

# THAMES VALLEY FIRE CONTROL SERVICE



## Thames Valley Fire Control Service Joint Committee Meeting

**Monday 21 March 2016 at 2.00pm**

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

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### AGENDA

	<b>Item</b>	<b>Start time</b>
1.	Apologies	<b>14.00</b>
2.	Introductions	<b>14.02</b>
3.	Declarations of Interest	<b>14.05</b>
4.	Minutes of last meeting on 10 December 2015 – pages 1-12	<b>14.10</b>
5.	Matters Arising – <i>Pages 13-17</i> <ul style="list-style-type: none"><li>Proposed amendment to the Joint Committee Standing Orders – Schedule 3 of Legal Agreement.</li></ul>	<b>14.15</b>
6.	Questions from the public	<b>14.20</b>
7.	Questions from Members	<b>14.21</b>

8.	Gateway Review Presentation – <i>Pages 18-19</i> Purpose: To receive findings and recommendations from the Gateway Review.	<b>14.25</b>
9.	Staffing Review – <i>Pages 20-22</i> Purpose: To provide Members with an update on the progress of the staffing review.	<b>15.25</b>
10.	Control Performance Report – <i>Pages 23-55</i> Purpose: To provide the Joint Committee with an update report on the performance of the Thames Valley Fire Control Service (TVFCS) for 2015/16.	<b>15.35</b>
11.	TVFCS Performance Targets – <i>Pages 56-58</i> Purpose: To provide an update on the work that took place during the programme delivery period to identify performance targets, and the agreements that were reached during that period.	<b>15.45</b>
12.	Update on the delivery of outstanding elements of Capita Systems Purpose: To receive a verbal update for note on the delivery of outstanding elements of Capita Systems and their impact on performance / workloads.	<b>15.50</b>
13.	Issues Log Progress Update Purpose: To receive for note a verbal update on the Issues Log.	<b>15.55</b>
14.	2016/17 Fire Authority's budget approval Purpose: To receive a verbal update on the approval of the 2016/17 budget of the three Fire Authority's (RBFA, BMKFA and Oxfordshire Fire Authority).	<b>16.00</b>
15.	Draft TVFCS Annual Report 'to follow' Purpose: For Members to AGREE the draft TVFCS Annual Report. Please note this report is to follow.	<b>16.05</b>

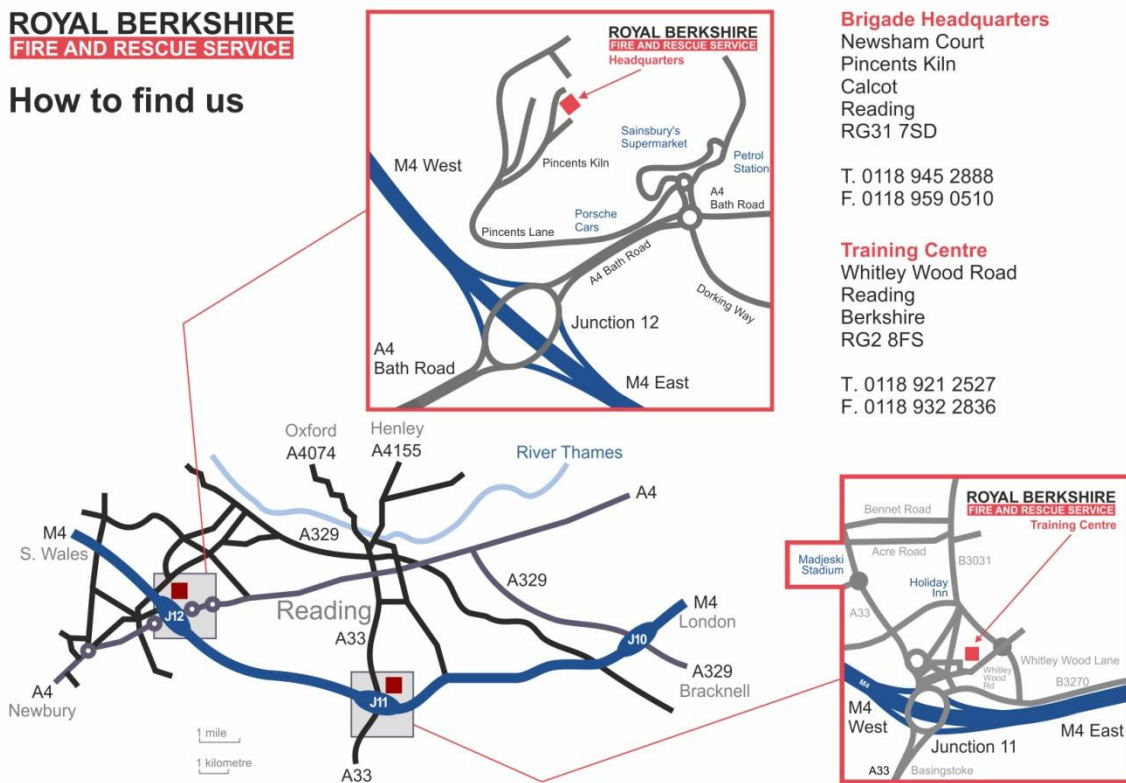
16.	Forward Plan – Page 59 Purpose: To note the Forward Plan.	<b>16.10</b>
17.	Any other business	<b>16.15</b>
18.	Date of Next Meeting (s)	<b>16.20</b>
	<ul style="list-style-type: none"> <li>• July 2016 – Date and time to be confirmed.</li> <li>• September 2016</li> <li>• December 2016</li> <li>• March 2017</li> </ul> <p>Date and times to be confirmed. The above meetings will be held at Buckinghamshire &amp; Milton Keynes Fire &amp; Rescue Service, Brigade Headquarters Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.</p>	

## Directions

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

### ROYAL BERKSHIRE FIRE AND RESCUE SERVICE

#### How to find us



#### Brigade Headquarters

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## Thames Valley Fire Control Service Joint Committee Meeting

Thursday, 10th December, 2015, 2.00 pm  
Royal Berkshire Fire and Rescue Service, Newsham Court, Pincents Kiln, Calcot,  
Reading RG31 7SD

### Minutes

- Present:** Councillor Paul Bryant, Royal Berkshire Fire Authority  
Councillor Andy Dransfield, Buckinghamshire and Milton Keynes Fire Authority  
Councillor Judith Heathcoat, Oxfordshire County Council  
Councillor Roger Reed (Vice-Chairman), Buckinghamshire and Milton Keynes Fire Authority  
Councillor Rodney Rose, Oxfordshire County Council  
Councillor Angus Ross (Chairman), Royal Berkshire Fire Authority
- In Attendance:** Conor Bryne (Chief Financial Officer, RBFRS)  
Mat Carlile (TVFCS Senior Responsible Owner / Area Manager, Oxfordshire FRS)  
Samantha Chapman (Programme Manager, TVFCS)  
Andy Fry (CFO, RBFRS)  
Bryan Morgan (TVFCS Senior Responsible Owner / Area Manager, RBFRS)  
Mick Osborne (DCFO, BMKFRS)  
Greg Smith (TVFCS Senior Responsible Owner / Area Manager, BMKFRS)  
Paul Southern (ACFO, RBFRS)  
Jason Therwell (CFO, BMKFRS)  
Fayth Rowe (Committee Officer, RBFRS)
- Public:** Mark Gaskarth (Gateway Review; Area Manager, Wiltshire FRS)  
Control Staff  
FBU Representatives

## 1. APOLOGIES

Apologies for absence were received from Nathan Travis, and apologies for lateness were received from Chief Fire Officer, Jason Therwell.

## 2. INTRODUCTIONS

All Members and Officers present introduced themselves. Mark Gaskarth from the Gateway Review was in attendance as an observer.

## 3. DECLARATIONS OF INTEREST

None.

## 4. MINUTES OF THE LAST MEETING ON 9 SEPTEMBER 2015

The minutes of the meeting held on 9 September 2015 were agreed as an accurate record and signed by the Chairman, subject to the following amendments below.

- (page 2) Councillor Andy Dransfield pointed out that although the Joint Committee Terms of Reference states that no member of the public shall interrupt or take part in the proceedings at any meeting, he was happy to receive questions from the public. The TVFC Joint Committee agreed to receive questions from the public at future meetings. In addition, the Chairman requested for an amendment to be made to the Terms of Reference to reflect this. BM
- (page 3) Amended misspelling of Crystal reporting FR
- (page 5) Amended misspelling of Anne-Marie Scott FR
- (page 7) Amended day of the December 2015 meeting to Thursday 10 December 2015 FR

## 5. MATTERS ARISING

**Gateway Review** - CFO Andy Fry (AF) reported that Mark Gaskarth will be leading on the Gateway Review with colleagues from Hampshire, Wiltshire Somerset and Gloucestershire which is due to commence in January 2016. In answer to a question, AF reported that the above were selected based on their collective expertise to carry out the Peer Review on behalf of TVFCS.

**Publication of agendas and minutes** – The Chairman reported that he was SC

able to locate TVFCS Joint Committee papers of RBFRS website and Bucks website; however it was difficult to locate in Oxfordshire County Council's website. Samantha Chapman (SC) reported that she had put a request to add the committee papers to Oxfordshire's website and advised that it would be added shortly.

**Agenda Pack** – Councillor Andy Dransfield requested for the items in the agenda list to match the title of reports.

FR

## 6. QUESTIONS FROM THE PUBLIC

There were no questions from the Public.

## 7. QUESTIONS FROM MEMBERS

There were no questions from Members.

## 8. TVFCS PERFORMANCE AND CHANGES SINCE SEPTEMBER MEETING

Mat Carlile (MC) presented the report and made an amendment informing Members that it was the second report on performance since going live on 23 April 2015. In taking Members through the report he outlined the following.

- Percentage of admin calls answered in 15 seconds had been a gradual improvement on 82.71% in October 2015 compared to 83.56% in May 2015. Individually within the same period Buckinghamshire were up 99%, Berkshire 96% and Oxfordshire 99%.
- Another improvement in the percentage of emergency calls answered within 5 seconds was 91.10% in October 2015 compared 89.01% in May 2015. Individually within the same period Buckinghamshire 92%, Berkshire 99% and Oxfordshire 99%.
- MC reported that all calls (emergency and calls received from alarm receiving centres) had been included in the percentage of emergency calls answered within 10 seconds which indicated a slight improvement of 97.28% in October 2015 compared to 96.95% in May 2015. Prior to TVFCS, only 999 calls had been counted.

Councillor Andy Dransfield requested that the scales in the line graph on the percentage of emergency calls were made similar to previous pages .eg. the vertical line from 88.00% upwards

MC

- The graph showing the percentage of mobilisation in 60 seconds indicated the time of receiving a call from the time the resource was alerted. Buckinghamshire were 18.49%, Berkshire 12.30% and

Oxfordshire 15.04%. Previously Bucks 25%, Berks 20% and Oxon 60%. In terms of ways of working in the control room, Oxfordshire used a method of pre-alert. Berkshire did not adopt this method prior to go-live and Buckinghamshire started using this method prior to go-live. MC reported that TVFCS had been training staff to deal with pre-alert.

