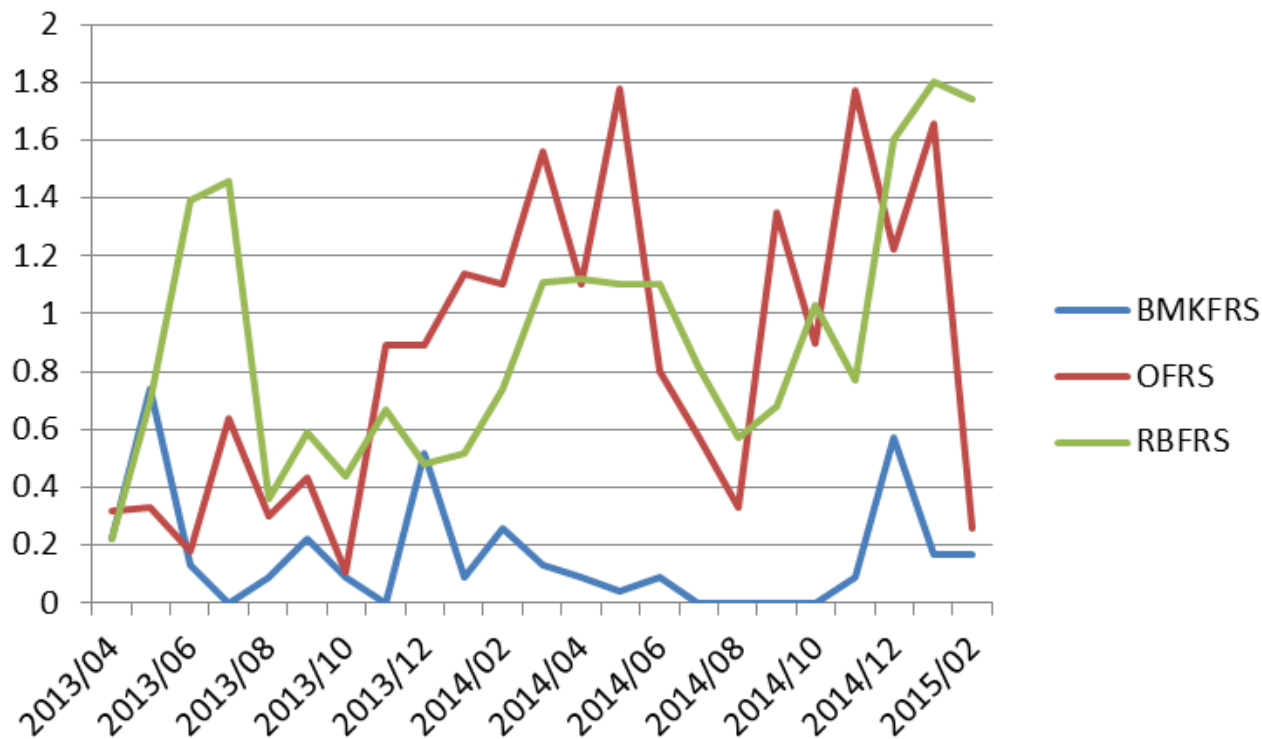






Aggregated TVFCS reporting, with component FRS data

Shifts lost to sickness (FTE) Control staff



	BMKFRS	OFRS	RBFRS
2013/04	0.22	0.32	0.22
2013/05	0.74	0.33	0.70
2013/06	0.13	0.18	1.39
2013/07	0.00	0.64	1.46
2013/08	0.09	0.30	0.36
2013/09	0.22	0.43	0.59
2013/10	0.09	0.11	0.44
2013/11	0.00	0.89	0.67
2013/12	0.52	0.89	0.48
2014/01	0.09	1.14	0.52
2014/02	0.26	1.10	0.74
2014/03	0.13	1.56	1.11
2014/04	0.09	1.10	1.12
2014/05	0.04	1.78	1.10
2014/06	0.09	0.80	1.10
2014/07	0.00	0.58	0.82
2014/08	0.00	0.33	0.57
2014/09	0.00	1.35	0.68
2014/10	0.00	0.90	1.03
2014/11	0.09	1.77	0.77
2014/12	0.57	1.22	1.60
2015/01	0.17	1.66	1.80
2015/02	0.17	0.26	1.74

For RBFRS figures provided for October 2014 onwards, *RBFRS FTE Control staff* has included the TVFCS new recruits.



TVFCS Systems and Capita Issues

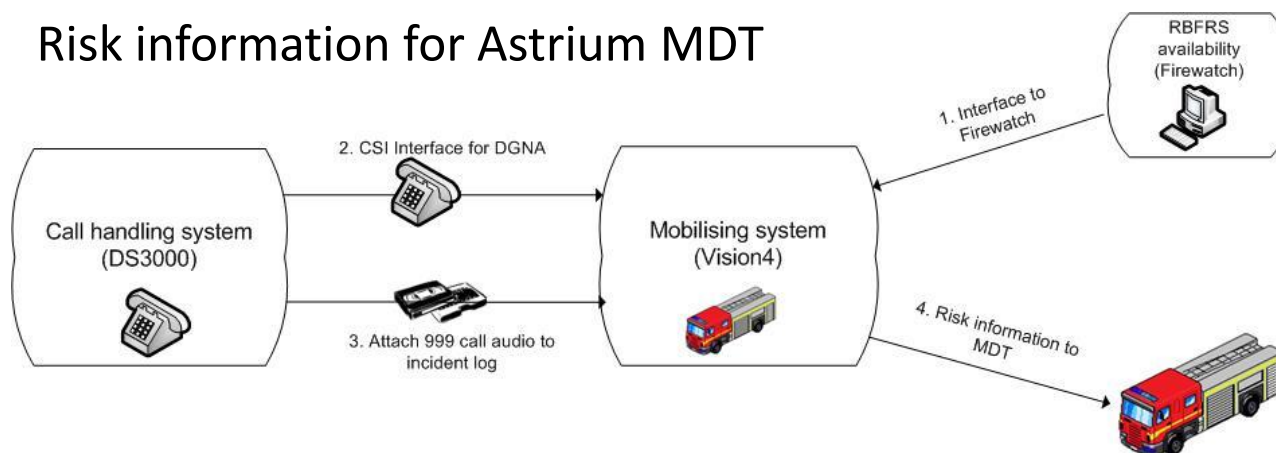
Update to Joint Committee

10 December 2015

Outstanding items from delivery

- Items which should have been delivered as part of the original implementation programme or are related to the original implementation

1. Interface to Firewatch
2. CSI interface for DGNA
3. Attaching 999 audio to incident log
4. Risk information for Astrium MDT



1. Interface to Firewatch

- **No direct impact on the ability of TVFCS to call handle or mobilise.**
- This interface is a requirement for RBFRS only; OFRS and BMKFRS use Gartan as their availability system
- Provides an automatic interface of appliance availability information between RBFRS's availability software (Firewatch) used by operational crews and the mobilising system (Vision4)
- Removes the need for manual data entry into the mobilising system
- This functionality was not available to RBFRS Control prior to its move to TVFCS
- Pre-TVFCS working practices for RBFRS availability recording in the mobilising system continue; Firewatch is visible via wall screen and/or admin PC at operator positions

2. CSI Interface for DGNA

- **No direct impact on the ability of TVFCS to call handle or mobilise.**
- This is new functionality within the Capita product set and was not available to any of the three FRSs prior to their transfer to TVFCS.
- Pre-TVFCS ways of working for the transfer of call information into the mobilising system have continued within TVFCS; there is no degradation of processes within Control as the FRSs did not previously have this functionality.
- **CSI implementation will enable telephone call handling from the mobilising system (Vision4) by linking it to the call handling system (DS3000).** Specifically, the following VISION call handling functionality will be enabled:
 - Making telephone calls from VISION,
 - Answering telephone calls in VISION,
 - The display of caller identification via the interface from the DS3000, providing instant address data on the mapping system on Vision4,
 - Dynamic talk group allocation (DGNA) whereby a talk-group will be added to the resource's radio when the resource is allocated to the incident.

3. Attaching 999 audio to incident log

- **No direct impact on the ability of TVFCS to call handle or mobilise.**
- Call recordings are accessed after an event.
- This functionality was not available to any of the three FRSs' Controls prior to their move to TVFCS.
- Recordings of calls are currently available from the call handling system, although not directly attributable to a specific incident via a unique identifier.
- **This change is to improve the integration of the call handling and mobilising systems,** by adding capability to the mobilising system (Vision4) so that voice recordings can be associated to specific incidents and then retrieved and replayed from within VISION at a later date. Replay functionality includes selective and repeated replay of specific sections of any given recording.

4. Risk information for Astrium MDT

- **No direct impact on the ability of TVFCS to call handle or mobilise.**
- Risk information to be sent as part of the turnout message to MDTs is required to be viewed within the software supplied on the MDT; this additional functionality is something that was offered by Capita in their tender response.
- Prior to TVFCS the risk information was not sent directly as part of the turnout message to the MDTs, for any of the three FRSs, so there is no degradation in functionality.
- This functionality will enable specific risk information to be transferred to the MDT, for use by operational crews, as part of the turnout message rather than requiring crews to undertake a separate activity to look up the risk information held within the MDT.

Incentives to Capita to deliver

- Retention of £96,311.81 – the full final milestone payment from delivery – until items 2, 3, and 4 are delivered
- Of the £96,311.81, £25,000 will be then retained until item 1 (Interface to Firewatch) is delivered
- Service credit calculations against those items logged as issues since go-live; these are now being calculated in conjunction with Capita.
- Reputation

Issues related to the implementation

- There are also seven items related to the original implementation that are not covered by the agreement for the retention of payment (see next slide for detail):
 - Six have no direct impact on the ability of TVFCS to call handle or mobilise, of which -
 - Two have been delivered
 - Four remain outstanding from Capita
 - One has caused issues for TVFCS staff when mobilising to incidents. TVFCS has decided to implement its own solution, due to the need for resolution and failure by Capita to prove its solution is fit for purpose

Disruptions to service

- Mobilising system slow responses, screens freezing:
 - concerted work took place with Capita when this became apparent following go-live; improvements then seen following software changes , systems restart, and removal of NetSupport.
 - Instances began to reoccur after a number of months. Further work with Capita , including the installation of software changes and system restarts. Improvements again seen.
 - Capita are now proactively monitoring the system performance.
- Load of missing gazetteer information by Capita (May 2015) - TVFCS unaware of activity, impact on system performance; load stopped.
- Installation of software patch 9 to live (Nov 2015) – testing by TVFCS had not identified issues which became apparent when live, Capita confirmed the issues had been introduced in patch 9 code. Concerted effort over a one week period between Capita and TVFCS resources to resolve via patch 11, and system improved.
- Capita endorsed monitoring solution – NetSupport. When switched on, caused issues with systems performance and response times. TVFCS is now implementing its own solution.
- Capita's preparation for the implementation of the CSI interface – assured by Capita this would have no impact on the live operation of the system; impact was seen, implementation was unsuccessful and reversed while Capita investigate further.



THAMES VALLEY FIRE CONTROL SERVICE STAFFING UPDATE

PRESENTED TO: JOINT COMMITTEE

DATE OF MEETING: 10 DECEMBER 2015

OFFICER PRESENTING REPORT: BRYAN MORGAN –AREA MANAGER,
ROYAL BERKSHIRE FIRE AND RESCUE
SERVICE

1. PURPOSE AND SUMMARY OF REPORT

- 1.1. To provide background information and rationale for the staffing levels within Thames Valley Fire Control Service (TVFCS).
- 1.2. To provide the Joint Committee with an update on staffing matters in TVFCS.
- 1.3. To inform Members of the immediate and longer term proposals/actions being undertaken by Officers to support crewing in TVFCS.

2. RECOMMENDATIONS

That the Joint Committee:-

- 2.1. **Note** the current situation within the TVFCS affecting staffing levels.
- 2.2. **Note** the actions by Officers to support TVFCS staffing arrangements.
- 2.3. **Agree** the introduction of a Training Support Officer for 12 months, at a cost of up to £44,443.00.
- 2.4. **Agree** the introduction of an admin support post for 12 months, at a cost of up to £25,000.00.
- 2.5. **Agree** whether the posts in 2.3 and 2.4 should be funded from the established contingency fund or the predicted under-spend arising from year one of TVFCS.
- 2.6. **Agree** Officers explore options to improve crewing arrangements in TVFCS.
- 2.7. **Agree** not to implement alternative staffing models until 'steady state' operating has been achieved for at least 6 months.