MC informed the meeting that Oxfordshire were changing their Response Standards for the first time which would assist in alerting the quickest resource. He gave Members the current and previous figures of the percentage of mobilisation in 90 seconds which were Bucks 49.37%, Berks 48.57% and Oxon 47.67%. Previous figures were Bucks 55%, Berks 60% and Oxon 85%. MC reported that pre-alert should improve the above figures.

In referring to the above statement that pre-alert should improve the figures listed above, Councillor Andy Dransfield stated that pre-alert should have also improved the previous figures and asked why it was taking so long to mobilise appliances. In response, MC reported that prior to go-live pre-alert was implemented by Oxon and Bucks. Greg Smith (GS) reported that Bucks times had been slightly lower than Oxon due to a decision not to purchase a piece of equipment that brought mobilisation together.

Councillor Andy Dransfield queried why had the figures dropped compared to previous years in Berkshire and Oxfordshire, on a like for like basis.

The Chairman felt there had been an expectation in relation to the figures and queried whether to discuss this later on in the agenda.

In response to a statement made by MC regarding the figures had not gotten worse, the Vice-Chairman stated that if the figures had gotten worse there would be significant performance management issues that would need to be addressed.

Councillor Paul Bryant stated he felt that the figures should have exceeded the previous figures prior to go-live by now.

The Chairman advised that he expected further improvement in the figures by the next meeting of TVFCS Joint Committee and requested an item to be included on the agenda around target setting with the equipment we have got and a practical comparison of where we were before.

In referring to the percentage of mobilisations in 120 seconds, Bucks 72.27%, Berks 70.08% and Oxon 70.55% (previous figures Bucks 75%, Berks, 83% and Oxon 95%. MC reported that he expected to see an improvement in figures due to pre-alert. Members felt that the above comment should be applied to all of the data presented in the report.

In response to a request from Councillor Andy Dransfield, BM confirmed that he would circulate comparable figures of the average hours sick per Control FTE.

Co-  
Ordination  
Group

BM



A planned temporary power supply outage exercise lasting seconds was held at this point in the meeting. ACFO Paul Southern (PS) explained that separate from the rest of the building, TVFCS had an uninterrupted power supply of battery backup to sustain supply until the generators achieved full power.

**Resolved:**

That the report be noted.

**9. UPDATE ON THE DELIVERY OF OUTSTANDING ELEMENTS OF CAPITA SYSTEMS AND THEIR IMPACT ON PERFORMANCE / WORKLOADS - PRESENTATION BY SAMANTHA CHAPMAN**

Samantha Chapman (SC) provided an detailed presentation on the outstanding items which should have been delivered as part of the original implementation programme, which were:

1. Interface to Firewatch – Royal Berkshire is the only Service that uses Firewatch
2. CSI interface for DGNA
3. Attaching 999 audio to incident log
4. Risk information for Astrium MDT

In going through the list above, SC reported that they did not have a direct impact on the ability of TVFCS to call handle or mobilise. In outlining incentives for Capita to deliver, she reported that the retention of the full milestone payment £96,311.81 had been withheld until items 2, 3 and 4 had been delivered. Of the £96,311.81, £25,000 would be retained until item 1 (Interface to Firewatch) had been delivered.

SC reported that Capita were sending through workplans on how the above four elements would be achieved and stated that she had not received any indications that they would not deliver.

In addition to the above four elements, SC reported that there were seven items related to the original implementation that was not covered by the retention of payment agreement. Six had no direct impact on the ability of TVFCS to call handle or mobilise, of which two have been delivered and four remain outstanding from Capita.

One had caused issues for TVFCS staff when mobilising to incidents. As a result, TVFCS are procuring an alternative solution, due to the need for a resolution and failure by Capita to prove its solution was fit for purpose. In answer to a question, SC explained that the programme budget would pay for the procurement.

The final part of the presentation listed the elements which caused disruption to the service.

Councillor Paul Bryant stated that he found the presentation and the diagram on how the four elements link together extremely helpful and asked whether a session could be held for greater understanding.

In discussing the specific content of a possible session, SC agreed to arrange a separate session detailing the process of call handling from the time a call came in, how it was fed into the mobilising system, how the information was sent to officers, as well as the process of co-responding calls. The session was proposed to be held prior to the next TVFCS Joint Committee on 14<sup>th</sup> March 2015. SC

Councillor Andy Dransfield reported of his concern about the disruptions of service, in particular work with Capita around the installation of software changes and system restarts. He added that TVFCS were receiving less calls than anticipated, however experienced the above problems. SC reported that Capita attempted to load information, but had to stop as the system would not accept it. TVFCS had asked Capita to do a complete re-load. She advised that Capita were now proactively monitoring the servers in order to identify problems as soon as they arose.

Members expressed their concerns on the disruptions to the service.

**Resolved:**

That the presentation be noted.

**10. ISSUES LOG PROGRESS REPORT**

Mat Carlile (MC) provided an update on the issues log. He reported that there had been ways of working issues and listed the following:

Since go-live on 23<sup>rd</sup> April 2015 there were:

- 2081 issues
- 672 closed
- 355 new items
- 129 closed. No of issues relate to patch releases
- 19 change requests were dealt with
- Making sure secondary control in Kidlington went to plan. Adopting mobilising procedures agreed within the three services.

SC requested Members to note that the issues log included issues that did not involve mobilising or call handling.

**11. STAFFING UPDATE AND RECOMMENDATIONS**

Bryan Morgan presented the staffing report and outlined the current staffing

levels. He reported that TVFCS had not gone up to full staffing numbers. The availability of staff in TVFCS had been reduced due to absences such as sickness, compensatory and annual leave, which had an impact on the availability of staff for training and for operational purposes.

To date there had been 7 recruitment campaigns and another one had been planned for the New Year.

To support the training needs of TVFCS, a member of staff from OFRS had extended their duties to provide assistance. Also Temporary Admin Support had been provided by RBFRS to support the Control Manager. The report recommended both posts to be extended for 12 months until steady state. Currently there was 20 Control staff on development portfolios.

In answer to a question to explain the meaning of steady state, BM advised that he would report back to this Committee, however to him steady state meant the stable performance before future options e.g. demand lead crewing and South Central Ambulance Service (SCAS) mobilisation to co-responding calls could be considered. BM

He stated that the report was seeking Members to agree the recommendations of the report from 2.1 to 2.7.

In answer to the Chairman's query on what would be the impact if Members did not agree the 12 month extension of the Training Support Officer and Admin support post, BM responded by reporting the posts would improve the service. However, if it was not agreed by Members that day he would suggest 24 month extensive training. He stated that there was a need to get Control to 'steady state' which would depend on the direction of Members of this Committee and what progress they would like officers to report back by the next meeting or the latter meeting in July 2016.

In response to the Vice-Chairman, Paul Southern (PS) reported that it would take 24 months to get personnel trained. He added, the Programme Sponsoring Group (PSG) had agreed additional resource would be provided in year 1, until steady state. PS also stated that the current staff numbers needed to be maintained.

The Vice-Chairman stated that there was £80k underspend in 2015/16 against the full year budget which did not take into account the late cut over in April. He stated that he did not feel that the underspend should be used for the above posts. Councillor Andy Dransfield also stated that the underspend should not be used due to TVFCS did not start on time.

AF acknowledged the three week late cut over, however, he stated that the report was seeking Members to invest in the above posts for one year only.

The Vice-Chairman's queried the suitability of 7 members of staff offered permanent roles as there had been absence due to sickness. PS reported that

the staff offered permanent positions were suitable and it was not the same members of staff that were absent due to ill health.

Councillor Judith Heathcoat queried when did officers think TVFCS would get to steady state, and agreed with the sentiment that the underspend did not necessarily need to be spent just because it was available.

In referring to the appendix of the report (Output from the Erlang C Model), Councillor Andy Dransfield pointed out that the bar graph identified at its peak most calls per 30 minutes were 4 and queried that TVFCS were currently looking at 8 Control staff plus a Control Manager per watch. He felt that the graph illustrated that the above numbers of staff were not required, and queried the reason for additional staff.

Councillor Andy Dransfield also pointed to Table 1 in the report and felt that the ratio of Crew Manager to Firefighter Control was too large. He queried the number of managers that were training and the reason why the training was not carried out at a time of day when there were insufficient number of calls received. He stated that TVFCS had sufficient staff numbers and felt that the training of staff could be completed within 6 months.

The Chairman felt that the above point should be addressed as it seemed that there was capacity and need to support training.

BM reported that the training in question was for new Crew Manager's and System training. The issues log that occurred also requires staff training. He explained that the training provided allowed staff to understand how the systems worked. He advised that in 24 months the development portfolios of those individuals would be cleared. Training and system issues would run in tandem and reported that TVFCS would like an additional 12 months to achieve this.

Councillor Andy Dransfield did not accept the above explanation; neither did he accept that the above resources and timescales were required.

BM advised that TVFCS could identify an existing staff member or could go out to advert to recruit an ex-Control staff member on a 12 month contract.

In answer to Councillor Judith Heathcoat whether it was necessary to go to advert, BM reported that although TVFCS knew ex-Control staff members, it would have to go to advert.

The Chairman reminded the Committee that the request for the two posts in question was only for 12 months and that Members and Officers were trying to get the Service to perform.

PS reported that the control room environment was not as it should be as yet and suggested that a regular progress report could be provided to the Committee to achieve a level of assurance.

In answer to the Chairman, AF reported that TVFCS required well trained motivated workforce in the Control room. Currently TVFCS had a high turnover of staff. He reported that the additional training resource was required alternatively; the Service could wait up to 24 months to get to where we want it to be. He stated from a personal view, he would prefer a dedicated administrator; however 12 months would enable TVFCS to get to steady state.

Councillor Rodney Rose felt to wait up 24 months was unacceptable and TVFCS required competent trained staff to get to steady state in the shortest time.

Councillor Andy Dransfield reiterated the number of calls currently coming in was less than had been anticipated three years ago.

The Chairman requested for the figures on the number of calls to be circulated and had asked officers to note the comments made regarding steady state.

BM

Members requested for modelling to be done in parallel and asked for a report on a strategic plan on staffing at the next meeting.

BM

CFO Jason Therwell (JT) felt that the definition of steady state in 2.7 of the recommendation was unclear and suggested that should not be agreed until the definition was agreed at the next meeting in March.

BM

An amendment was made to the recommendation item 2.3 and 2.4 in include 'maximum'. The Members agreed not to approve recommendation 2.5 until the budget was approved later in the agenda. The Chairman moved the amended recommendation from 2.1 -2.4 and 2.6-2.7. It was seconded by Councillor Rodney Rose and carried 4 to 2.