3. BACKGROUND AND SUPPORTING INFORMATION

Concept

- 3.1. The Thames Valley Fire Control Service (TVFCS) was established on 23 April 2015 and provides the emergency call handling and mobilising functions for Oxfordshire Fire and Rescue Service (OFRS), Buckinghamshire and Milton

Keynes Fire and Rescue Service (BMKFRS) and Royal Berkshire Fire and Rescue Service (RBFRS).

- 3.2. A number of consultation documents were issued prior to the establishment of the TVFCS. These documents outlined, in line with requirements of the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended by the Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014, otherwise known as TUPE, the proposed measures associated with the establishment of the TVFCS and transfer of staff. These consultations included details of the staffing structure and staffing levels and, following the feedback from staff and representative bodies, identified the final structure.
- 3.3. The initial staffing model was based upon the 'Erlang C' model, benchmarking to comparable fire control rooms and five years of Thames Valley FRS call/incident data.
- 3.4. The proposals for the staffing model of eight staff per Watch, a Control Training Manager and a Control Room Manager were approved for consultation purposes by the Programme Sponsoring Group on the 11th April 2013. The paper is attached at Appendix 'A'.
- 3.5. The staffing model was dependent upon a Control Room being fully staffed by competent, fully trained operators with a reliable and complete technological solution.
- 3.6. Post go live it has been identified that additional training is required to improve the service provided by TVFCS. In addition the failure of Capita to provide a fully working solution for the Control Room and their continued failure to resolve issues that require a number of 'workarounds' to be implemented has an affect on the performance of TVFCS.
- 3.7. Due to limited interest from OFRS and BMKFRS staff to transfer, TVFCS have yet to achieve a fully staffed Control Room, despite running seven recruitment exercises over the last 12 months.
- 3.8. It was agreed at the Programme Sponsoring Group meeting of the 8th May 2014, that following consultation feedback and completion of benchmarking, the staffing levels were increased to nine per watch for the first year of operation. This gave a total of 38 staff for year one with a proposal to reduce to 34 staff from year two.
- 3.9. The rationale for 9 staff per watch was to provide time to bed in and assurance during the first year of operation. The assumption prior to go live was that all of the technical solutions would be in place and all staff in TVFCS to have received adequate training to enable competent discharge of their duties.
- 3.10. Table 1 provides the authorised establishment and current staffing position.

Table 1

Role	Authorised Establishment	Actual Number of Substantive (Permanent) Staff and FTE*	Number of Fixed Term (Temporary) Staff and FTE	Vacancy
Control Manager	1	1 – FTE 1	0	0
Control Training Manager	1	1 – FTE 1	0	0
Watch Manager Control	4	4 – FTE 4	0	0
Crew Manager Control	12	11 – FTE 11	0	1
Firefighter Control	20 (including 4 additional staff for first year of operation)	21 - FTE 19.51	0	0.49
Total	38	36.51	0	1.49

*FTE – Full Time Equivalent

- 3.11. The availability of staff in the TVFCS is reduced as a result of absences such as sickness, compensatory and annual leave, which is impacting on the availability of staff in the TVFCS both for training and for operational purposes.
- 3.12. As proposed by management to the Representative Bodies during the consultation phase, a 'Performance Monitoring' review is being undertaken. The review is led by the RBFRS SRO, with membership of the team including Fire Brigades Union representatives. Two key aims of this review are to:
- Monitor staff welfare and workloads in the new environment
 - Identify resource shortfalls or over provision within the Control function

Current Position and steps taken to improve

- 3.13. To date, seven recruitment campaigns have been undertaken to attract individuals to the employment of Royal Berkshire Fire Authority, the employer delegated employment responsibilities under the TVFCS governance arrangements. To date, despite these attempts, two positions remain vacant.
- 3.14. As staffing levels are still two posts under establishment (1.49 Full Time Equivalent), it is intended to run a further recruitment campaign in the New Year.
- 3.15. Due to the position of overstaffing in the first year of operation, a number of new recruits commenced employment on fixed term contracts. The status of these positions has been reviewed and following a 'performance and attendance' review all seven of the fixed term staff have been offered and accepted permanent contracts.
- 3.16. A recent promotion process has been undertaken for crew manager positions in TVFCS. A number of staff have completed the promotion process and results are expected in the near future.

- 3.17. In addition work has been undertaken to identify those staff in Firefighter (Control) development positions that are likely to be deemed competent and thus eligible to be considered for promotion. As a result of this work it has been decided to run a Crew Manager selection process in December 2015. It is anticipated this will create a pool of individuals eligible for future promotion opportunities.
- 3.18. It is worthy of note that 11 staff from a pool of 24 eligible staff have or will have undertaken a Crew Managers' process by the end of 2015.
- 3.19. There are concerns around current staff attendance levels and there is a regular need for staff to work an amount of overtime or for Officers to attend the Control Room to support staffing levels and bring staffing to the minimum of six per Watch on duty.
- 3.20. In order to maintain staffing levels at a minimum of six, up until the end of October there have been 27 shifts that have required Officer support in TVFCS. In addition 1518 hrs overtime has been provided by Control Room staff. The associated cost to provide the support by TVFCS staff is £34,500.00 from a budget of £30,000.00. The cost of officer support to TVFCS has been borne by the three FRS's on an equitable basis. To date the associated costs of providing officer support have not been captured, however will be going forward.
- 3.21. Absence due to sickness is also having an affect on staffing. During the first six months of operation there have been 35 episodes of absence equating to 251 days lost or 6.9 days per person. Between April and September 2014 there were 25 episodes of absence equating to 117 days lost or 4.2 days per person, within the RBFRS Control Room.
- 3.22. At the time of writing this report one individual is off sick, who has been signed off by their doctor.
- 3.23. As a result of an absence review, letters have been prepared to send to all staff reiterating attendance expectations. In addition a number of staff have been warned that their absence levels are near to or have reached 'trigger points' where formal action is being or will be taken.
- 3.24. It is recognised that this level of sickness absence is high for the number of staff working in this area and a review of potential interventions both on an individual and departmental basis have been instigated. Table 2 below illustrates the break down between long and short term sickness days absence.

Table 2

Month	Long Term	Short Term
April	6	7
May	4	16
June	16	32
July	43	29
August	23	20
September	15	39
Total	107	144

- 3.25. All sickness absences are assessed and support arrangements put in place to facilitate return to work. A key step in the process is the early intervention of Occupational Health and referrals by line managers are made promptly to ensure rehabilitative measures are employed. RBFRS also has the provision of an Employee Assistance Programme, a Health and Fitness Adviser, a Musculoskeletal Specialist, access to the Firefighters' Charity rehabilitation facilities and physiotherapy provision, all of which can be utilised to support the individual.
- 3.26. RBFRS are currently exploring training options and health promotion activities to support those with mental health issues and prevent absence in this respect. Any such activities will also include TVFCS staff.
- 3.27. RBFRS are currently in the process of commissioning sickness absence training for all line managers, which will focus on the quality of the return to work interview which is statistically one of the most powerful tools in managing absence levels. Control line managers will be prioritised for this training before the end of the year.
- 3.28. To support the TVFCS, RBFRS have funded, from its Service budget an Administrative Assistant for 6 months. This has, amongst other things, enabled crewing needs to be forecasted and TVFCS management to begin to identify and plan on a proactive basis the effective management of TVFCS and reduce the pressure on management.
- 3.29. RBFRS have successfully recruited additional HR support for a three month period. This person has TVFCS experience and will focus on people management aspects including development, performance and absence, supporting both managers and staff in addressing and resolving these matters. RBFRS have also funded this post from the Service budget.
- 3.30. To support ongoing training requirements within the TVFCS, a member of staff from OFRS has extended their duties to include assistance with training. The post has been funded by OFRS from their Service budget. Training is identified as a key factor in increasing the confidence and competence of TVFCS staff on the new systems and processes.
- 3.31. To improve the resilience of managers dealing with the changes associated with the TVFCS and enable them to adequately support their teams, the provision of coaching has been offered to those in supervisory positions. Watch Manager team meetings and monthly management meetings consider individual, team and TVFCS related matters.
- 3.32. A large number of staff are still within their development phase and have yet to achieve competent status. There are 20 staff on development programmes and this has a significant impact on managerial workloads.
- 3.33. In the first half of 2015/16, following the commencement of go-live, there have been three leavers. Table 3 provides a breakdown of these leavers and an indication of reason for leaving

Table 3

	April	May	June	July	Aug	Sept
No.	1	0	1	0	0	1
Role	Firefighter		Crew Manager			Firefighter

Reason for Leaving	Health		Moved out of area			Other
Number of leavers that completed exit survey	1		1			1
What they thought about the Service?	Liked a great deal		Liked a great deal			Liked
Leavers that have less than 1 years service	1					1
Would they Recommend the employer to others?	Yes		Yes			Yes

Short Term Solutions

- 3.34. Due to the outstanding technical issues and the forthcoming implementation of technical solutions there will be a need for additional staff training. It is not believed this is within the capacity of the Control Training Manager or the support provided from OFRS.
- 3.35. Staff training needs to be improved and a full Individual Training needs Analysis has recently been completed. This highlights a need for training and familiarisation with the systems. Furthermore it also highlights the significant amount of risk critical training that must be undertaken to resolve numerous issues within the 'Issues Log'.
- 3.36. There are currently 20 staff on development portfolios and this requires a large proportion of a Manager's time to be invested in developing their staff. This prevents the Managers from undertaking normal managerial duties in addition to trying to manage the operational elements of the Control Room on a daily basis.
- 3.37. Taking account of these factors, it is recommended that an additional trainer is employed on a full time basis for 12 months at a cost of up to £44,443.00. This additional person will form part of the training team and report directly to the Control Training Manager. It is proposed to fund this post from the established contingency fund or the predicted under-spend in year one of TVFCS.
- 3.38. As this individual will require sector competency it is proposed that either the role be offered to an existing member of the Control Room staff on a secondment basis at Crew or Watch Manager level or a recruitment process for the post be undertaken.
- 3.39. This post will significantly reduce the impacts of development staff upon Watch Managers and enable them to spend their time focussing on core Control Room activities in addition to their normal managerial duties.
- 3.40. If the post is sourced from within TVFCS it is recommended that the secondee post is backfilled on a fixed term contract for 12 months. This will ensure we are able to operate the steady state staffing model prior to reviewing the staffing position.

- 3.41. RBFRS have provided an administrative support function to the Control Room Manager for the past four months. This postholder is returning to their normal post with effect from the 16th January 2016.
- 3.42. This post has proved invaluable in enabling the Control Room Manager to focus on the efficient and effective development of the Control Room and also freed him up to address significant absence and welfare concerns created by the lack of full technical solution and the new ways of working.
- 3.43. There is an identified need for a post of administrative support for at least the next 12 months until all systems and staff are fully embedded and operating effectively.
- 3.44. It is, therefore, recommended that an administrative support post is created to support both the Control Room Manager and the Control Training Manager at a cost of £25,000.00. It is proposed to fund this post from the established contingency fund or the predicted under-spend in year one of TVFCS.
- 3.45. In addition to the above posts partners across all three Services have provided additional resources post cut over in support of a range of issues. It should be noted these posts are not funded from the TVFCS budget and it is estimated that some posts will be required for several more months.

Future Options

- 3.46. As part of the recent agreement to substantiate staff, who were on temporary contracts to permanent contracts, the Chief Fire Officers agreed a number of points should be addressed.
- 3.47. Work will therefore commence to assess the implications associated with demand led crewing (scheduling crewing to meet varying workload demands), a bank staff system (a number of trained staff who are not attached to a watch who are available to support crewing when required).
- 3.48. In addition to exploring the above options, Officers will also consider the implications of increasing the establishment in TVFCS.
- 3.49. The need to review the crewing arrangements is necessary to ensure TVFCS can deliver a high quality service against current and future demands. An example of growing demand is the predicted increase in co-responding calls, which are likely to add in excess of 7,000 (circa. 30%) additional incident calls per annum across the Thames Valley area.
- 3.50. As TVFCS has not been operating in the manner expected prior to go live, it is difficult to determine what the best solution is in relation to crewing arrangements for the future. It is therefore recommended changes to the crewing arrangements are not made until steady state is achieved for a period of at least 6 months and following any consultation process. Steady state will be achieved when the year 1 establishment has been achieved, the contractual elements of the technical work stream are delivered and staff have received training in all aspects of the systems in TVFCS.
- 3.51. Officers will report back to this Committee with an options paper, identifying the implications associated with the above proposals.

4. FINANCIAL, LEGAL, RISK MANAGEMENT, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

- 4.1 Although this paper identifies a number of actions and short term financial commitments to improve the services provided by TVFCS, it should be noted that all three partners are receiving significant savings from the introduction of TVFCS and over time will see improvements in service provision. Provision of a Training Support Officer will require a financial commitment of up to £44,443.00 pa. This can be funded from the contingency fund of £150,000.00 established at the start of Year 1 or from the predicted under-spend in year one of TVFCS of £80,000.00.
- 4.2 Providing additional training support will increase both competence and confidence of the staff in the control room systems, which should reduce staff absences, thereby leading to a reduction in overtime payments.
- 4.3 In line with the recommendation to provide an administrative support post there is a financial commitment of up to £25,000.00 pa. This could also be funded from the contingency fund established in Year 1 or from the predicted under-spend in year one of TVFCS of £80,000.00.
- 4.4 Whilst this expenditure has no recovery option, it is considered essential in enabling the Management team to fulfil their roles more effectively.

5. COMPLIANCE WITH THE STEADY STATE LEGAL AGREEMENT

- 5.1 N/A

6. CONTRIBUTION TO TVFCS AIMS

- 6.1 Provision of additional staff and a review of the staffing model directly contributes to two TVFCS strategic aims:
- 6.1.1 An improved service to the public and our firefighters
- 6.1.2 The provision of significant resilience improvements

7. BACKGROUND PAPERS

- 7.1. TVFCS consultation documents and associated feedback documents
- 7.2. Programme Sponsoring Group – Staffing proposals paper, 11th April 2013

Author: Bryan Morgan
 RBFRS – Senior Responsible Owner
 0118 938 4801

Sponsored by: Paul Southern
 Assistant Chief Fire Officer – RBFRS
 0118 938 4800

Date of report: 19th November 2015

THAMES VALLEY FIRE CONTROL SERVICE



PRESENTED TO: PROGRAMME SPONSORING GROUP

DATE OF MEETING: 11TH APRIL 2013

OFFICER PRESENTING REPORT: SENIOR RESPONSIBLE OWNERS

1. PURPOSE AND SUMMARY OF REPORT

- 1.1 To provide an overview of the output from the modelling carried out to estimate the required operator staff required for the Thames Valley Fire Control Service Control Room.

2. RECOMMENDATIONS

That the Programme Sponsoring Group:

- 2.1 **NOTE** the results of the work to estimate operator numbers for the TVFCS Control Room; and
- 2.2 **AGREE** that for the purposes of taking forward HR consultation that the staffing figure of 8 operators per shift, estimated by the modelling, is used as a working assumption until the benchmarking is completed.

3. BACKGROUND AND SUPPORTING INFORMATION

3.1 Erlang C Modelling

An analysis has been carried out to determine the number of Control Room Operators (this includes Watch and Shift Managers as well as firefighter operators) required for the TVFCS control Room. The initial modelling was carried out using a commercial Erlang C modelling tool (cc-Modeller Pro). The mathematical Erlang C model is the accepted numerical tool for call centre operations. The model was run using the combined call data (Emergency and Administrative calls plus radio transmissions) from BFRS, OFRS and RBFRS for the first 3 months of 2011. This was then analysed in 30 minute intervals through an averaged 24 hour period. The level of traffic for each type varies markedly across the day with significant peaks (particularly for Administrative calls). It is these peaks that set the minimum

THAMES VALLEY FIRE CONTROL SERVICE

operator levels. The profiles of traffic and calculated operator numbers are at Annex A.

3.2 The model has a tendency to overestimate the number of operators and is sensitive to the assumptions over call duration and service levels used. The initial assumptions used were those developed for the FiReControl project, which were based on a broad survey of FRSs about 7 years ago. However, these were, in some instances seen to be very generous and, therefore, the model was run using a variety of assumptions to test its sensitivity.

The model has to run separately for each call type as the parameters vary for each one. From the range of assumptions used the following were selected as most closely representing the expected environment in the joint Control Room:

- Administrative call numbers would be reduced by 1/3 through the use of status and the average call duration would be 90 seconds. The service level would be 85% answered in 15 seconds.
- Emergency calls would have an average duration of 182 seconds with 85% answered in 7s. No reduction in call numbers was assumed. This is the same assumption used by FiReControl and the results were found to be insensitive to any variations.
- Radio transmissions (both in and out) would have an average transmission length of 40 seconds. It was estimated that the volume of radio traffic would be reduced by 60% on current traffic levels through the use of status reporting using data rather than voice. The service level was set to 85% answered in 7 seconds.

3.3 Results

The model estimated the following core operator numbers based on the assumptions above:

Call Type	Number of Operators	Comments
Emergency	2 (Based on 182 seconds)	Requirement remains at 2 operators for a wide range of assumptions
Administrative	2 (Based on 90 seconds)	Longer average call length (120s) increases operator requirement to 3 but only for 1 hour in a 24 hour period
Radio	3 (Based on 40 seconds)	Reducing the average transmission from 40s to 20s reduces the number of operators to 2
TOTAL	7	Reduces to 6 operators if low estimate for Radio transmissions is used

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The model only provides the number of operators required in the Control Room. Taking the average leave, sickness and other absences for the Thames Valley FRS into account an operator is only available for duty 82% of the time (the calculation is at Annex B). This means that the operator numbers need to be multiplied by 1.22 which is the ridership factor.

Thus the total operators required per shift is: **8**

- **(Calculated number of 8.54 rounded down to 8)¹**

Assuming a 4 shift system is adopted for the TVFCS Control Room this will give total operator numbers of 32 (for a shift of 8). In practice, this figure may need to be revisited based on the results of the benchmarking and in the light of professional judgement.

3.4 Benchmarking In order to provide a greater degree of confidence in the estimated operator staffing for the TVFCS Control Room staffing, a number of other FRS have been contacted and asked to provide benchmarking data for their control rooms. The FRSs contacted are:

South Wales
Hampshire
North West Fire Control
Kent
Surrey
Lancashire
West Yorkshire

They were asked to provide the following information:

Total Emergency Calls pa	Total Emergency Incidents pa	Total Admin Calls pa	Currently fully utilising status messaging Yes/No*	Shift System e.g.2/2/4	Variable Crewing Yes/No	Numbers of staff per watch (FTE)	Minimum Crewing Levels	Additional Staff & Type e.g. FCM, Training Manager	Staffing Model Applied e.g. Erlang
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Responses have been received from South Wales, North West Fire Control, Kent, Surrey and West Yorkshire. These represent a broad range sizes and situations with West Yorkshire best matching the TVFCS in terms of call data and use of status messaging. The results are summarised at Annex C.

¹ These are results from a relatively simple mathematical model, which is known to overestimate and therefore a figure of 8 operators per shift is proposed, this figure does not include any management or support roles.

THAMES VALLEY FIRE CONTROL SERVICE

4. FINANCIAL, LEGAL, RISK MANAGEMENT, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

4.1 The number of control room operators employed within the TVFCS control Room will have a significant impact on the efficiencies within the Control Room in terms of financial savings and service levels.

5. COMPLIANCE WITH THE PROGRAMME PARTNERSHIP AGREEMENT

5.1 N/A

6. CONTRIBUTION TO PROGRAMME AIMS

6.1 The setting of the staffing levels in the Control Room directly contributes to the measurement of the three strategic aims:

1. An improved service to the public and our firefighters
2. The provision of significant resilience improvements
3. The delivery of financial efficiencies

7. BACKGROUND PAPERS

7.2 The Outline Business Case – February 2013

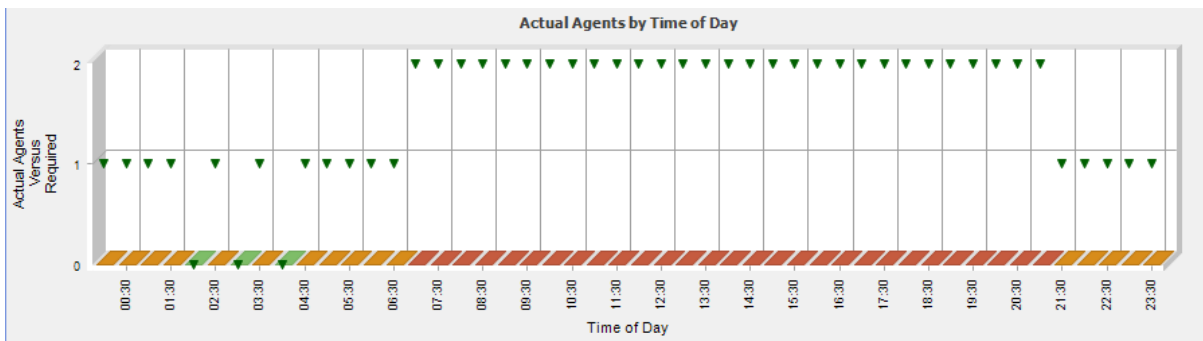
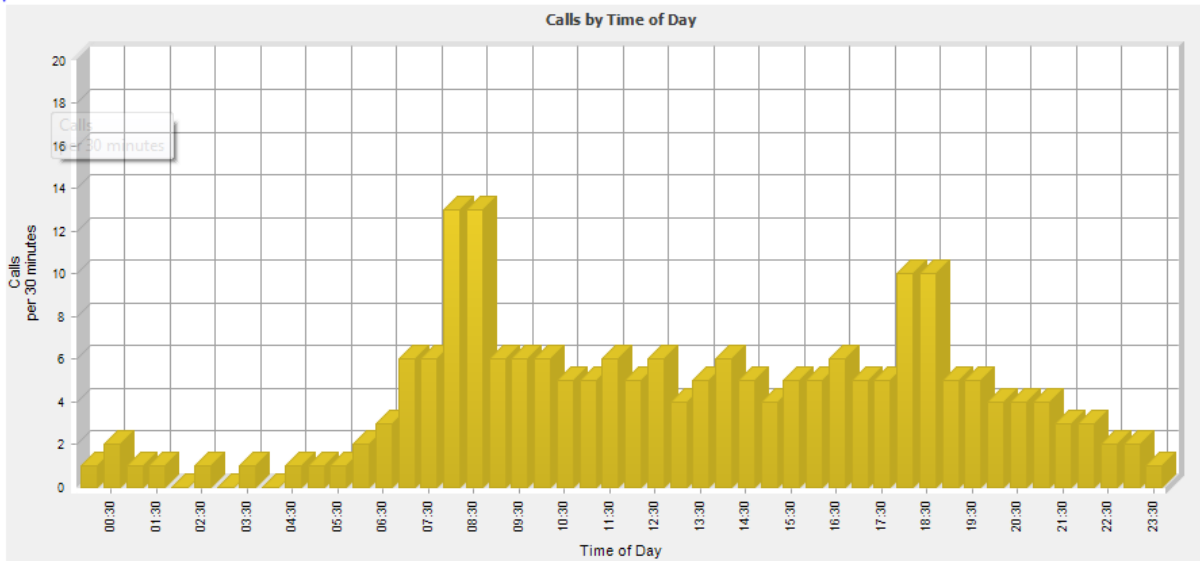
Author: Mat Carlile
OFRS Senior Responsible Owner
07774 287653

Sponsored by: Bryan Morgan / Mat Carlile / Marie Crothers
Senior Responsible Owners
07887 830223 / 07774 287653 / 07765 001907