**Resolved:**

- That the current situation within the TVFCS affecting staffing levels be noted.
- That the actions by Officers to support TVFCS staffing arrangements be noted.
- That the introduction of a Training Support Officer for a maximum of 12 months, at a cost of up to £44,443.00 be agreed.
- That the introduction of an admin support post for a maximum of 12 months, at a cost of up to £25,000.00.
- That a strategic staffing plan be brought to the next TVFCS Joint Committee be agreed.
- That subject to the agreement of term 'steady state' at the next TVFCS Joint Committee meeting, not to implement alternative staffing models

BM

BM

BM

until 'steady state' has been achieved for at least 6 months be agreed.

## 12. PROPOSED PERFORMANCE TARGETS

The Chairman requested that this item be moved to the next TVFCS Joint Committee in March 2016 as time was limited and the Budget item must take priority.

SC

## 13. GATEWAY REVIEW UPDATE

Members were informed that the Gateway Review would commence in January 2016 and the review would be carried out by colleagues from neighbouring FRS's. Findings from the review would be presented at the next TVFCS Joint Committee in March 2016.

FR

## 14. 2015/16 BUDGET UPDATE AND EXPECTED OUTTURN

BM reported that TVFCS were estimating to be £81,000 under budget by year end due to go-live only occurring three weeks into the current financial year.

In referring to 3.5 of his report, he advised that TVFCS were trying to get a better deal from Thames Valley Police in national rate calls (increased SMS messaging for Officer mobilisation and Airwave charges for radio usage). BM agreed to update the Committee on the progress of the charges of national rate calls at the next TVFCS meeting in March 2016 and to include the missing column in the budget spreadsheet.

BM

### Resolved:

That the report be noted.

## 15. PROPOSED 2016/17 BUDGET

BM reported that TVFCS were seeking Members to agree the 2016/17 budget of £2,084,607. He outlined the above figure covered the increase in staffing costs, as well as a 1% pay increase for existing staff members. Year 1 did not include a training budget; therefore a training budget had been included in the budget for 2016/17. He also stated that the budget included the running costs for technology as there had been an increase in maintenance.

In referring to staffing, BM reported that Royal Berkshire would reduce staffing levels in Year 2, due to the restructure of the organisation in Year 1.

In answer to the Vice-Chairman regarding whether it was wise to reduce the overtime budget in 2016/17, BM reported that TVFCS did not forecast the same

levels of absence would continue and had highlighted an improvement in the levels of absence in November 2015.

In referring to 3.13 of the report, Councillor Andy Dransfield stated that year 2 savings were in part based upon the assumption of a reduction in staff numbers by one per watch (from 9 to 8). He stated that the government were expecting to see an efficiency gain and suggested to freeze the budget.

The Chairman stated that the original budget preparation had not been as well informed on likely costs in the first year and also stated that each FRS had already made a saving compared to if all had kept their individual Control rooms. He also stated that there was an £99,000 increase in the 2016/17 budget and that he did not want officers automatically to spend up to that increased amount.

Councillor Andy Dransfield moved an amended recommendation to freeze the budget and it was seconded by Councillor Paul Bryant.

JT reported that TVFCS required a longer term financial plan in order to see year on year savings and suggested a 4 year financial and staffing plan. AF supported this view as well as stated that the proposal / recommendation made by officers had been based on their expertise.

The Chairman put the amended recommendation to freeze the budget to the vote. Two Members voted for and four voted against. The amended recommendation was lost.

The Chairman put the recommendation from item 11 (2.5) to agree posts (Training Support Officer) and (Admin Support post) be funded from the predicted underspend from year one of TVFCS to the vote. Four Members were for the recommendation and two against. The recommendation from Item 11 (2.5) was carried.

The Chairman moved the amended recommendation added clarification that the Budget had to be approved by each constituent authority and included the item deferred from Item 11. It was seconded by the Vice-Chairman and agreed by 5 votes to 1.

**Resolved:**

- That the TVFCS budget for the 2016/17 financial year of £2,084,607 be agreed.
- That it was agreed the three respective Fire Authorities recommend the above TVFCS budget for steady state operation for the financial year 2016/17, and the individual Fire Authorities' contributions to this budget.
- That the posts in Item 11 (2.3 Training Support Officer) and (2.4 Admin Support post) be funded for a maximum of one year from the predicted underspend arising from year one of TVFCS be agreed.

BM

- That a longer term (3 or 5 year) financial plan be prepared for a future meeting.

## 16. FORWARD PLAN

Members requested the following items be included in the forward plan.

- Staffing
- Financial Plan – longer term as above
- An update from the three Fire Authority's on approval of the 2016/17 budget

FR

## 17. DISCUSSION ON JOINT COMMITTEE 'TERMS OF REFERENCE' SCHEDULE 3 OF LEGAL AGREEMENT

Members requested Officers make the relevant changes to the Terms of Reference discussed earlier in the agenda.

BM

## 18. ANY OTHER BUSINESS

None.

## 19. DATE OF NEXT MEETING (S)

- Monday 21<sup>st</sup> 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 and Rescue Service, Headquarters, Stocklake, Aylesbury, Buckinghamshire HP20 1BD.

The meeting ended at 4.20pm



# THAMES VALLEY FIRE CONTROL SERVICE



**REPORT TITLE:** AMENDMENT TO STANDING ORDERS

**PRESENTED TO:** JOINT COMMITTEE

**DATE OF MEETING:** 21<sup>ST</sup> MARCH 2016

**OFFICER PRESENTING REPORT:** ACFO PAUL SOUTHERN

## 1. PURPOSE AND SUMMARY OF REPORT

- 1.1. To propose a change to the Joint Committee Standing Orders allowing questions to be asked by members of the public and representative bodies.

## 2. RECOMMENDATIONS

That the Joint Committee:-

- 2.1. **Approve** the proposed wording at Appendix 'A' for insertion into the Joint Committee Standing Orders.
- 2.2. **Recommend** the amendment to their Fire Authorities, in accordance with Paragraph 38.1 of The Legal Agreement relating to TVFCS.

## 3. BACKGROUND AND SUPPORTING INFORMATION

- 3.1. At the Joint Committee meeting of the 10<sup>th</sup> December 2015, Members requested that the Terms of Reference be amended to allow for questions from members of the public and the representative bodies.
- 3.2. Officers have identified that the Terms of Reference do not apply to agenda and reports for the Joint Committee, they only apply to the remit and objectives. As such Officers propose that an amendment is made to the Standing Orders.
- 3.3. A proposed form of wording is attached at Appendix 'A' for Member consideration.
- 3.4. The Appendix references the proposed insertion at paragraph 10 and 11 to account for the amendment. There are no other additions or deletions to the Standing Orders, however for brevity the whole of Standing Orders has not been attached.

- 3.5. The proposed Section 10 allows for questions from members of the public or representative bodies.
- 3.6. The proposed Section 11 allows for an adjournment of the meeting to allow a member of the public or representative body time to address the meeting.
- 3.7. The proposed wording is drawn from existing Standing Orders in the Thames Valley Fire Authority area.
- 3.8. If approved the Steady State Legal Agreement will require amendment at Schedule 3 Part B – Joint Committee Standing Orders.

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

- 4.1. There are no financial impacts arising from this report. Paragraph 38.1 of the Steady State Legal Agreement requires that: *'This Agreement, including the Schedules, may only be varied by written agreement of the Fire Authorities.'* There are no risk, environmental or equality implications arising from the report.

#### **5. COMPLIANCE WITH THE TVFC PARTNERSHIP AGREEMENT**

- 5.1. This report complies with the 'Principles of Collaboration'

#### **6. CONTRIBUTION TO SERVICE AIMS**

- 6.1 This report does not contribute to the stated aims of the Thames Valley Fire Control Service, as it is an amendment to a procedural matter.

#### **7. BACKGROUND PAPERS**

- 7.1. Joint Committee Minutes – 10<sup>th</sup> December 2015

**Author:** Bryan Morgan  
Royal Berkshire Project Manager

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

**Date of report:** 3<sup>rd</sup> March 2016

**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. QUESTIONS FROM THE PUBLIC**

- 10.1. *At any Joint Committee meeting, a member of the public and any individual acting on behalf of a Trade Union recognised by the Authorities, may ask one question relating to the business of the Thames Valley Fire Control Service, provided that written notice has been given of the question to the Secretary no later than 2:00pm two clear working days before the meeting at which the question is to be asked.*
- 10.2. *The Secretary may, having consulted the questioner, reword any question received before circulation to members of the Joint Committee to bring it into proper order or delete improper or unbecoming language. Questions under 10.1 shall be taken by the Chairman in the order in which they have been received. Questions shall be asked and answered without discussion. The Chairman may decline to answer a question, provide a written reply or nominate another Member to answer on his behalf.*
- 10.3. *A person asking a question may ask one supplementary question arising directly from the answer given, provided that it is relevant to the original question and does not introduce any new subject matter.*
- 10.4. *The time allowed for written and supplementary public questions shall not exceed 25 minutes. Questions not answered within that period shall be the subject of a written reply.*

## **11. ADJOURNMENT AND RIGHTS TO SPEAK – PUBLIC**

- 11.1. *The Joint Committee may, when members of the public are present, adjourn a Meeting to hear the views of the public on a particular agenda item. The proposal to adjourn must be moved by a Member, seconded and agreed by a majority of the Members present and voting.*
- 11.2. *Prior to inviting the public to speak, the Chairman should advise that they:*
- 11.2.1. *Raise their hands to indicate their wish to speak at the invitation of the Chairman,*
- 11.2.2. *Speak for no more than four minutes,*
- 11.2.3. *Should only speak once unless the Chairman agrees otherwise.*
- 11.3. *The Chairman should resume the Meeting as soon as possible, with the agreement of the other Members present.*
- 11.4. *Adjournments do not form part of the Meeting and should be confined to times when the views of the public need to be heard.*



# THAMES VALLEY FIRE CONTROL SERVICE



**REPORT TITLE: GATEWAY REVIEW PRESENTATION**

**PRESENTED TO: JOINT COMMITTEE**

**DATE OF MEETING: 21<sup>ST</sup> MARCH 2016**

**OFFICER PRESENTING REPORT: MARK GASKARTH**

## 1. PURPOSE AND SUMMARY OF REPORT

- 1.1. In November 2015, the Chief Fire Officers (CFOs) of Buckinghamshire and Milton Keynes, Oxfordshire and Royal Berkshire Fire and Rescue Services (FRSs) commissioned a Gateway Review of the Thames Valley Fire Control Service (TVFCS).
- 1.2. The review was conducted in January 2016. It was conducted by officers with relevant expertise from 4 different FRSs.
- 1.3. The purpose of the review was to determine whether the Thames Valley has a properly functioning steady state fire control system and whether the project can be closed down.
- 1.4. This paper introduces the Gateway Review presentation as requested at the last Joint Committee held on 10 December 2015 (min 13 refers).

## 2. RECOMMENDATIONS

That the Joint Committee:-

- 2.1. Note the content of the presentation.
- 2.2. Consider the recommendations outlined in the presentation.

## 3. BACKGROUND AND SUPPORTING INFORMATION

- 3.1. The fire control system went live in April 2015, but the project has not yet been closed down.
- 3.2. Whilst the review took place at stage 5 of the Office of Government Commerce (OGC) Gateway Review process, the approach was tailored to the specific requirements of TVFCS partners.

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

- 4.1 A properly resourced transition plan is required to move the project into steady state. A failure to put this in place would present risks for the three organisations and there would be a failure to deliver the vision set down by the three CFO's.

**5. COMPLIANCE WITH THE TVFC PARTNERSHIP AGREEMENT**

- 5.1. None.

**6. CONTRIBUTION TO SERVICE AIMS**

- 6.1. It is a statutory duty for Fire and Rescue Services to make arrangements for dealing with calls for help and for summoning personnel. (Fire and Rescue Services Act 2004).

**7. BACKGROUND PAPERS**

- 7.1. None.

**Author:** Mark Gaskarth  
Gateway Review Team Leader

**Sponsored by:** CFO Etheridge  
CFO Fry  
CFO Thelwell

**Date of report:** 2nd March 2016



# THAMES VALLEY FIRE CONTROL SERVICE



**REPORT TITLE:** STAFFING REVIEW

**PRESENTED TO:** JOINT COMMITTEE

**DATE OF MEETING:** MONDAY 21<sup>ST</sup> MARCH 2016

**OFFICER PRESENTING REPORT:** PAUL SOUTHERN

## 1. PURPOSE AND SUMMARY OF REPORT

- 1.1. To provide Members with an update on the progress of the staffing review.

## 2. RECOMMENDATIONS

That the Joint Committee:-

- 2.1. **Note** the actions taken thus far to commence the review of staffing levels within the Thames Valley Fire Control Service (TVFCS).
- 2.2. **Note** that the project will be resourced by the three Services.

## 3. BACKGROUND AND SUPPORTING INFORMATION

- 3.1. The initial staffing model for the TVFCS was based upon a staff modelling tool (Erlang C) and benchmarking with other comparable Fire and Rescue Service Control Rooms.
- 3.2. The result of this research determined a level of eight staff per Watch comprised of one Watch Manager, two Crew Managers and five Firefighter (Control) positions. This gave a total of 32 Watch based staff in TVFCS.
- 3.3. After the consultation process it was agreed by the Programme Sponsoring Group (PSG) that staffing would be increased to nine per Watch, for the first year of operation, with an additional Crew Manager post.
- 3.4. Following the December 2015 Joint Committee meeting a review of staffing levels has commenced and a draft Project Initiation Document has been produced for agreement by Co-Ordination Group.

- 3.5. An enquiry has been sent to all UK Fire and Rescue Services to determine what staffing levels they have within their Control Rooms and also to find out what types of services their Control Rooms undertake.
- 3.6. The returns received thus far indicate that whilst, in the majority, other Control Rooms have lower call rates they also carry out a host of other functions on behalf of their Services. Examples include Control Room staff arranging Home Fire Safety Check appointments, data entry duties, acting as agents on behalf of other Local Authorities etc.
- 3.7. The North West Fire Control has implemented various demand led crewing models and they are currently working on a fourth revised model, due to difficulties in adopting a staff friendly model. Difficulties have also been experienced in retaining staff with previous version and also being able to maintain resilience within budget.
- 3.8. It is expected the TVFCS project team will consist of staff from each Service rather than one running the project in isolation. This will ensure a collaborative approach at every stage.
- 3.9. Subject to the outcome of the review there may be challenges to proposed staffing changes from both staff and representative bodies and this must be factored into the planning and project management.
- 3.10. It is proposed an external company are utilised to develop staffing options. There are a number of companies that are willing to undertake this work on behalf of TVFCS and have experience of running staffing models for other Fire and Rescue Services.

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

- 4.1. As there are no steady state TVFCS personnel to undertake this project, it will be necessary to resource the project from existing staffing and financial provisions. As this is a partnership an equal commitment to the project will be required from all three Services.
- 4.2. The initial estimate to undertake this work is approximately £36,000.00. These costs are primarily internal staff project team costs, however they also include an estimated £5,000.00 for third party staff modelling to be undertaken.
- 4.3. As the outcomes of this project on staffing are unknown at this time, it is essential to ensure the staff and representative bodies are given the opportunity to be engaged with the process.
- 4.4. Failure to engage and involve staff at an early stage may create an increased risk of staff absence or turnover due to perceived threats to employment or changes to working conditions.
- 4.5. A full Equality Impact Assessment will be necessary as part of the project process.

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

- 5.1. This proposal complies with the 'Principles of Collaboration' as defined within the Steady State Legal Agreement.

#### **6. CONTRIBUTION TO SERVICE AIMS**

- 6.1. Review of the staffing model contributes to three TVFCS strategic aims

6.1.1 An improved service to Firefighters and the public

6.1.2 The provision of resilience improvements

6.1.3 Improved economy of service

## **7. BACKGROUND PAPERS**

7.1. Joint Committee – Staffing update, 10<sup>th</sup> December 2015

7.2. Programme Sponsoring Group – Staffing proposals paper, 11<sup>th</sup> April 2013

7.3. TVFCS Consultation documents and associated feedback documents

**Author:** Bryan Morgan  
Royal Berkshire Project Manager

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

**Date of report:** 3<sup>rd</sup> March 2016



# THAMES VALLEY FIRE CONTROL SERVICE



**REPORT TITLE: CONTROL PERFORMANCE REPORT**

**PRESENTED TO: JOINT COMMITTEE**

**DATE OF MEETING: 21<sup>ST</sup> MARCH 2016**

**OFFICER PRESENTING REPORT: PAUL SOUTHERN**

## **1. PURPOSE AND SUMMARY OF REPORT**

- 1.1. To provide the Joint Committee with an update report on the performance of the Thames Valley Fire Control Service (TVFCS) for 2015/16.

## **2. RECOMMENDATIONS**

That the Joint Committee:-

- 2.1. **Note** the report.

## **3. BACKGROUND AND SUPPORTING INFORMATION**

- 3.1. Since 'Go Live' on the 23<sup>rd</sup> April 2015 performance reports have been provided to the Joint Committee in accordance with the benefits measures agreed by the Programme Sponsoring Group in April 2013.
- 3.2. Between April 2013 and February 2015 the data for individual Control Rooms was collected to enable a comparison between current TVFCS performance and previous performance. This information is included at Appendix B for comparison purposes.
- 3.3. This report provides information on:
- 3.3.1 Call answering statistics from the 21<sup>st</sup> May 2015, when the call logger became operational.
- 3.3.2 Numbers of mobilisations and call handling times for all three Services since go live.
- 3.3.3 Staff absence rates since go live.

- 3.3.4 Total numbers of emergency and administrative telephone calls into the Control Room since go live (note this is the first time this performance measure has been reported).
- 3.3.5 Numbers of Co-responding calls per Service since go live (note this is the first time this performance measure has been reported).
- 3.4. It should be noted the overall performance within the Control Room continues to improve and in a number of areas emergency response performance is better than the stand alone Control Rooms in Buckinghamshire and Royal Berkshire.
- 3.5. In particular the number of emergency calls answered within 5 seconds and mobilisations within 60 seconds show a marked improvement over the stand alone Control Rooms in Buckinghamshire and Royal Berkshire.
- 3.6. There is still some progress to be made to achieve the Oxfordshire Control Room performance prior to 'Go Live'. It is expected that as staff become settled and familiar with the systems and as the mobilising system issues are resolved, performance will improve to those levels previously achieved by Oxfordshire.
- 3.7. Staff absence rates showed a significant improvement in January (0.38 shifts per FTE) and they were the lowest they have been since 'Go Live' on a full month reporting basis. February figures show a marked increase (1.59 shifts per FTE) in absence rates and remedial action is ongoing.

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

- 4.1. There are no implications within this report.

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

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

#### **6. CONTRIBUTION TO SERVICE AIMS**

- 6.1 The measurement of performance supports the aim of providing an effective service to the population of the Thames Valley.

#### **7. BACKGROUND PAPERS**

- 7.1. Programme Sponsoring Group Benefits Paper – 11<sup>th</sup> April 2013.

**Author:** Bryan Morgan  
Royal Berkshire Project Manager

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

**Date of report:** 3<sup>rd</sup> March 2016

# Thames Valley Fire Control Service



## Control Managers Monthly Report

February 2016

Areas covered within this report include:

### Part 'A'

- Establishment
- Explanation of absence rates
- Overtime claims and payment records
- Outcomes learning from staff surveys, exit interviews, annual PDI, FB261's
- Update on staff performance issues
- System failures
- Response fix times for remedying faults with FRS equipment when reported by TVFCS
- Technical performance of the system
- Updates on previous reports
- Report on performance issues within TVFCS
- Any other issues for Fire authority inclusion and notification

### Part 'B'

- TVFCS Performance Report

**Part 'A'****Control Report February 2016****Establishment**

The below table provides the authorised establishment and current staffing position and details the number of staff in both substantive and fixed term posts and the full time equivalent (FTE).

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 Managers	4	4 – FTE 4	0	0
Crew Managers	12	11.88 – FTE (11)	0	0.12
Firefighter	20 (including 4 additional staff for first year of operation)	20 - FTE 18.51	0	1.49
<b>Total</b>	<b>38</b>	<b>36.39</b>	<b>0</b>	<b>1.61</b>

As mentioned in last month's report due to a reduction in hours on a temporary basis the current establishment has reduced from 36.51 to 36.39. All staff now have permanent contracts.

There is currently a recruitment process underway for vacancies for FF (control) on a 12 month fixed term contract. Three individuals who have conditionally passed the process are attending medicals and pending successful outcomes an anticipated start date of mid April is expected. One resignation at Crew Manager Level has been received; this is due to take effect from April. We therefore expect to appoint to this post from the pool of Firefighter (Control) who recently completed a promotions process. Once the resignation takes effect and new recruits commence in post, the establishment will stand at 38.39. This is above establishment slightly due to the number of part time personnel engaged in reduced hours of working. This will ensure that establishment figures are maintained and will provide resilience and security moving forward.

Following Joint Committee approval recruitment is underway for a TVFCS Administration role. Interviews are scheduled for mid March for this post.



Additionally, the Training Support Manager role is expected to be advertised following a Job Evaluation Process in early March 2016.

The promotion and assessment process for the vacant role at Crew Manager (Control) level has resulted in the successful temporary promotion of one individual; following completion of the safe assessment as described above, that person when successful will be offered the substantive post. The process has also created a pool of three TVFCS staff members suitable to apply for future vacancies at this level and who are also now engaged in completing the safe assessment.

### **Sickness**

During February there have been 13 episodes of absence equating to 58 days lost. 2 episodes were long term sick (both continuing from previous period and both are recurring/ongoing illnesses). 11 episodes were short term.