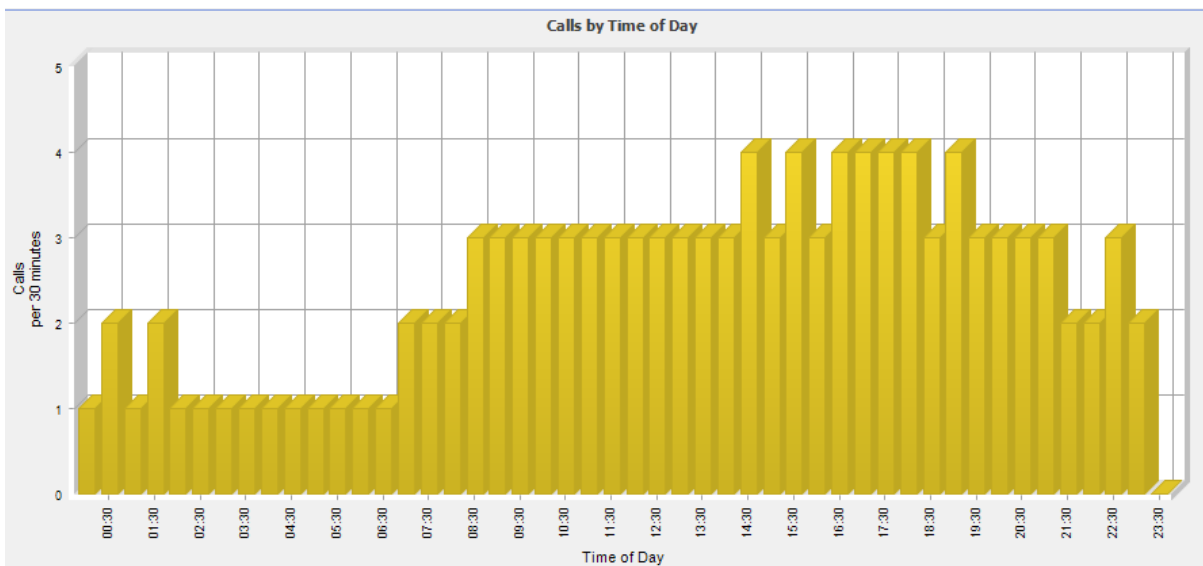
Date of report: 03 April 2013

OUTPUT FROM ERLANG C MODEL

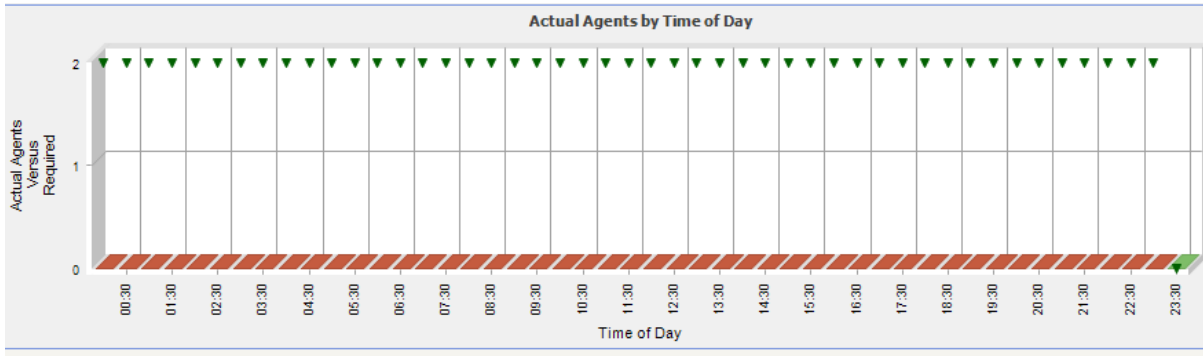
Admin (traffic reduced by 33% (effect of status), call length 90s)



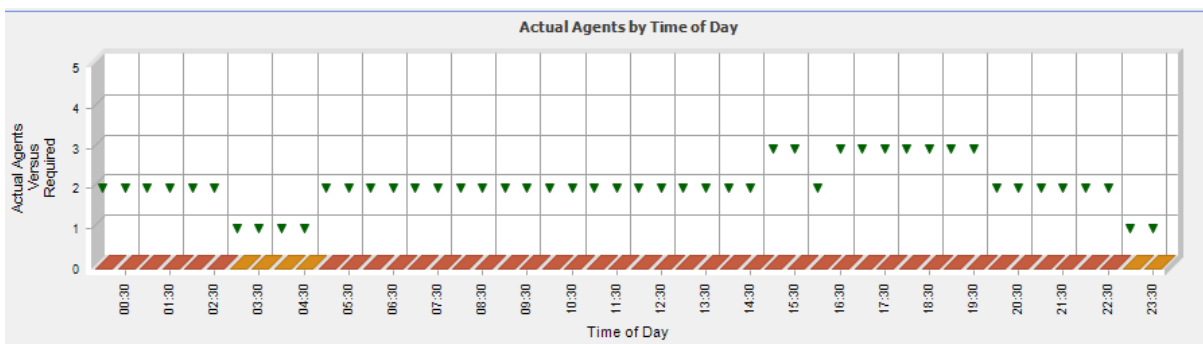
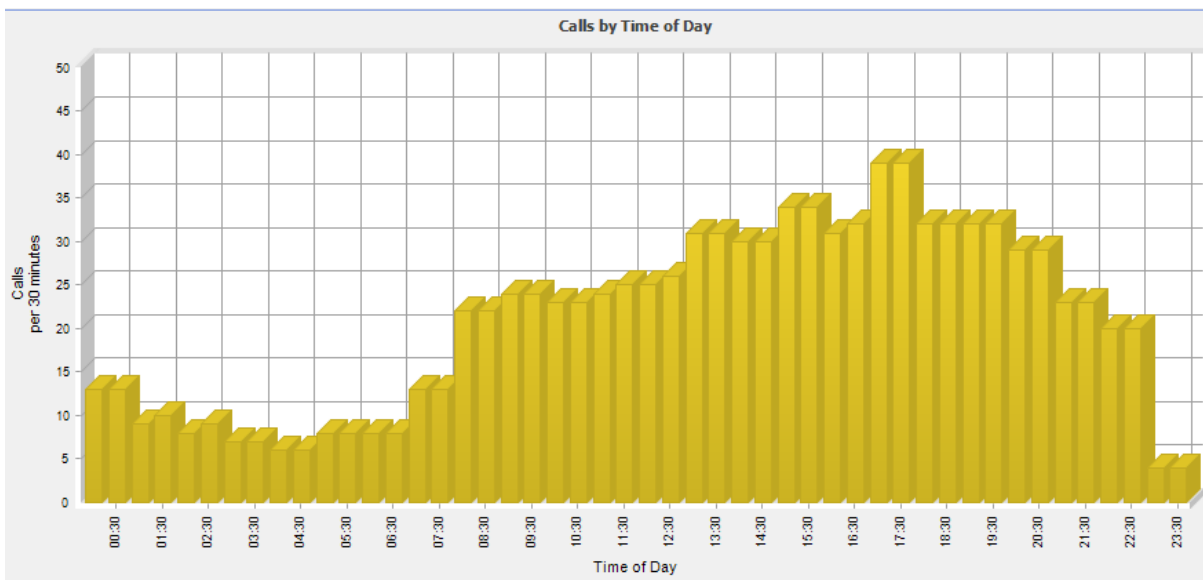
Emergency Calls



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Radio Transmissions (60% reduction in traffic (using status), 40s transmission length)



ANNEX B**PERSONNEL ABSENCES – AVAILABILITY**

The current figures for number of days operators are not available across the 3 Thames Valley FRS, derived by the HR workstream are:

Sickness	10.39
Career Break	0.07
Maternity	6.5
Other Leave	1.19
Training	2.88
Restricted Duties	4.2
Annual Leave	30
Public Hols	8
Long Service Leave	3

TOTAL 66.23 days (18% of the year)

This gives a ridership factor of 1.22 (the FiReControl estimate was 1.23 so we are very close to the national figure)

THAMES VALLEY FIRE CONTROL SERVICE

ANNEX C

Summary of Benchmarking Returns

Service	Total Emergency Calls pa	Total Emergency Incidents pa	Total Admin Calls pa	Currently fully utilising status messaging Yes/No*	Shift System e.g.2/2/4	Variable Crewing Yes/No	Numbers of staff per watch (FTE)	Minimum Crewing Levels	Additional Staff & Type e.g. FCM, Training Manager	Staffing Model Applied e.g. Erlang	NOTES
NWFC	130,320	63,873	26,064	Expectation is YES	Demand led Roster	Yes	Varies according to time of day Busy period 2/3 Team Leaders, 11/12 ConOps Quiet period 2 Team Leaders, 6/7 ConOps	Varies according to time of day Busy period 2 Team Leaders, 8/9 ConOps Quiet period 2 Team Leaders, 5 ConOps	5 Op Managers (could be TLs) covering 24/7 Op Support: 1x Ops Mgr, 3 Team Leaders, 1 ConOp	Erlang - data on demand by day and time of day	Total Establishment: 1 x Executive Director, 1 x Senior Operations Manager, 1 x Business Support Manager , 2.5 x Admin Support Control Room 5 Operations Managers – covering 24/7 9 Team leaders 37 Control Room Operators Operational Support Covering 0800 -2000 hours, requirement to maintain operational competence through be rostered to provide on shift every 6/8 weeks as working member of control staff numbers.

THAMES VALLEY FIRE CONTROL SERVICE

KENT	26000	18000	Control admin calls not audited .	Yes – available for all appliances – officers trial nearing completion.	2/2/4 – 12 hr shifts plus an overlay shift pattern covering 0700-2200 hrs	Yes – core shift of 2/2/4 with an additional overlay covering 0700-2200 hrs	7 core FTE per watch with an additional 3.45 FTE posts covering the hours of 0700-2200.	4 + overlay personnel.	1 x GM – GFCO 2XSM (Ops and HR)	N/A	
E/W SUSSEX											Contacted no response
LANCASHIRE											Contacted no response
SURREY	24632	12000	940000	Yes	2,2,4	No	6	4	No	No	
HANTS											Contacted no response
S. WALES	41988	40816	Not Measured	Yes*	2/2/4 – 12 hr shifts	Yes#	11	7	GM, SM + 3 further SMs on flexdi rota. WM Gaz admin and systems devt, WM training	None used	Comment: *Fully utilised for single pump incidents, not used for multi pump incidents so that oncoming resources are aware of what is already in attendance at an incident. #The 11th member of each watch works alternative hours to ensure that extra staff are on duty during the busiest periods of the

THAMES VALLEY FIRE CONTROL SERVICE

<p>W. YORKS</p>	<p>45,783</p>	<p>30,329</p>	<p>221,508 see Comment</p>	<p>YES</p>	<p>2,2,4 (see comment)</p>	<p>NO</p>	<p>10 see Comment</p>	<p>6 on duty 4 in control</p>	<p>1 Control Manager 1 Ops/Tng Manager 1 Systems Manager 1 Database administrator</p>	<p>Erlang</p>	<p>The recording equipment that we currently have doesn't allow us to separate admin calls. In 2011/12 we received a total of 221,508 calls into and 82,804 out of the ICCS. This number includes radio messages, internal calls, calls from officers and appliances on mobile phones and station calls. We are currently undergoing a staffing review as part of a complete review of Control. In January 2014 the duty system will be 2,2,4 supported by a Flexi-team of 6 staff (all supervisory ranks). One member of the Flexi-team will provide cover from 12:00 to 23:00 each day. The remainder will provide cover on a flexible basis between 07:30 and 00:00 to assist with training and for operational requirements. They will also be expected to provide cover on watches if staffing is reduced through sickness or other absence. Erlangs were used as a starting point for staff numbers. We also did a time and motion survey where Control staff noted down all tasks carried out and the time spent on each piece of work. This included admin and incident management (after initial mobilisation). Training requirements and historical sickness data were also</p>
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THAMES VALLEY FIRE CONTROL SERVICE

												included in the calculations. Staffing will be 9 per watch, 7 standard and minimum 6 on duty to maintain a minimum in Control of 4.
TVFCS	45776	20699	188738	Yes	2/2/4 – 12 hr shifts?	No						

THAMES VALLEY FIRE CONTROL SERVICE



PRESENTED TO:

TVFCS JOINT COMMITTEE

DATE OF MEETING:

10 DECEMBER 2015

OFFICER PRESENTING REPORT:

SAMANTHA CHAPMAN

1. PURPOSE AND SUMMARY OF REPORT

- 1.1. At its meeting on 9 September 2015, the TVFCS Joint Committee discussed performance targets for the TVFCS.
- 1.2. This report is to provide an update to the Joint Committee on the work that took place during the programme delivery period to identify performance targets, and the agreements that were reached during that period.

2. RECOMMENDATIONS

That the TVFCS Joint Committee:-

- 2.1. Note the report.