Comparison to RBFRS Control staff performance last month shows an increase in the number of days lost from 14 in January to 58 In February. The number of episodes has also increased from 7 in January to 13 this month.

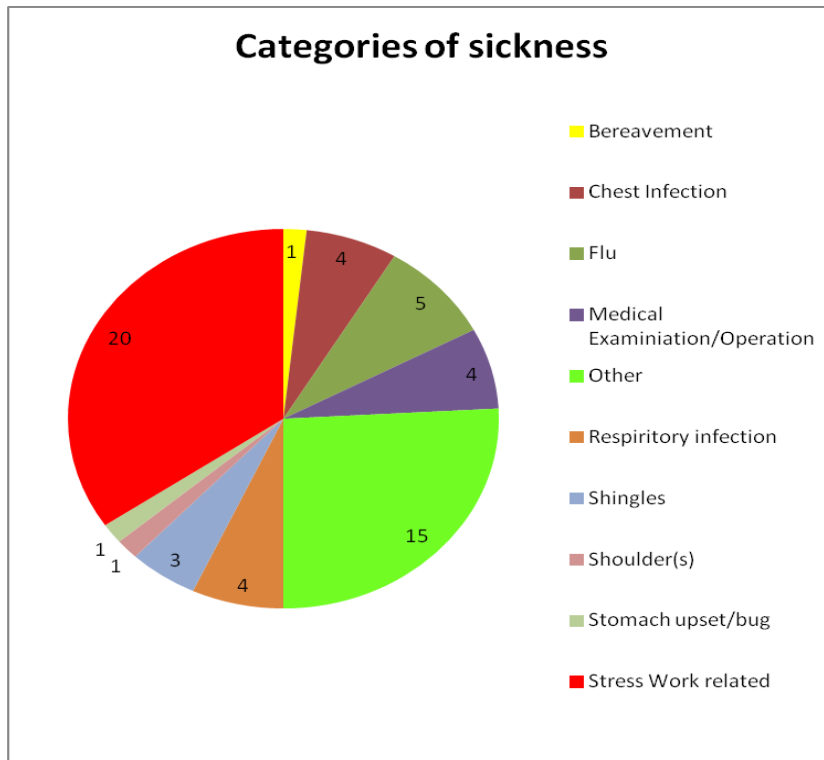
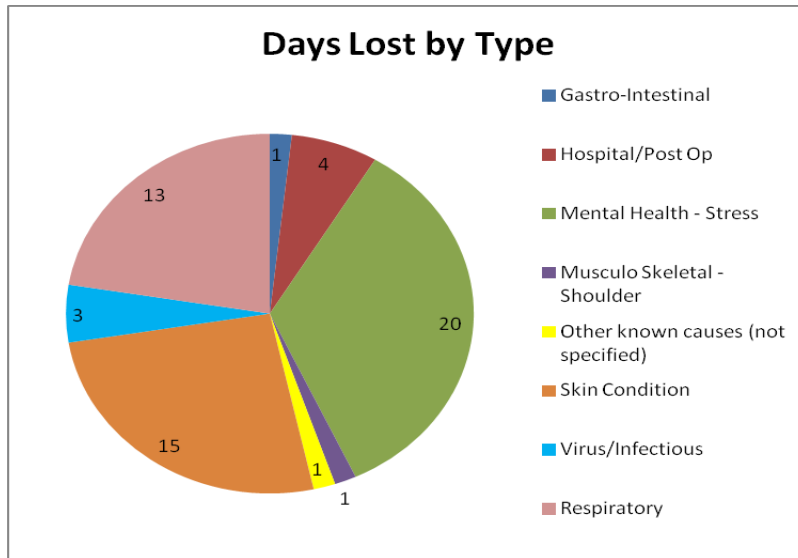
January was the lowest level of sickness since TVFCS went live at 0.38 shifts per FTE. February shows an increase to 1.59 shifts lost per FTE. This is the second highest figure since go live.

The table below illustrates the break down between long and short term sickness and the pie chart shows sickness reasons and the amount of duty days lost.

<b>Long Term Duty Days Lost</b>	<b>Number of Long Term Episodes</b>	<b>Short Term Duty Days Lost</b>	<b>Number of short term episodes</b>
<b>26</b>	<b>2</b>	<b>32</b>	<b>11</b>

Sickness review meetings are in progress in accordance with relevant organisational policy and procedure. Appropriate management actions are being undertaken to support staff and resolve the incidents of absence. Potential environmental factors are also under review.

**February Sickness Reasons (including Duty Days Lost)**



## Occupational Health Referrals

The number of occupational health referrals for February 2016, are indicated in the table below. There was one recall.

	July	August	September	October	November	December	January	February
New	4	2	1	0	1	1	0	3
Recall	2	2	1	1	1	1	1	1
TOTAL	6	4	2	1	2	2	1	4

*'New' referrals relates to a referral by the line manager for an individual with a new issue and 'recall' referrals relates to an ongoing matter under review with Occupational Health.*

## Overtime Claims and Payments

	Number of Employees that claimed OT	Hours Worked	Total of Overtime Paid
February	19	81.75	1705.67

## Overtime

Overtime payments are being made to ensure crewing is maintained to the required TVFCS levels. This is in the main due to sickness absences and in particular to cover Watch Officer shortages. The mobilising officer of each on coming shift is also paid 15 mins overtime for essential handing over where staff are expected to report for duty 15 mins before the start of their shift, overtime is paid as per agreements with TVFCS management. There are also overtime payments for personnel attending the TVFCS Control Resolution Team and the Issues Resolution Team which provides valuable input from an end user point of view.

## Annual Performance Development Interview (PDI's) completed

The Station Manager received his annual PDI in June 2015. PDI's for the rest of the staff group and being planned to take place over the course of the next three months.

## **Turnover**

There were no leavers in February however we are in receipt of a Crew Manager resignation with a leave date in April 2016.

## **TVFCS Performance**

TVFCS performance although increasing to levels more associated with pre TVFCS statistics have dropped very slightly in some areas. An explanation for this could be the high absence from sickness and the reduction in crewing levels as a result. This would partly explain the reason for not having sufficient staff numbers in order to take admin calls in particular which increased from the month of January where absence levels were a great deal less. TVFCS staff prioritise emergency calls over the admin calls and this again could explain the slight drop in performance.

Other areas of performance remain consistent with a slight improvement in the emergency calls answered in 5 seconds measure. Although there was a slight decrease in total emergency calls answered there was an increase in total admin calls being answered this month. The number of Co Responder incidents dealt with by TVFCS has doubled since go live. This is anticipated to rise further with more co responder resources planned for each Service; TVFCS will see further increases in Co Responding calls in the future.

## **Technical and systems issues**

The tendering process is now complete for the monitoring solution to be installed at the Calcot primary Control. This is due to be installed mid to end of March and will provide a valuable tool for supervisors to monitor individuals and provide support and guidance especially for development purposes. This solution will also provide the assurance that calls are interpreted and information is gathered effectively and efficiently increasing the ability to mobilise with more confidence.

The “Busy Lamps” are now ordered and will be installed on their arrival at TVFCS. This equipment will light up when the operator is engaged in conversation during a call or radio indicating to all other personnel that they are engaged in operations. This gives an immediate indication to the supervisors who are available should an urgent task require attention for example.

Works are planned at the Calcot primary Control site which include, a windows server update service (WSUS) and also Anti Virus (AV) installed. A planned evacuation of the primary control at Calcot is being organised and TVFCS will operate from Kidlington while the essential works are being undertaken. This is anticipated to last up to 2 days in order to complete the works.

These two updates will contribute towards RBFERS being able to introduce full Mobile Data Terminal capability in Fire Engines.

The project team and Issues Resolution Team are continuing to address issues along with TVFCS Management and TVFCS personnel contributing on a daily basis. The TVFCS Control Manager has set up the TVFCS Control Resolution Team, this is now up and running and is providing solutions to issues presented, varying from technical issues, to ways of working within the control room and collaboratively with the Three FRS'. This is made up of personnel representing all four watches in TVFCS, and consists of Supervisory Officers as well as Firefighter Control Personnel. This is an excellent opportunity to gain knowledge and experience from the end user, in order to resolve issues and explore more effective and efficient ways of working.

### **Incidents of interest**

On 23<sup>rd</sup> February TVFCS received a call to Didcot Power Station building A at 16:03:47 where resources were mobilised by TVFCS to a report of a building collapse at 16:04:33. TVFCS mobilised 2 pumping appliances and a rescue unit from Oxfordshire FRS. It very quickly developed into a large scale incident where further resources were requested from TVFCS and more pumping appliances and command support units were also mobilised along with supporting officers.

This incident was a very high profile event and it rapidly developed into a "Major Incident" for agencies involved. Further requests were made to TVFCS for specialist units to proceed to the incident and this involved TVFCS coordinating national assets from the National coordination Centre. Urban Search and Rescue Units were then mobilised from 5 different Fire and Rescue Services to assist with the developing situation at the incident.

TVFCS personnel continued to resource the incident with relief crews and further requests for support along with liaising with the Oxfordshire FRS Operational Support Room at Kidlington where the incident was being supported by Oxfordshire personnel. BMKFRS had also set up their Operational Support Room and TVFCS were also closely working with Buckinghamshire personnel who had provided their national asset in the way of an Urban Search and Rescue Team. TVFCS also liaised with agencies to provide specialist search and rescue dogs to attend and were also working closely with Thames Valley Police and South Central Ambulance Control Rooms. TVFCS have received personal praise for their work during this incident from the Chief Fire Officer and Deputy Chief Fire Officer from Oxfordshire which is very welcome from all involved in TVFCS.

TVFCS personnel have also managed several multi pump incidents throughout February and this has been successful on each occasion.

## **TVFCS Managers overview**

TVFCS personnel are continuing to develop skills and knowledge in order to provide the efficient effective service to all three FRS', Training and development of staff is ongoing and the watch and Station Managers continue to address personal and team development needs to ensure the best performance of TVFCS staff. There are courses being attended by TVFCS staff especially the supervisors and particularly Crew Manager level, this includes the Award in Education and Training (AET) qualification which will give valuable skills to those that are in a supervisory capacity and will deliver training to others. Amongst other courses are the coaching and mentoring and most Crew Managers have now attended specific training giving them the skills to carry out performance development interviews with their staff.

Performance issues are being managed and personnel with difficulties are engaged in performance and development programmes to facilitate satisfactory performance. Absence due to sickness is a significant issue and steps are continuing to be taken to reduce this. Personnel are being closely managed as per the RBFRS policies and a senior HR advisor is working along with the TVFCS manager to address and reduce the absence levels due to sickness. This is being managed by interviews when returning to work, occupational health referrals and case review meetings. Personnel are being monitored very closely and support mechanisms are in place for those that are absent due to long term illness or conditions.

Watch configuration exercises are being considered to allow for the newly promoted personnel and personnel to revert in role. With the receipt of resignation of a Crew Manager and a further two requests to revert in role from Crew Manager to Firefighter Control this has delayed the watch configuration exercise. The TVFCS Manager is waiting for Occupational Health reports in order to aid decision making with guidance. This will create a situation where the personnel that have completed the Crew Manager Promotion process will be promoted to replace the personnel leaving and others wishing to revert in role. This has implications with training the newly promoted personnel in order to provide them with the skills and knowledge to carry out this role effectively.

The TVFCS Training Manager along with the TVFCS Manager are completing the Crew Manager development programme in order to address this situation and also if existing Crew Managers are wishing to revert in role they will also be asked to act as a mentor until the new Crew Managers are comfortable in role. This is unprecedented and the TVFCS manager along with the senior HR advisor are looking at the reasons why in particular Crew Managers are requesting to revert in role and also newer members of TVFCS are actively seeking promotion.

TVFCS Management and personnel continue to move forward to ensure that it provides a professional, efficient and effective service to both the general public and each FRS it serves.

## **Part 'B'**

### **Performance Reporting**

#### Overview

On the 11<sup>th</sup> April 2013 the Programme Sponsoring Group agreed the performance measures for the Thames Valley Fire Control Service. This part of the report provides an update on the measures that have been reported since 2013 to enable a comparison to previous performance and to show the current TVFCS performance.

Measures reported monthly are:

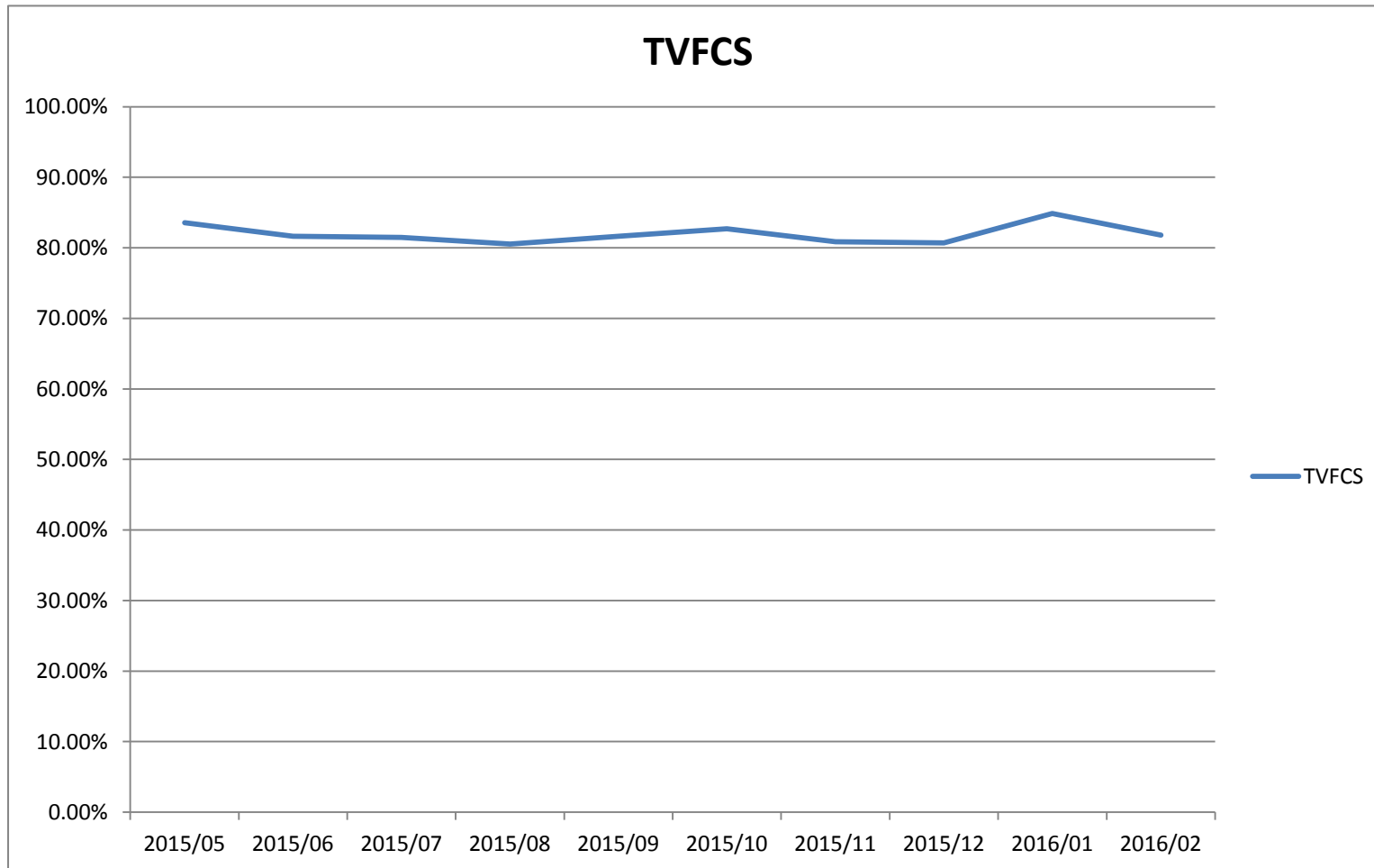
- The percentage of administrative calls answered within 15 seconds
- The percentage of emergency calls answered within 5 seconds
- The percentage of emergency calls answered within 10 seconds
- The percentage of mobilisations within 60 seconds
- The percentage of mobilisations within a cumulative 90 seconds
- The percentage of mobilisations within a cumulative 120 seconds
- The number of times TVFCS has resorted to emergency fallback
- The average number of shifts lost to sickness per Full Time Equivalent employee
- The number of mobilisations per Fire and Rescue Service
- The total number of emergency calls answered
- The total number of administrative calls answered
- The number of Co-responding incidents per Fire and Rescue service

The table below provides a summary of the performance measures:

<b>Metric</b>	<b>Pre 'Go Live' Average (Dec 2014)</b>	<b>Last Month</b>	<b>February 2016</b>
Admin calls answered within 15 seconds	98.24%	84.85%	81.81%
Emergency calls answered within 5 seconds	71.45%	92.93%	92.97%
Emergency calls answered within 10 seconds	96.31%	99.02%	97.84%
Mobilisations within 60 seconds	35.82%	33.05%	33.74%
Mobilisations within 90 seconds	67.79%	62.85%	63.13%
Mobilisations within 120 seconds	85.19%	79.15%	78.82%
No of times Emergency fallback instigated	0	0	0
Average shifts sick per FTE	1.13	0.38	1.59
Number of mobilisations	N/A	1,748	1,582
Total Emergency calls answered	N/A	2,528	2,344
Total Admin calls answered	N/A	6,828	7,038
Number of Co-responding incidents	N/A	335	430



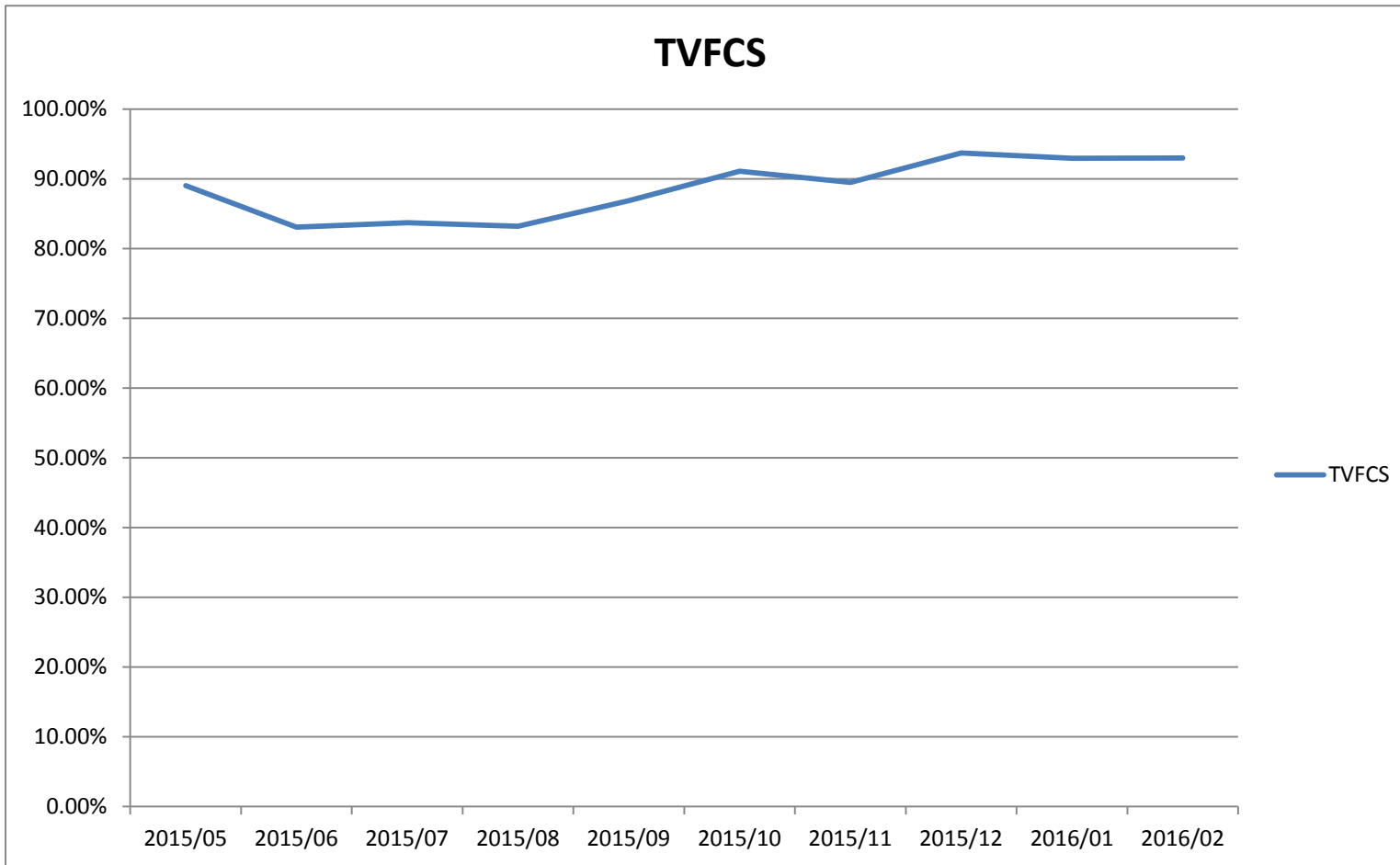
### % admin calls answered in 15 seconds



	TVFCS
2015/05	83.56%
2015/06	81.66%
2015/07	81.46%
2015/08	80.52%
2015/09	81.64%
2015/10	82.71%
2015/11	80.85%
2015/12	80.69%
2016/01	84.85%
2016/02	81.81%
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