3. BACKGROUND AND SUPPORTING INFORMATION

- 3.1. During the period of programme delivery of the Thames Valley Fire Control Service, the Programme Sponsoring Group (PSG) met to oversee and provide overall strategic oversight and direction to the programme.
- 3.2. At its meeting on 11 June 2012, PSG considered the proposed performance measurements that could be collected from the current Control functions of RBFRS and OFRS (being prior to BMKFRS joining the programme), and which could be used as a baseline comparator for performance of the TVFCS once operational. PSG supported and endorsed the proposal.
- 3.3. At its meeting on 17 January 2013, PSG considered proposed targets for improvements in the performance of the TVFCS from the baseline of the separate Control functions. PSG requested amendments to the targets, and

an update to the document to reflect the inclusion of BMKFRS, and the revised paper to be brought to the next meeting in April 2013.

- 3.4. At its meeting on 11 April 2013, PSG approved the benefits realisation measures for the steady state operation of the TVFCS, with the proposed targets. This report was provided again to attendees as requested in the PSG meeting of 6 October 2014.
- 3.5. These targets have been included in the TVFCS steady state partnership agreement, agreed and signed by all three TVFCS partners on 22 April 2015.
- 3.6. The targets are contained in the TVFCS Concept of Operations, which forms part of the steady state partnership agreement -

	Benefit¹	Measure	Target
1.	Increased number of incidents handled per operator	Average number of Incidents handled per operator per shift based on the FTE establishment figures. Calculated for each 6 month period. (Note: Incidents – includes all incidents, (A)FA's and exercises)	3.8 incidents per operator per shift
2.	Time to answer calls	<ul style="list-style-type: none"> • % emergency calls answered in 5 and 10 seconds • % admin calls answered in 15 seconds 	0.5% improvement across all 3 measures – as a 6 monthly average
3.	Time to mobilise	<ul style="list-style-type: none"> • % mobilisations within 60 seconds • % mobilisations within 90 seconds • % mobilisations within 120 seconds Note: only incidents where appliances are mobilised	A 10% improvement upon existing standards
4.	Time for first attendance at incident	<ul style="list-style-type: none"> • % against IRMP response standard targets. To include actual numbers of incidents 	To meet published IRMP response standards for each Authority
5.	Improved resilience	Number of times unplanned secondary or remote buddy facilities used per year.	A maximum of 1 event in 2 years with no performance degradation
6.	Improved ability to deal with spate	% of life risk calls unanswered	0% of life risk calls unanswered
7.	Improved user interface and working environment	<ul style="list-style-type: none"> • Average hours sick per Control FTE 	Initial monitoring of performance with a target of 20% improvement over 2012 baseline from 12 months after 'Go Live'

¹ Table taken from performance measures agreed with Programme Sponsoring Group in April 2013

- 3.7. The steady state partnership agreement states that the responsibility for the review and update of the Concept of Operations resides with the TVFCS Coordination Group.
- 3.8. The performance measures and targets within the Concept of Operations are required to be reviewed by the TVFCS Coordination Group on an annual basis.
- 3.9. A forward planner for the meetings of the TVFCS Coordination Group plans for the review of the targets to take place in April 2016.

4. FINANCIAL, LEGAL, RISK MANAGEMENT, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

- 4.1. There are no Financial, Legal, Risk Management, Environmental or Equality implications identified in this report.

5. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

- 5.1. The information in this report outlines events which comply with the TVFCS Partnership Agreement.

6. CONTRIBUTION TO SERVICE AIMS

7. BACKGROUND PAPERS

- 7.1. Covering Report and Benefits Metrics FINAL for PSG 11-6-12 v1.1.docx
- 7.2. PSG Benefits Paper v1.4.pdf (11 April 2013)

Author: Samantha Chapman
TVFCS Programme Manager
07825 314793

Sponsored by: AM Mat Carlile
AM Bryan Morgan
AM Greg Smith

Date of report: 26 October 2015

THAMES VALLEY FIRE CONTROL SERVICE



THAMES VALLEY FIRE CONTROL SERVICE

2015/16 BUDGET UPDATE

PRESENTED TO: JOINT COMMITTEE

DATE OF MEETING: 10 DECEMBER 2015

OFFICER PRESENTING REPORT: BRYAN MORGAN – AREA MANAGER,
ROYAL BERKSHIRE FIRE AND RESCUE
SERVICE

1. PURPOSE AND SUMMARY OF REPORT

- 1.1 To advise the Joint Committee of the current position of the Thames Valley Fire Control Service 2015/16 budget position as at the end of October 2015.

2. RECOMMENDATIONS

The Joint Committee is invited to:

- 2.1 **Note** the contents of the report.

3. BACKGROUND AND SUPPORTING INFORMATION

- 3.1 The TVFCS budget for 2015/16 financial year was set and approved by the Programme Sponsoring Group in February 2015.
- 3.2 The operating budget for 2015/16 was set at £1,985,590 with a contingency budget of £150,000 consisting of a 'set aside' of £50,000 from each Authority.
- 3.3 At the six month point the outturn at year end is anticipated to be approximately £1,904,000 or £81,000 under budget. Appendix 'A' contains the full breakdown.
- 3.4 The allocated staff budget was set at £1,451,929. The profiled budget at this stage was set at £842,408. The actual spend to date is £733,307. This underspend of £109,000 is primarily due to not being at the full staff establishment and TVFCS not 'Going Live' until three weeks into the new financial year.
- 3.5 The Technology costs were budgeted at £278,962. Currently these costs are estimated to come in above the budget by approximately £14,000. This is primarily due to a higher than expected number of calls to national rate numbers, Thames Valley Police in particular, increased SMS messaging for Officer mobilisation and Airwave charges for radio usage.

THAMES VALLEY FIRE CONTROL SERVICE

- 3.6 Corporate charges by RBFRS will come in under budget by approximately £20,000 due to the 'Go Live' not occurring until three weeks into the 2015/16 financial year.
- 3.7 In accordance with Schedule 7 clause 12.1 of the steady state Legal Agreement any underspend will be reimbursed to the Fire Authorities in accordance with the cost apportionment model.
- 3.8 Should Members agree with the recommendations within the staffing paper to appoint an additional trainer and admin support posts it is probable these posts can be funded from the 2015/16 underspend.

4. FINANCIAL, LEGAL, RISK MANAGEMENT, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

- 4.1 This report confirms that, at the time of writing, the operating costs of TVFCS will come in approximately £80,000 under budget.
- 4.2 It is not anticipated that the contingency fund will be required during the 2015/16 financial year.

5. COMPLIANCE WITH THE PROGRAMME PARTNERSHIP AGREEMENT

- 5.1 The contents of this report comply with the Steady State Legal Agreement.

6. CONTRIBUTION TO TVFCS AIMS

- 6.1 The recommendations in this report support the aim of delivering a joint Control function which will operate for a period of 15 years.

7. BACKGROUND PAPERS

- 7.1 Programme Sponsoring Group minutes – February 2015

Author: Bryan Morgan
RBFRS – Senior Responsible Owner
07887 830223

Sponsored by: Paul Southern
RBFRS – Assistant Chief Fire Officer
07899 066257

Date of report: 25th November 2015

Out Run for Financial Year 2015-2016
Employment Costs
Overtime provision for major incidents
Bank Holliday OT
Mileage and Subsistence
Uniforms
Recruitment
Sub Total Staff
Capita Mobs System (maint)
DS3000 (for primary and secondary) ICCS
Telephony (rental) via unicorn
Telephony (rental) at Kiddlington (5 lines)
Telephone call charges, modems for mobilisation and SMS
EISEC Calcot (999 caller location)
EISEC Kiddlington (999 caller location)
UNICORN network (Berks,Bucks, Oxford)
UNICORN network Northallerton (Remote buddy)
Smart services to switch 999 lines
Groomer annual maintenance and support
Airwave rental (SAN I ,B) (Primary,secondary) (7+8)
PLR support for 9 TVFCS firewalls
copper MPLS at Kiddlington (5 lines)
Interpose bureau licence (mapping)
Sub Total Technology
OFRS Costs
Facilities
Finance
HR
ICT
Procurement & legal costs
Health & Safety
Liability and Equipment Insurance
Management
Sub Total Corporate
Total

Orginal Profile Validation	Out run to end of FY
£1,398,598.00	£1,304,362.86
£30,000.00	£42,665.47
£0.00	£5,632.33
£10,000.00	£8,435.07
£2,000.00	£2,030.62
£2,000.00	£2,594.67
£1,442,598.00	£1,366,279.22
£84,253.00	£82,622.15
£70,000.00	£70,000.00
£25,284.00	£25,829.60
£1,300.00	£1,300.00
£10,000.00	£26,000.00
£7,000.00	£7,000.00
£2,000.00	£2,000.00
£38,856.00	£38,856.00
£8,360.00	£8,360.00
£12,285.00	£12,285.00
£5,000.00	£5,000.00
£18,271.00	£20,426.00
£1,800.00	£1,800.00
£1,244.00	£1,224.00
£2,640.00	£0.00
£288,293.00	£302,702.75
£21,448.00	£21,448.00
£86,911.00	£81,479.00
£14,939.00	£14,005.25
£33,868.00	£31,752.00
£62,600.00	£58,687.25
£9,900.00	£9,281.25
£8,563.00	£8,027.50
£6,637.00	£6,162.00
£9,833.00	£9,218.75
£254,699.00	£234,699.00
£1,985,590.00	£1,903,680.97



THAMES VALLEY FIRE CONTROL SERVICE 2016/17 FINANCIAL YEAR BUDGET

PRESENTED TO: JOINT COMMITTEE

DATE OF MEETING: 10 DECEMBER 2015

OFFICER PRESENTING REPORT: BRYAN MORGAN –AREA MANAGER,
ROYAL BERKSHIRE FIRE AND RESCUE
SERVICE

1. PURPOSE AND SUMMARY OF REPORT

- 1.1 To advise the Joint Committee of the proposed Thames Valley Fire Control Service (TVFCS) budget for the 2016/17 financial year.

2. RECOMMENDATIONS

The Joint Committee is invited to:

- 2.1 **Agree** the TVFCS budget for the 2016/17 financial year of £2,084,607
- 2.2 **Recommend** to their respective Fire Authorities the TVFCS budget for steady state operation for the financial year 2016/17, and the individual Fire Authorities' contributions to this budget.

3. BACKGROUND AND SUPPORTING INFORMATION

- 3.1 As part of the justification to deliver the Thames Valley Fire Control Service, a Business Case was developed outlining expected costs and savings to the partners - Oxfordshire County Council (OCC) and Royal Berkshire Fire Authority (RBFA). This Business Case was approved by the respective Fire Authorities on 17 July 2012.
- 3.2 Following agreement in December 2012 that Buckinghamshire and Milton Keynes Fire Authority (BMKFA) would join the partnership, the Business Case and Cost Apportionment Model were revised for the three partner Authorities.
- 3.3 The steady state apportionment model between the respective fire authorities is; RBFA 38%, OCC 28% and BMKFA 34% (the apportionment is based upon number of emergency incidents attended, council tax base and population). The apportionment profile is subject to review at three yearly intervals with the first review due in 2017 to inform the 2018/19 budget.

- 3.4 The steady state legal agreement provides a budget setting and approval process, which is for the Coordination Group to recommend to the Joint Committee the proposed budget and respective contributions required from each fire authority. The Joint Committee agree the budget and apportionment, which is then recommended to the respective fire authorities for consideration in their annual budget setting process.
- 3.5 The Coordination Group has now identified a steady state budget it believes appropriate to recommend to the Joint Committee and the respective Fire Authorities for approval.
- 3.6 It is proposed that the 2016/17 TVFCS Budget is set at £2,084,607. In January 2015 the 2016/17 forecast budget was £1,858,082. Accordingly this is an increase above the forecast of £226,525. However the overall savings for year two are projected to be £1,528,393.
- 3.7 The staffing budget for 2016/17 has risen from the provisional estimate of £1,280,421 to £1,464,413, an increase of £183,992. This figure has increased due to substantiating four fixed term staff onto permanent contracts and the decision not to automatically reduce staffing levels in April 2016 and a rise in National Insurance contributions.
- 3.8 In addition to the staff costs there is also anticipated expenditure arising from running an additional recruitment campaign, the introduction of a training budget, increased running costs of the TVFCS technology. Detailed figures for these and other areas are in **Appendix A**.
- 3.9 In accordance with the Apportionment Model the operating costs require contributions from RBFA of £792,151, OCC £583,690 and BMKFA £708,766.
- 3.10 There is also the £50,000 capital contribution into the renewals fund to be factored into the 2016/17 budget as highlighted in the table at 3.15.
- 3.11 The first years' budget was set with a number of estimates, as it was not possible to set an accurate figure, until a period of steady state operation had elapsed. Examples of this include utility bills at the new RBFRS Headquarters, staff running costs etc.
- 3.12 Subject to the outcomes of the staffing review in TVFCS, the budget may vary from that submitted in this report.
- 3.13 The table at 3.14 provides a comparison between the original business case, the 2015 forecast of operating costs for the first 10 years of TVFCS and an updated budget proposal for 2016/17. The figures in the first two sections of the table are as reported to the Programme Sponsoring Group (PSG) as part of the budget setting process for 2015/16. The year 2 forecast savings were, in part, based upon an assumption of a reduction in staff numbers by one per watch, 12 months post go live.
- 3.14 As there were a number of unknown factors in year one, PSG agreed to a £150,000.00 contingency fund, which is included in the 2015 financial forecast figures below. At the time of writing this report no additional contingency funds are required going forward.

3.15

ORIGINAL BUSINESS CASE (2012)				
Item	BMKFRS (34%)	OFRS (28%)	RBFRS (38%)	Total
Costs of individual control rooms in each FRS	£1,304,000	£980,000	£1,329,000	£3,613,000
Forecast TVFCS Running Cost	£615,000	£507,000	£687,000	£1,809,000
Capital Injects (pa)	£45,000	£90,000	£46,000	£181,000
Projected annual savings	£644,000	£383,000	£596,000	£1,623,000
Projected 10 year savings	£6,440,000	£3,830,000	£5,960,000	£16,230,000
10 year savings reported (DCLG)				£16,230,000
FINANCIAL FORECAST JANUARY 2015				
Year 1 cost inc. £50,000 contingency per FRS	£726,101	£597,965	£811,524	£2,135,590
Year 1 savings	£577,899	£382,035	£517,476	£1,477,410
Year 2 (2016/17) cost inc. proposed reduction in staffing	£631,748	£520,263	£706,071	£1,858,082
Year 2 onward savings	£672,252	£459,737	£622,929	£1,754,918
10yr savings	£6,628,167	£4,519,668	£6,123,837	£17,271,672
Capital Injects (10 years)	£500,000	£500,000	£500,000	£1,500,000
Total 10 yr Savings	£6,128,167	£4,019,668	£5,623,837	£15,771,672
Variance	-£311,833	£189,668	-£336,163	-£458,328

2016/17 PROPOSED BUDGET				
Year 2 revised cost	£708,766	£583,690	£792,151	£2,084,607
Year 2 revised savings	£595,234	£396,310	£536,849	£1,528,393
Revised 10yr savings	£5,935,005	£3,948,825	£5,349,117	£15,232,947
Capital Injects (10 years)	£500,000	£500,000	£500,000	£1,500,000
Total Savings	£5,435,005	£3,448,825	£4,849,117	£13,732,947
Variance	-£1,004,995	-£381,175	-£1,110,883	-£2,497,053

4. FINANCIAL, LEGAL, RISK MANAGEMENT, ENVIRONMENTAL AND EQUALITY IMPLICATIONS

4.1 Financial. This report updates the original Business Case, and identifies the projected savings to each of the TVFCS partners and the contributions from each Fire Authority for the second year of operation. It should be noted that the proposed budget in this paper represents TVFCS in steady state operation, however at this time partners are supporting transition to steady state, with additional resources and associated costs.

- 4.2 Any additional work arising from the gateway review or Member direction will require scoping and the provision of resources. Associated costs to support these initiatives will also need to be factored into the project planning process.
- 4.3 Legal. The process identified in the steady state legal agreement is being followed for the approval of this years' budget and partner contributions. Each Fire Authority's own processes will need to be followed for approval of their respective contributions.

5. COMPLIANCE WITH THE PROGRAMME PARTNERSHIP AGREEMENT

- 5.1 The recommendations in this report comply with the Steady State Legal Agreement.

6. CONTRIBUTION TO PROGRAMME AIMS

- 6.1 The recommendations in this report support the programme aims of delivering a joint Control function which will operate for a period of 15 years.

7. BACKGROUND PAPERS

- 7.1 TVFCS Outline Business Case v2.0 (Final) - July 2012
- 7.2 Programme Sponsoring Group Agenda February 2015

Author: Bryan Morgan
RBFRS – Senior Responsible Owner
07887 830223

Sponsored by: Paul Southern
RBFRS – Assistant Chief Fire Officer
07899 066257

Date of report: 30th November 2015

TVFCS Budget			
	2016/17	2015/16	% Change
Staff			
Employment Costs	1,464,413	£1,407,929	4.01%
Overtime provision	£31,000	£30,000	3.33%
Mileage and Subsistence	£10,000	£10,000	0.00%
Uniforms	£2,000	£2,000	0.00%
Training	£7,600	£0	
Recruitment	£4,000	£2,000	100.00%
Sub Total	£1,519,013	1,451,929	4.62%
Corporate			
Facilities	£84,705	£86,911	-2.54%
Finance	£14,939	£14,939	0.00%
HR	£33,868	£33,868	0.00%
ICT	£64,019	£62,600	2.27%
Procurement & legal costs	£9,900	£9,900	0.00%
Health & safety	£8,595	£8,563	0.37%
Liability and Equipment Insurance	£7,441	£6,637	12.11%
Management	£14,453	9,833	46.98%
Sub Total	£237,920	£233,251	2.00%
Other			
Equipment purchases	£5,000	£0	
OFRS Costs	£22,511	£21,448	4.96%
Sub Total	£27,511	£21,448	28.27%
Technology			
Capita Mobs System (maint)	£84,253	£84,253	0.00%
DS3000 (for primary and secondary) ICCS	£75,000	£70,000	7.14%
Telephony (rental) via unicorn	£25,284	£25,284	0.00%
Telephony (rental) at Kidlington (5 lines)	£1,300	£1,300	0.00%
Telephone call charges and modems for mobilisation	£22,320	£10,000	123.20%
SMS Charges for Officer mobilisation	£5,000	£0	
EISEC Calcot (999 caller location)	£7,000	£7,000	0.00%
EISEC Kiddlington (999 caller location)	£2,000	£2,000	0.00%
UNICORN network (Berks,Bucks, Oxford)	£38,856	£38,856	0.00%
UNICORN network Northallerton (Remote buddy)	£8,360	£8,314	0.55%
Smart services to switch 999 lines to secondary control or elsewhere	£12,285	£3,000	309.50%
Additional Airwave Radio for training and Op Exit	£1,541	£5,000	-69.18%
Airwave rental (SAN I ,B) (Primary,secondary) (7+8)	£18,886	£18,271	3.37%
PLR support for 9 TVFCS firewalls (if problem cannot be fixed remotely)	£1,800	£1,800	0.00%
Monitoring Solution suport (Estimate)	£5,250	£1,244	322.03%
RBFRS switch from Easynet to Unicorn	£3,028	£2,640	14.70%
Sub Total	£312,163	278,962	11.90%
Alarm Receiving Centre Income	£12,000		
Total Budgeted Expenditure	£2,084,607	£1,985,590	4.99%
Contingency	£150,000	£150,000	0.00%
Upper limit of TVFCS expenditure without further FA approval	£2,234,607	£2,135,590	4.64%
Apportionment			
OFRS	£583,690	£555,965	4.99%
BMKFRS	£708,766	£675,101	4.99%
RBFRS	£792,151	£754,524	4.99%
Total	£2,084,607	£1,985,590	4.99%

Year 1 (2015/16)								
					Salary	NI	Pension	Total
Control Operators	20	34,558	691,160		27,877	1,989	4,692	34,558
Crew Managers	12	38,412	460,944		30,906	2,304	5,202	38,412
Control Watch Manager B	4	43,063	172,252		34,562	2,684	5,817	43,063
Control Manager (SMB)	1	49,537	49,537		39,650	3,213	6,674	49,537
Training Manager (SMD)	1	46,200	46,200		37,028	2,940	6,232	46,200
	38		1,420,093					
Year 2 (2016/17)								
					100.75%	13.80%	17.00%	
Control Operators	20	35,624	712,480		28,086	2,763	4,775	35,624
Crew Managers	12	39,615	475,380		31,138	3,184	5,293	39,615
Control Watch Manager B	4	44,433	177,732		34,821	3,692	5,920	44,433
Control Manager (SMB)	1	51,138	51,138		39,947	4,400	6,791	51,138
Training Manager (SMA)	1	47,683	47,683		37,306	4,035	6,342	47,683
Total	38		1,464,413					

	m ²		
Ground Floor	1,756.39	Karl at HUB	
First Floor	1,637.45	Karl at HUB	
Total Floor Space	3,393.84		
Control Suite	334.3	Karl at HUB	
Corridor	30.7	Karl at HUB	
	365.0		
Control as % of HQ	11%		
Control Staff	38	Fixed for 2015/16	
Total Staff	621	Fixed for 2015/16	
Control as % of staff	6%		
NBV Buildings excl HQ	11,021,353		
HQ	6,000,000		
	17,021,353		
Control	660,000		
Control NBV as % of Estate	4%		

		Comments
"Rent"	17,334	Control proportion of HQ depreciation by floor space
Reception	4,930	Employee costs proportion by floor space
Estates Management	8,138	Employee costs proportion by floor space
Rates	15,212	proportion by floor space
Gas	5,115	proportion by floor space x2 (uplift for additional hours at night and weekends)
Electricity	23,760	proportion by floor space x2 (uplift for additional hours at night and weekends)
Water	2,956	proportion by floor space x2 (uplift for additional hours at night and weekends)
Grounds Maintenance	849	HQ cost apportioned by floor area
Waste	500	HQ cost apportioned by floor area
Gas suppression system for servers	585	HQ cost apportioned by floor area
Cleaning	849	HQ cost apportioned by floor area
Access Control	857	Apportioned by staff numbers
Photocopier	720	Rental of one photocopier
Stationery	2,000	Estimate
Generator maintenance	900	£1780+VAT for 2 generators i.e. half as the pro-rata for the Control generator). AP email 3/11/14
	84,705	

No recharge for secondary as will be used for non-TVFCS purposes
 Proportions based on staff take account of 24/7 working

payroll contract		contract as % of staff	2,448	apportioned by staff numbers					
bank charges			165	apportioned by staff numbers					
actuary			122	KPMG recharge from RBWM, apportioned by staff numbers					
Seminars, training			135	apportioned by staff numbers					
		%							
Head of Finance	64,103	5.0%	3,205	% of time spent on control					
Senior Accountancy Assistan	42,026	6.1%	2,564	apportioned by staff numbers					
Payroll Officer	34,621	6.1%	2,112	apportioned by staff numbers					
Accounts Supervisor	27,909	6.1%	1,702	apportioned by staff numbers					
Accounts Assistant	27,451	1.1%	302	number of control invoices					
Accountant	21,840	10.0%	2,184	% of time spent on control					
			12,069						
				14,939					

	<u>Cost Centre :</u>	<u>F21-401</u>
	<u>HUMAN RESOURCES</u>	
<u>Detail Code</u>	<u>Description</u>	<u>BUDGET</u>
		<u>2016/17</u>
		<u>£</u>
061	Salaries	304,920
064	Overtime	2,720
099	National Insurance	23,420
101	Pensions	52,090
381	Occupational Health	170,330
BUDGET		553,480
	Apportioned by staff numbers	33,868