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

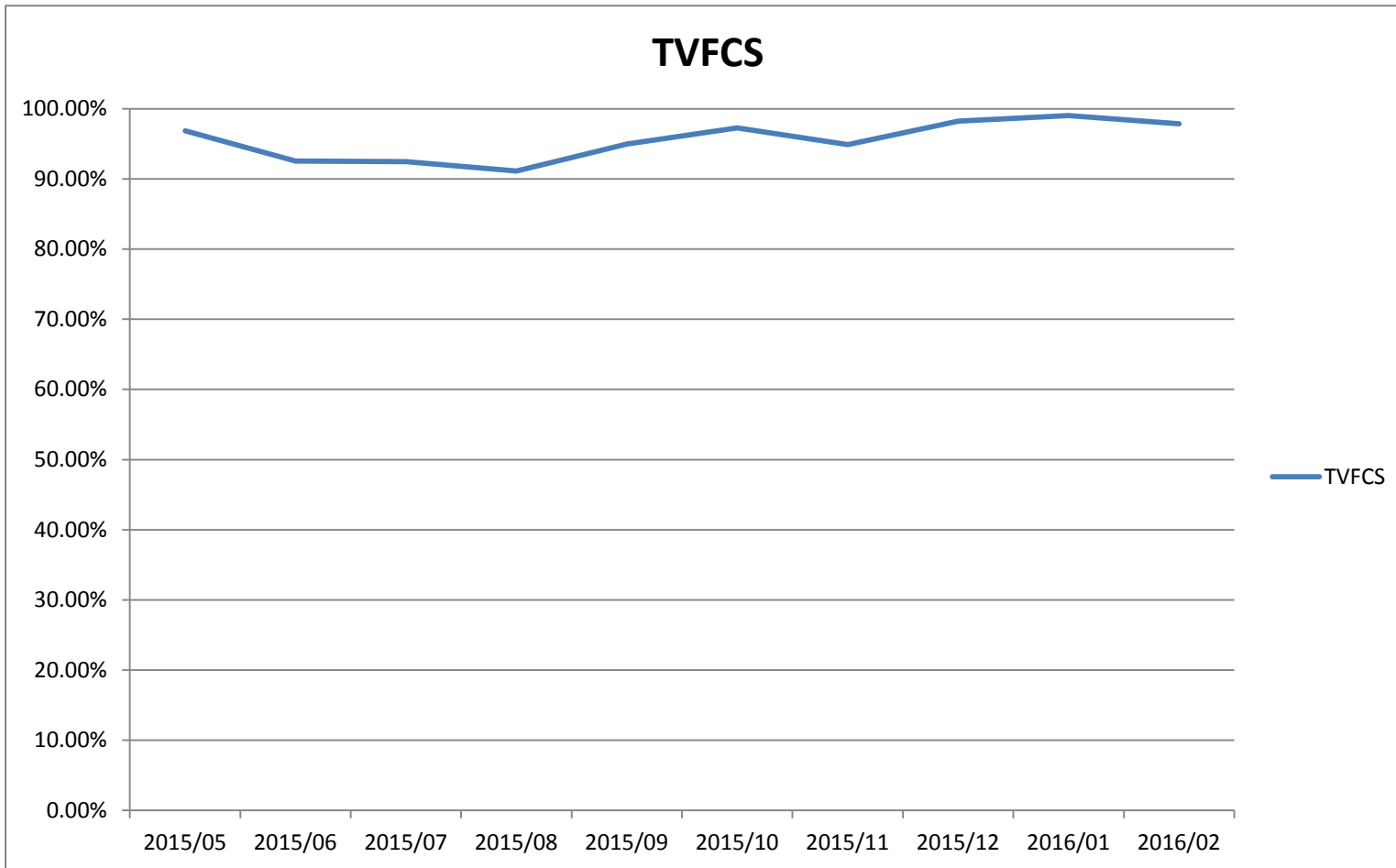
### % emergency calls answered within 5 seconds



	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	89.47%
2015/12	93.70%
2016/01	92.93%
2016/02	92.97%
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

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

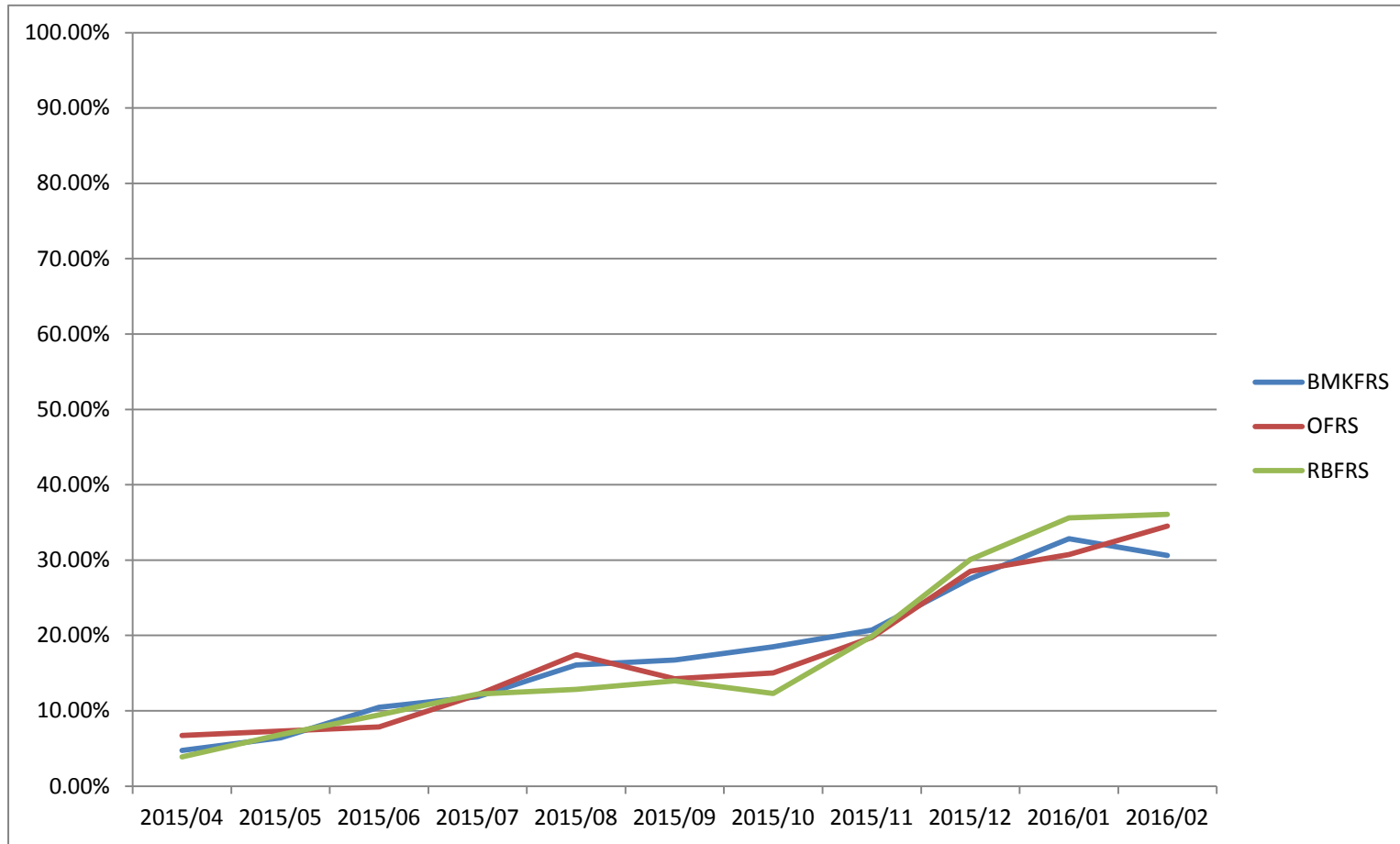
### % emergency calls answered within 10 seconds



	TVFCS
2015/05	96.85%
2015/06	92.54%
2015/07	92.48%
2015/08	91.13%
2015/09	94.98%
2015/10	97.28%
2015/11	94.89%
2015/12	98.21%
2016/01	99.02%
2016/02	97.84%
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 1: 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