			38	621	227	20.0737
	Apportionment Basis					
Head of IS	Number of TVFCS staff divided by total FTE RBFRS staff	84,000	5,140			
Senior IS Business Analyst	Not working on TVFCS					
Communications Officer	Administration of Unicorn contract (only BT networks and telephony from inception of 999 call to the router in other TVFCS partners) [2*4=8 meetings: 4 days ; validation of telephony invoices: 3 days] Administration of Capita contract (mobilising and ICCS) [12 meetings: 3 days ; validation of Capita invoices: 0.5 days] Administration of Airwave radios in TVFCS [0.5 days] Managing 5 communications support staff working on TVFCS [6 days] Escalation of faults and overview of ongoing TVFCS communication issues, including SANH [4 days]	59,913	5,543			
Communications Systems Engineer	Lead on day-to-day faults on telephony and technical faults on TVFCS communication systems [12 days] Out of hours dealt with separately.	39,334	2,079			
Communication Technician	Training [2 days] Out of hours dealt with separately	38,728	341			
Communication Technician	Training [2 days] Out of hours dealt with separately	38,728	341			
IS Business Analyst	Working on IT systems used by TVFCS staff	42,000	2,570			
IS Officer	Number of TVFCS staff divided by total FTE RBFRS staff	60,387	3,695			
IT Support Officer (3 days)	Number of TVFCS staff divided by total FTE RBFRS staff	20,756	1,270			
IT Support Officer	Number of TVFCS staff divided by total FTE RBFRS staff. Out of hours dealt with separately.	25,010	1,530			
IT Support Officer	Number of TVFCS staff divided by total FTE RBFRS staff. Out of hours dealt with separately.	29,243	1,789			
Senior IT Support Officer	Number of TVFCS staff divided by total FTE RBFRS staff. Out of hours dealt with separately.	34,621	2,119			
Webmaster	Number of TVFCS staff divided by total FTE RBFRS staff	30,576	1,871			
Out of Hours	Total retainer of £24,000 per annum for a 24/7/365 rota with 6 people on the rota. One person covering communications and the other person covering IT. 25% of this cost is chargeable to TVFCS.		6,000			
Out of Hours	Call out costs: 4 call outs per week at double time at 3 hours per call out. 25% of this cost is chargeable to TVFCS		6,263	40,551		
Training costs of out of hours staff	2 courses (Vision system and DS3000) @ £2,000 (from April 2015)		4,000			
Replacement of extreme switches	7 year life	21,750	3,107			
PLR network support for back office	£2,000 per year	2,000	122			
Replacement of 6 network switches	7 year life	2,400	343			
Aerohive wireless support	£50 x 4 devices per annum. Already paid three years from Programme budget.		0			
Support for Network switches in Control	£1,305 annually from Oct 2015	1,305	0			
PC & Screen Recharge (control positions)	£610 per PC and screen, 10 for Primary and 4 for Training Room (spate), 1 in WM office and 6 for Kidlington	12,810	5,050			
PC for connection to wall displays	£610 per PC	610	203			
Screens for walls		1,380	460			
PC and screen Recharge other	Training Manager and Control Manager	1,220	407			
6 Admin Servers (5 year life)		8,400	514			
SAGE		15,000	918			
Trove (M-hance)		10,500	643			
Firewatch	Excludes cost of mobilising module (API) of £5k per annum	37,463	2,292			
No recharge for Chemdata as each Brigade has own licence						
Email, archiving and backup services		12,241	749			
Sophos		8,750	535			
4 Mobile phone call charges			500			
Use of RBFRS Admin Lines			500			
Fallback phone PABX maintenance	Toshiba Strat IP-CIX100		175			
Replacement of 16 PABX phones (7 year life)		1,520	217			
Replacement of wireless access points X 4 over 5 years		3,091	618			
Cisco ASA55/15 Firewalls X 7	7 year life	13,055	1,865			
Cisco ASA55/05 Firewalls X 5	7 year life	1,750	250			
			64,019			

	Information Technology	119				
account_code	Description	Budget	Recharge	Additions	Savings	Revised IT Budget
061	Salary - Non Uniformed Employees	508,060		30,000		538,060
099	NI - Non Uniformed	44,280				44,280
101	Local Govt Pension	78,530				78,530
116	Training - Non Uniformed	7,000		4,000		11,000
310	Ops Equipment Purchase	18,500				18,500
318	IT Development	31,980				31,980
319	IT Software Maintenance	241,900		12,400		254,300
320	IT Computer Equipment	14,550		15,360		29,910
322	Firewatch V7.5	126,500				126,500
323	New BHQ computer equip	54,000				54,000
342	IT Hardware Maintenance	21,930				21,930
	SAN H			15,101		15,101
	GBN			5,160		5,160
	Control Link from Warwickshire			1,027		1,027
387	Firelink	310,330				310,330
388	Catering / Mess Recharge	200				200
390	Radio Equipment	84,440			-33,345	51,095
391	Telephones / Pagers	263,430	-500	2,717	-7,584	258,063
392	Cell Phones	50,920	-500			50,420
394	Remsdaq	39,240			-29,296	9,944
395	Other Communications	9,190				9,190
450	Library	11,500				11,500
459	Postage	200				200
471	Travel/Subsistence	9,930				9,930
475	Travel - Training	250				250
649	Miscellaneous	1,850				1,850
	SAN H recharged income			-12,081		-12,081
	Control Link GBN recharged income			-4,128		-4,128
778	Grant	-240,000				-240,000
	Salary Recharge		-40,551			-40,551
319	Software licences Recharge		-5,137			-5,137
	PCs, Servers and Coms Recharge		-13,209			-13,209
	Out of hours training Recharge		-4,000			-4,000
	PLR recharge		-122			-122
						0
		1,688,710	-64,019	69,556	-70,225	1,624,022
			64,019			-64,688
			0			

Cost Centre :A21-111

<u>PROCUREMENT</u>		
<u>Detail Code</u>	<u>Description</u>	<u>BUDGET</u>
		<u>2016/17</u>
		<u>£</u>
061	Salaries	117,070
062	Agency Staff	78,000
099	National Insurance (NU)	7,710
101	Pensions (LGPS)	17,000
779	Buckinghamshire Income	-58,000
BUDGET		161,780
	Apportioned by staff numbers	9,900

No legal costs in year 1 but will be in future years when contracts are re-tendered

	<u>Cost Centre :</u>	<u>C21-218</u>
	<u>HEALTH & SAFETY</u>	
<u>Detail Code</u>	<u>Description</u>	<u>BUDGET</u>
		<u>2016/17</u>
		<u>£</u>
061	Salaries	112,250
099	National Insurance	9,130
101	Pensions (LGPS)	19,080
BUDGET		140,460
	Apportioned by staff numbers	8,595

	Excl. flex	Proportion	
			-
Area Manager	72,264	20%	14,453
			14,453

OXFORDSHIRE Costs													
				£									
ARC back office admin	30,211.69	5.0%	1,511.00		1 day per mth, calculated for salary+oncosts for 2015/2016								
Secondary control			21,000.00		includes IT support, utilities, 'rent'								
				22,511.00									

TVFC Joint Committee's Forward Plan

ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	PART I / II
Draft TVFC Annual Report	21.03.16			Agree and recommend to each annual Fire Authority meeting	Co-ordination Group	Part I
Update on the delivery of outstanding elements of Capita Systems and their impact on performance	21.03.16			Note	Nathan Travis	Part I
Staffing Update and recommendations	21.03.16			Agree	Bryan Morgan	Part I
TVFC performance and changes since December 2016	21.03.16			Note	Nathan Travis	Part I
Equipment and software replacement	21.03.16			Note	Co-Ordination Group	Part I
Budget Update	21.03.16			note	Conor Byrne	Part I

Schedule 3 Joint Committee

Part A

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 **Error! Reference source not found.** (Decision Making by TVFCS) and any matters reserved by law or otherwise to the Joint Committee.

Part B**Joint Committee Standing Orders****Part 1 Joint Committee Meetings****1. INTERPRETATION OF THE STANDING ORDERS**

- 1.1. If there is any conflict between these Standing Orders and the Local Government (Access to Information) Act 1985 the Act shall prevail.
- 1.2. The ruling of the Chairman as to the meaning or application of any of the Standing Orders in Part 1 or as to any aspect of the Joint Committee's procedure (including the order of business) shall be conclusive and shall not be challenged at any meeting of the Joint Committee nor open to discussion.
- 1.3. References to the Secretary shall include such other named officers authorised by them to act on their behalf.

2. MEMBERSHIP OF THE JOINT COMMITTEE

- 2.1. Each Fire Authority shall appoint two of its members to be a member of the Joint Committee and may nominate substitute members provided that OCC's appointed members and substitute members are members of its Executive.
- 2.2. A Fire Authority shall notify the Secretary of the names and contact address of its representatives and of any replacement representative. Once notified to the Secretary, a member shall continue to hold membership unless he/she ceases to be a member of a Constituent Authority or until a replacement member is so notified to the Secretary.

3. PLACE AND TIME OF MEETINGS

- 3.1. Meetings of the Joint Committee shall be held:
 - 3.1.1. at such mutually convenient times as are agreed by the Joint Committee; and
 - 3.1.2. at the premises of the Chairman.
- 3.2. In addition to any extraordinary meetings called by the Chairman at his discretion or on the request in writing of any member of the Joint Committee, meetings will generally be held in March, July (annual meeting), September and December each year at times and on dates fixed at the annual meeting unless the Joint Committee decides otherwise.
- 3.3. At the appointed time the proceedings at a meeting of the Joint Committee shall commence by the Chairman calling the Joint Committee to order.

4. NOTICE, AGENDA AND REPORTS

- 4.1. The Secretary shall send to members a notice to attend a meeting of the Joint Committee together with the minutes of the preceding meeting and an agenda not less than five (5) Business Days before the meeting.

- 4.2. Want of service of the notice on any member of the Joint Committee shall not affect the validity of the meeting.
- 4.3. The agenda shall include a printed copy of any plans, strategies or reports in all matters where a recommendation is to be made to the Joint Committee pursuant to clause **Error! Reference source not found.** (Decision Making Within TVFCS).
- 4.4. All such recommendations which are submitted to the Joint Committee, so far as practicable, shall be set out clearly in the form of resolutions to be considered by the Joint Committee.

5. ATTENDANCE OF OFFICERS

- 5.1. A Chief Fire Officer and/or Principal Officer from each of the Fire Authorities, and any member of the Coordination Group, shall be entitled and may be required to attend meetings of the Joint Committee in a non-voting capacity.

6. SUBSTITUTES

- 6.1. Substitute members are permitted to attend a meeting of the Joint Committee.
- 6.2. If a member is not able to attend a meeting, his Fire Authority may give to the Secretary notice in writing including the name of the member to attend in his place. If possible notice should be given by 4.00 p.m. on the day before the meeting and not later than the start of the meeting.
- 6.3. A member appointed as substitute shall have the same responsibilities and duties as the members of the Joint Committee whom they are substituting.

7. RECORD OF ATTENDANCES

- 7.1. Every member of the Joint Committee attending a meeting of the Joint Committee shall sign the attendance book or sheet but any omission may be rectified by the Secretary to the Joint Committee.

8. INTERESTS OF MEMBERS

- 8.1. If any member, under the Code of Conduct applicable to the Fire Authority which he/she represents, has a personal interest in any matter then he shall declare the interest and the reasons why it arises, at the earliest opportunity in the meeting (which will usually be under the agenda item on members' interests). If that interest is also a disclosable pecuniary interest, while such matter is considered, the member must withdraw from the meeting.

9. ADMISSION OF PUBLIC AND PRESS

- 9.1. The public and press shall be admitted to all the meetings of the Joint Committee unless excluded by resolution in accordance with the provisions of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985.
- 9.2. The Chairman may give the Secretary directions as to arrangements for the admission of the public.
- 9.3. No member of the public shall interrupt or take part in the proceedings at any

meeting. If any member of the public interrupts or behaves in a disorderly manner at any meeting, the Chairman may, after warning, order his removal from the room, or may order that the part of the room open to the public shall be cleared.

- 9.4. The Chairman may at any time, if he thinks it desirable in the interest of order, move that the meeting be adjourned or suspended, and if the motion is carried, the meeting shall be adjourned or suspended to a time to be determined by the members.

10. MOTIONS AFFECTING EMPLOYEES

- 10.1. If any question arises at a meeting of the Joint Committee as to the appointment, promotion, dismissal, salary, superannuation or conditions of service, or as to the conduct or ability of any person employed by a Fire Authority to carry out work in connection with TVFCS, a motion to exclude the public and press shall be moved forthwith by the Chairman and put without debate.

11. APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN AND SECRETARY

- 11.1. At the first meeting of the Joint Committee, and then at the first meeting in any Financial Year from July 2016 which shall be the Annual General Meeting (**AGM**), the Joint Committee shall appoint a Chairman and a Vice Chairman in accordance with this paragraph 11.

- 11.2. Chairmen shall be appointed in the following order of rotation:

11.2.1. until the 2016 AGM the Chairman shall be a member of RBFA;

11.2.2. until the 2017 AGM the Chairman shall be a member of BMKFA; and

11.2.3. until the 2018 AGM the Chairman shall be a member of OCC,

and the above order of rotation shall apply for subsequent years.

- 11.3. Vice Chairmen shall be appointed in the following order of rotation:

11.3.1. until the 2016 AGM the Vice Chairman shall be a member of BMKFA;

11.3.2. until the 2017 AGM the Vice Chairman shall be a member of OCC; and

11.3.3. until the 2018 AGM the Vice Chairman shall be a member of RBFA,

11.3.4. and the above order of rotation shall apply for subsequent years.

- 11.4. The Chairman and Vice Chairman of the Joint Committee shall each hold office until:

11.4.1. the next AGM of the Joint Committee when a new Chairman and Vice Chairman of the Joint Committee shall be appointed provided that the first Chairman and Vice Chairman shall be appointed until the AGM in July 2016;

11.4.2. he/she ceases to be a member of the Joint Committee; or

11.4.3. he/she resigns from the office of Chairman or Vice Chairman by notification in writing to the Secretary to the Joint Committee.

- 11.5. At the first meeting of the Joint Committee, the members shall agree which member of RBFA will be appointed as Chairman and which member of BMKFA will be appointed as Vice Chairman.
- 11.6. The Secretary shall be an officer of the Fire Authority whose member is the Chairman and shall be appointed for the same duration as the Chairman.

12. MINUTES

- 12.1. At each meeting the Chairman shall ask the Joint Committee to approve the signing of the minutes of the last meeting of the Joint Committee as a correct record.
- 12.2. No discussion shall take place upon the minutes, except upon their accuracy, and any question of their accuracy shall be raised by motion. If no such question is raised, or if it is raised then as soon as it has been disposed of, the Chairman shall sign the minutes.

13. ADJOURNMENT OF MEETING

- 13.1. The Chairman may, in addition to any other power, adjourn a meeting of the Joint Committee for such period as he shall consider expedient. The Chairman shall fix the date and time at which the Joint Committee will resume either at the time of the adjournment or at any time thereafter.
- 13.2. Subject to Standing Order 13.1, if any meeting of the Joint Committee is adjourned before its business has been finished, the meeting shall then stand adjourned until a date and time fixed by the Joint Committee, or fixed by the Chairman, or if no such date and time is fixed, to the next meeting of the Joint Committee.

14. LACK OF QUORUM

- 14.1. Three (3) members of the Joint Committee constitutes a quorum including at least one properly appointed member from each of the Fire Authorities.

15. ORDER OF BUSINESS

- 15.1. The order of business at a meeting of the Joint Committee shall be:
 - 15.1.1. election of a member of the Joint Committee to preside at the meeting, in the absence of the Chairman and Vice Chairman;
 - 15.1.2. appointment of Chairman of the Joint Committee, at its AGM or when a vacancy exists for the post;
 - 15.1.3. appointment of Vice Chairman of the Joint Committee, at its AGM or when a vacancy exists for the post to appoint a Vice Chairman;
 - 15.1.4. where necessary, to note changes in membership of the Joint Committee;
 - 15.1.5. members' interests;
 - 15.1.6. to consider whether the minutes of the last meeting of the Joint Committee are a correct record;
 - 15.1.7. to deal with business specially brought forward by the Chairman as urgent;

- 15.1.8. to deal with any business required by statute to be done at the meeting;
- 15.1.9. to deal with business remaining from the last meeting, if any;
- 15.1.10. to deal with written questions;
- 15.1.11. to deal with other business specified in the agenda.

Part 2 Rules of Debate

16. RELEVANCE

- 16.1. A member shall direct his speech to the question under discussion or to a personal explanation or to a point of order.

17. POINTS OF ORDER OR PERSONAL EXPLANATION

- 17.1. A member may at any time raise a point of order and shall be heard immediately. A point of order shall relate only to an alleged breach of a Standing Order or statutory provision and the member shall first specify the Standing Order or statutory provision and the way in which the member considers it has been broken.
- 17.2. A member may at any time raise a point of personal explanation. A personal explanation must be confined to some material part of a former speech by the member at the same meeting of the Joint Committee which has been misunderstood. A member so raising such a point shall be entitled to be heard immediately.

18. MOTIONS AND AMENDMENTS

- 18.1. If a motion, referred to in the agenda, is not moved either by the member who has given the notice or by some other member on his behalf, it shall be treated as abandoned and shall not be moved without fresh notice, unless postponed by consent of the Joint Committee.
- 18.2. A motion or an amendment may be spoken to by the proposer, but shall not be discussed unless it has been proposed and seconded. If the Chairman so requires, the motion shall be put in writing and handed to the Secretary.
- 18.3. A member, when seconding a motion or amendment, may declare his intention of reserving his speech until a later period of the debate.
- 18.4. Notwithstanding Standing Order 18.2, a motion to adopt a report, or paragraphs of a report, need not be seconded.

19. DEFINITION OF AMENDMENT

- 19.1. An amendment shall be relevant to the motion and shall be either:
 - 19.1.1. to leave out words; or
 - 19.1.2. to leave out words and insert or add other words; or
 - 19.1.3. to insert or add words but it shall not have the effect of introducing a new

proposal into, or negating, the motion before the Joint Committee.

20. DISPOSAL OF AMENDMENTS

- 20.1. Whenever an amendment has been moved and seconded no other amendment shall be moved until the first amendment has been disposed of; however, notice of any number of amendments may be given. The Chairman may rule that amendments moved on related subjects shall be debated (but not voted on) together.
- 20.2. If an amendment is rejected, other amendments may be moved on the original motion. If an amendment is carried, the motion as amended shall take the place of the original motion, and become the substantive motion upon which any further amendment may be moved.

21. VARIATION OF MOTIONS

- 21.1. A member who has given notice of a motion may, with the consent of the seconder and of the Chairman signified without discussion, vary its terms or language, provided that in so doing he does not alter its substance.

22. WITHDRAWAL OF MOTION OR AMENDMENT

- 22.1. A motion or amendment once moved and seconded shall not be altered or withdrawn by the proposer without the consent of the seconder and of the Joint Committee, which shall be signified without discussion.

23. CLOSURE OF DEBATE ON A MOTION OR AMENDMENT

- 23.1. A member may at the conclusion of a speech by another member, move without comment, "that the question is now put" or "that the debate is now adjourned" or "that the meeting of the Joint Committee now adjourns" on the seconding of which the Chairman shall proceed as follows:

23.1.1. on a motion that the question is now put, unless in his opinion the matter before the meeting has been insufficiently discussed (in which case the Chairman may refuse to accept the motion), he shall first put to the vote the motion that the question is now put. If it is passed, the Chairman shall then call upon the proposer of the original motion only to exercise his right of reply under Standing Order 26.

23.1.2. On a motion to adjourn the debate or the meeting, if in his opinion the matter before the meeting has not been sufficiently discussed and cannot reasonably be sufficiently discussed at that meeting, the Chairman shall put the adjournment motion to the vote without giving any right of reply on that occasion.

24. RIGHT OF REPLY

- 24.1. A proposer of a motion shall have the right of reply immediately before such motion is put to the vote. In exercising his right of reply a proposer shall confine himself to answering previous speakers and shall not introduce any new matter into the debate.

25. VOTING

- 25.1. The Joint Committee shall vote upon all matters (except where statute otherwise provides) by show of hands, but on demand of three members of the Joint Committee, the names of the members present and their votes shall be taken by the Secretary and recorded in the minutes.
- 25.2. A matter shall be decided by a majority of the members of the Joint Committee (or their substitutes) present and voting on a matter at the meeting and in the event of an equal number of votes the Chairman shall have a casting vote.
- 25.3. Where immediately after a vote is taken at a meeting of the Joint Committee any member requires, the minutes of that meeting shall indicate whether that member voted for the issue, against the issue or abstained from voting.

26. QUESTIONS OF WHICH MEMBERS MUST GIVE NOTICE (WRITTEN QUESTIONS)

- 26.1. A member of the Joint Committee who has given due notice as provided by Standing Order 26.3 (five (5) Business Days) when the item on the agenda relating to written questions is reached, may ask a question of the Chairman or another member.
- 26.2. Questions may be on any matter in relation to which the Joint Committee have powers or duties and which is not ruled by the Chairman to be irrelevant or inappropriate in form or of such a nature that the preparation of the answer will require the expenditure of a disproportionate amount of time, money or effort.
- 26.3. Notice of a question shall be in writing and shall be given to the Secretary to the Joint Committee at least five (5) Business Days before the meeting of the Joint Committee at which the question is to be asked, but the Chairman (after consultation with the relevant Fire Authorities to whom the question is addressed) may allow this provision to be relaxed if, in his opinion, it would facilitate the proper conduct of the Joint Committee's business. This right is reserved to allow a written answer to be given in complex cases after the relevant meeting of the Joint Committee.

27. REPLIES TO QUESTIONS

- 27.1. A copy of every question together with, so far as it is practical/practicable, a copy of the answer to be given, shall be circulated in the room before the meeting at which the question is to be asked to all members of the Joint Committee and the press unless motion under Standing Order 9.1 (to exclude the public and press) is to be moved. The member asking the question shall have the right to ask that the question shall be answered orally.
- 27.2. In answering any question it shall be deemed a sufficient reply if, where the desired information is contained in a publication of the Joint Committee or the relevant Fire Authority, a reference is made to that publication and a copy of it is made available to members of the Joint Committee.

28. SUPPLEMENTARY QUESTIONS

- 28.1. Every question shall be put and answered without discussion, but the Chairman may, at his discretion, allow the questioner a supplementary

question elucidating the answer.

29. ABSENCE OF MEMBER WHO HAS GIVEN NOTICE

- 29.1. If a member who has given notice of a question is absent from the meeting at which the question is to be asked, another member may ask the question.

30. DISCLOSURE OF JOINT COMMITTEE BUSINESS

- 30.1. All documents marked "confidential", all documents marked "exempt/ confidential", all documents and matters which have been, or are intended to be, raised or discussed in the absence of the press and public, and all discussions on those occasions, shall be treated as confidential.

Part 3 General

31. EXECUTION OF DOCUMENTS

- 31.1. Any document required to be signed by the Joint Committee shall be signed by the Chairman.

32. INSPECTION OF DOCUMENTS

- 32.1. A member of the Joint Committee may, for the purposes of his duty as such member but not otherwise, on application to the Secretary to the Joint Committee, inspect any document which has been considered by the Joint Committee, and if copies are available shall on request be supplied with a copy of such a document.
- 32.2. A member shall not knowingly inspect and shall not call for any document relating to a matter in which he has a personal interest which is also a disclosable pecuniary interest under his Fire Authority's Code of Conduct.
- 32.3. This Standing Order shall not preclude the Secretary from declining to allow inspection of any document which is, or in the event of legal proceedings would be, protected by privilege arising from the relationship of solicitor and client.
- 32.4. All reports to the Joint Committee shall be open for inspection by any member and the Secretary shall send to any member of the Joint Committee who so requests all reports and papers (save those marked "exempt/confidential").

33. STANDING ORDERS TO BE GIVEN TO MEMBERS

- 33.1. A copy of these Standing Orders shall be given to each member upon appointment to the Joint Committee.

34. CONTRACTING POWERS

- 34.1. The Joint Committee has no delegated powers to contract and all contracts will, with the agreement of such of the Fire Authorities as is appropriate, be in the name of a Fire Authority or Fire Authorities authorised for the purpose. Each contracting Fire Authority shall comply with its own Standing Orders relating to contracts.

35. COSTS AND EXPENSES

- 35.1. Each Fire Authority will meet their own costs of member and officer involvement in the Joint Committee including travelling and subsistence costs and allowances.

- 35.2. The administrative costs and expenses of the Joint Committee including the costs of the Secretary and the services provided by the Secretary to the Joint Committee and members of the public and of hosting the meetings of the Joint Committee will be met by the Fire Authority whose member is the Chairman of the Joint Committee from time to time.
- 35.3. Without prejudice to the arrangements as to costs and expenses set out in this paragraph 35, in the event that the Fire Authorities agree or are required by law to put in place a separate budget for the Joint Committee then the budget will be approved and managed following the same arrangements which apply to the Annual TVFCS Revenue Budget.