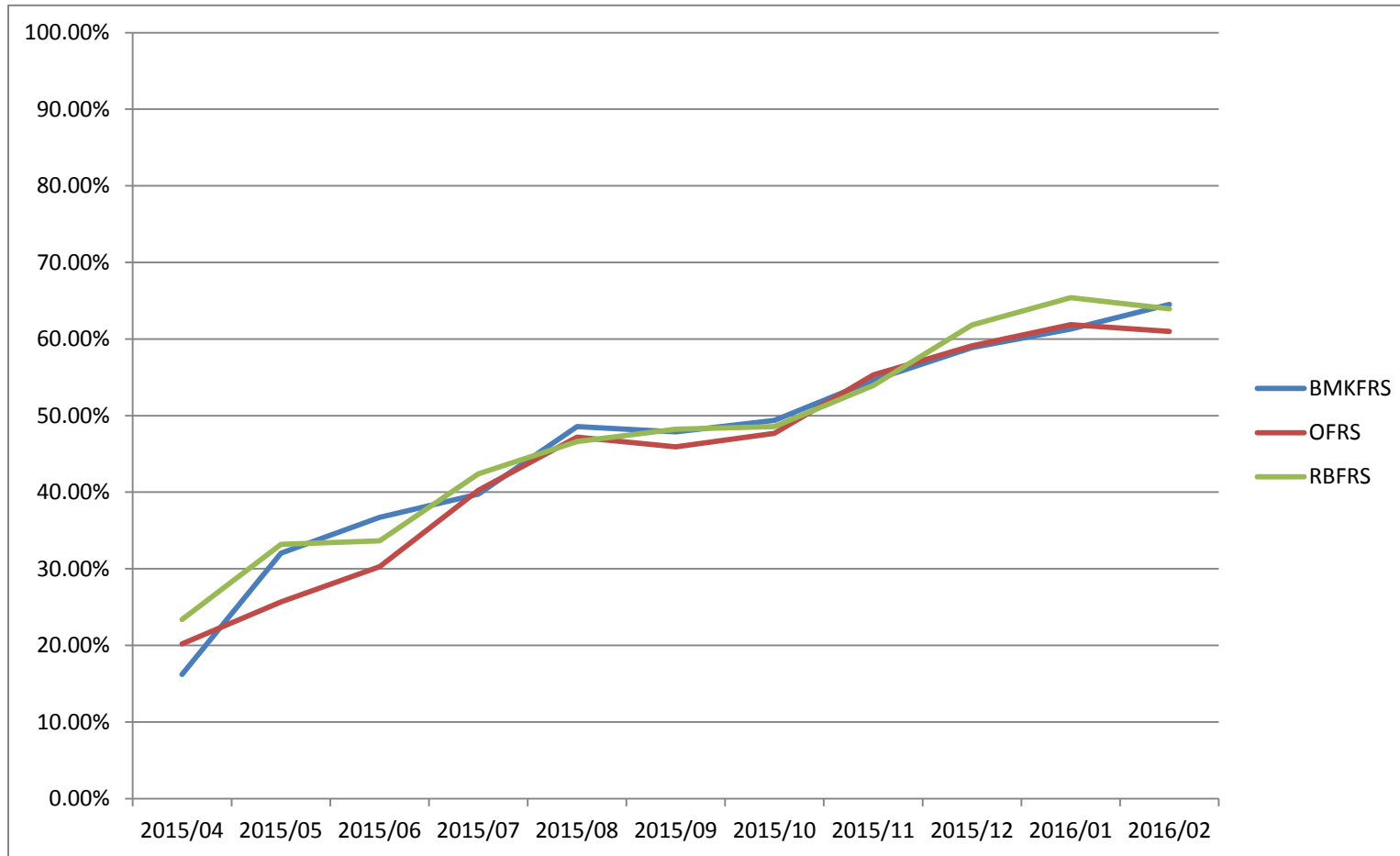
### % mobilisations in 60 seconds



	<b>BMKFRS</b>	<b>OFRS</b>	<b>RBFRS</b>
<b>2015/04</b>	4.73%	6.73%	3.9%
<b>2015/05</b>	6.41%	7.30%	6.84%
<b>2015/06</b>	10.47%	7.85%	9.45%
<b>2015/07</b>	11.88%	12.13%	12.22%
<b>2015/08</b>	16.07%	17.46%	12.85%
<b>2015/09</b>	16.74%	14.26%	13.98%
<b>2015/10</b>	18.49%	15.04%	12.30%
<b>2015/11</b>	20.72%	19.75%	19.89%
<b>2015/12</b>	27.55%	28.51%	30.06%
<b>2016/01</b>	32.83%	30.72%	35.60%
<b>2016/02</b>	30.63%	34.53%	36.08%
<b>2016/03</b>			
<b>2016/04</b>			
<b>2016/05</b>			
<b>2016/06</b>			
<b>2016/07</b>			
<b>2016/08</b>			
<b>2016/09</b>			
<b>2016/10</b>			
<b>2016/11</b>			
<b>2016/12</b>			
<b>2017/01</b>			
<b>2017/02</b>			

Note1: TVFCS went live on 23 April 2015;  
April data reports 23-30 April 2015

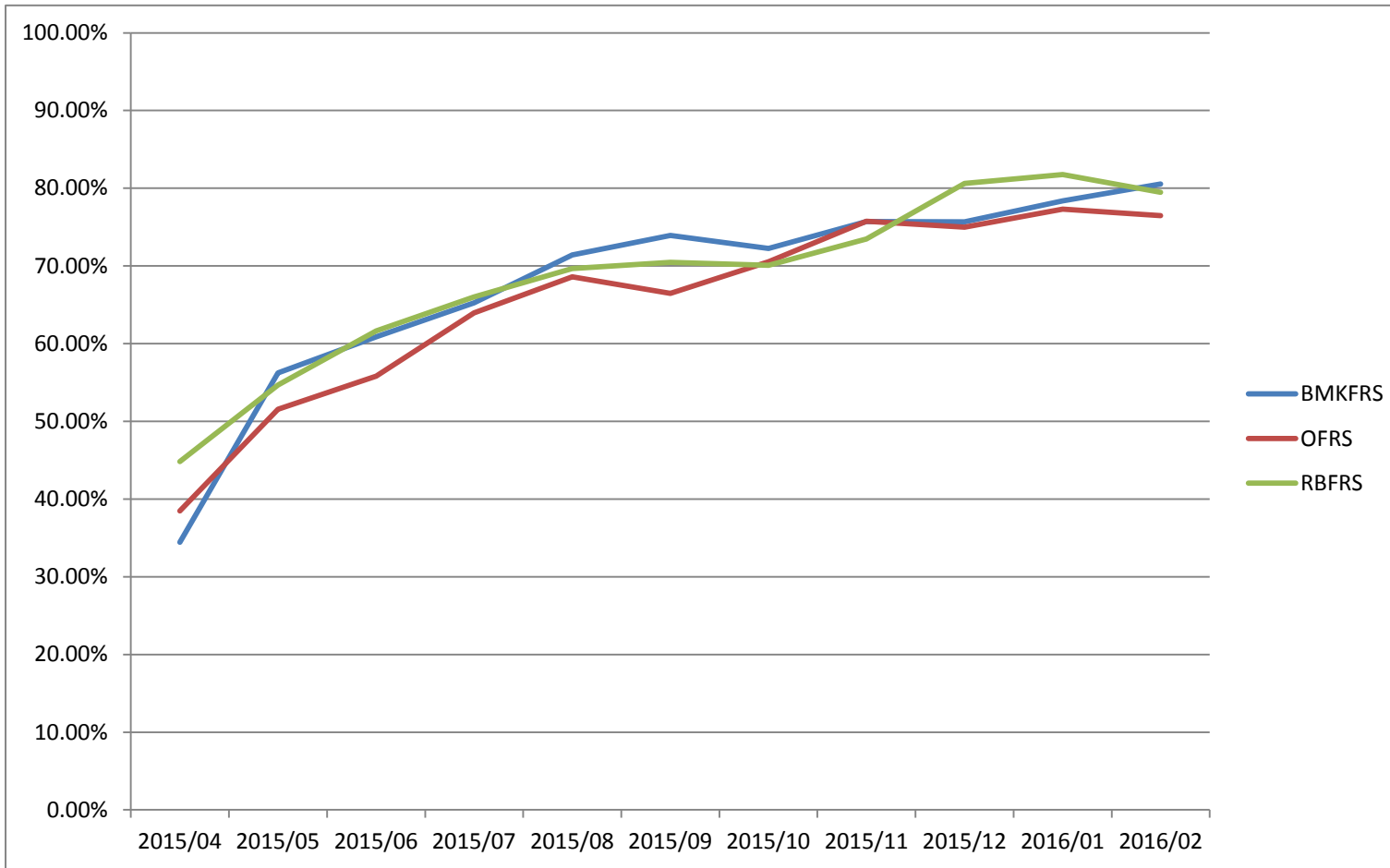
### % mobilisations in 90 seconds



	BMKFRS	OFRS	RBFRS
2015/04	16.22%	20.19%	23.38%
2015/05	32.05%	25.66%	33.20%
2015/06	36.71%	30.27%	33.64%
2015/07	39.74%	40.25%	42.38%
2015/08	48.56%	47.19%	46.59%
2015/09	47.88%	45.91%	48.23%
2015/10	49.37%	47.67%	48.57%
2015/11	54.61%	55.30%	53.94%
2015/12	58.87%	59.09%	61.82%
2016/01	61.29%	61.85%	65.41%
2016/02	64.50%	60.99%	63.92%
2016/03			
2016/04			
2016/05			
2016/06			
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

Note1: TVFCS went live on 23 April 2015;  
 April data reports 23-30 April 2015

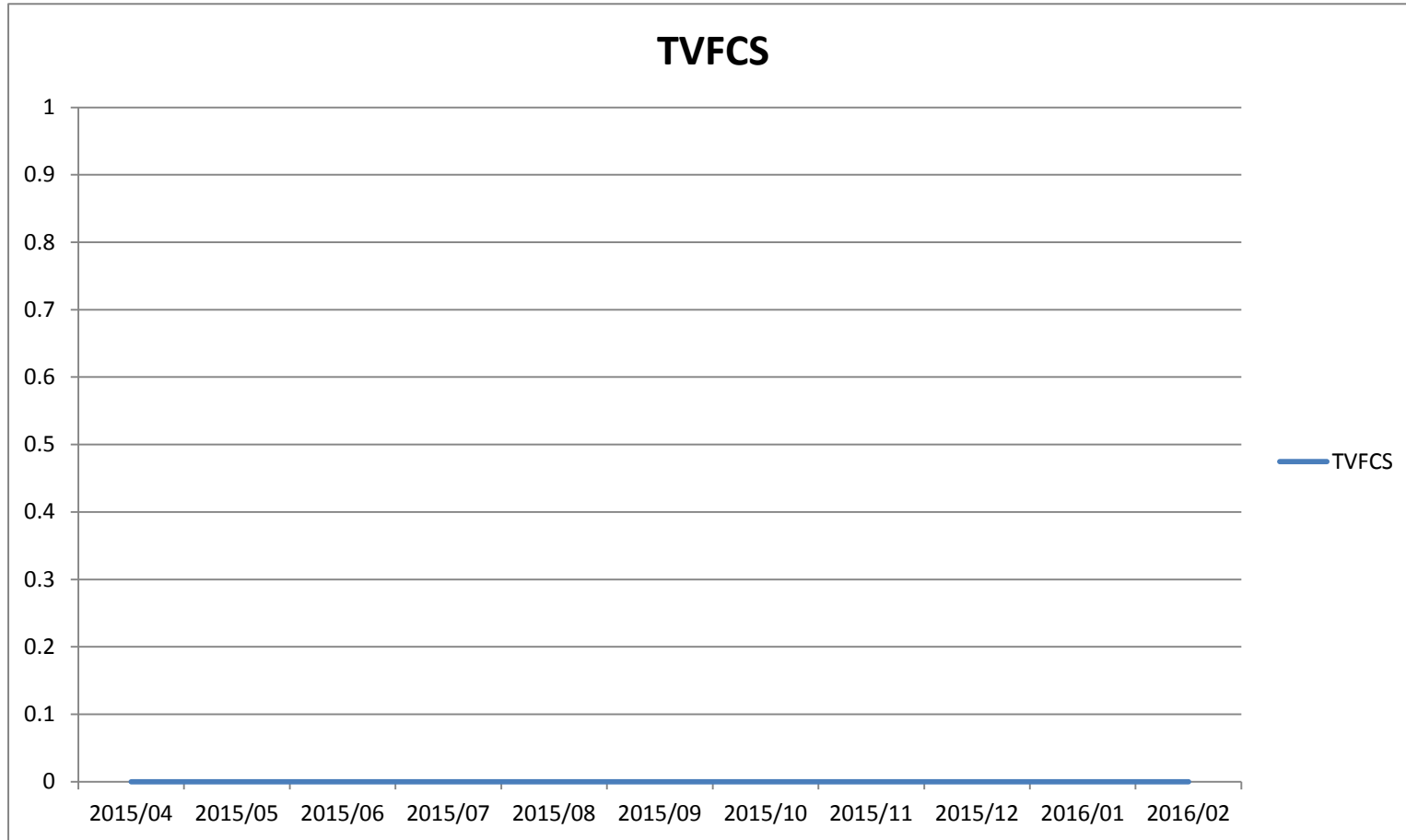
### % mobilisations in 120 seconds



	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	75.71%	75.76%	73.48%
2015/12	75.66%	75.00%	80.63%
2016/01	78.37%	77.31%	81.77%
2016/02	80.53%	76.46%	79.47%
2016/03			
2016/04			
2016/05			
2016/06			
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

Note1: TVFCS went live on 23 April 2015;  
April data reports 23-30 April 2015

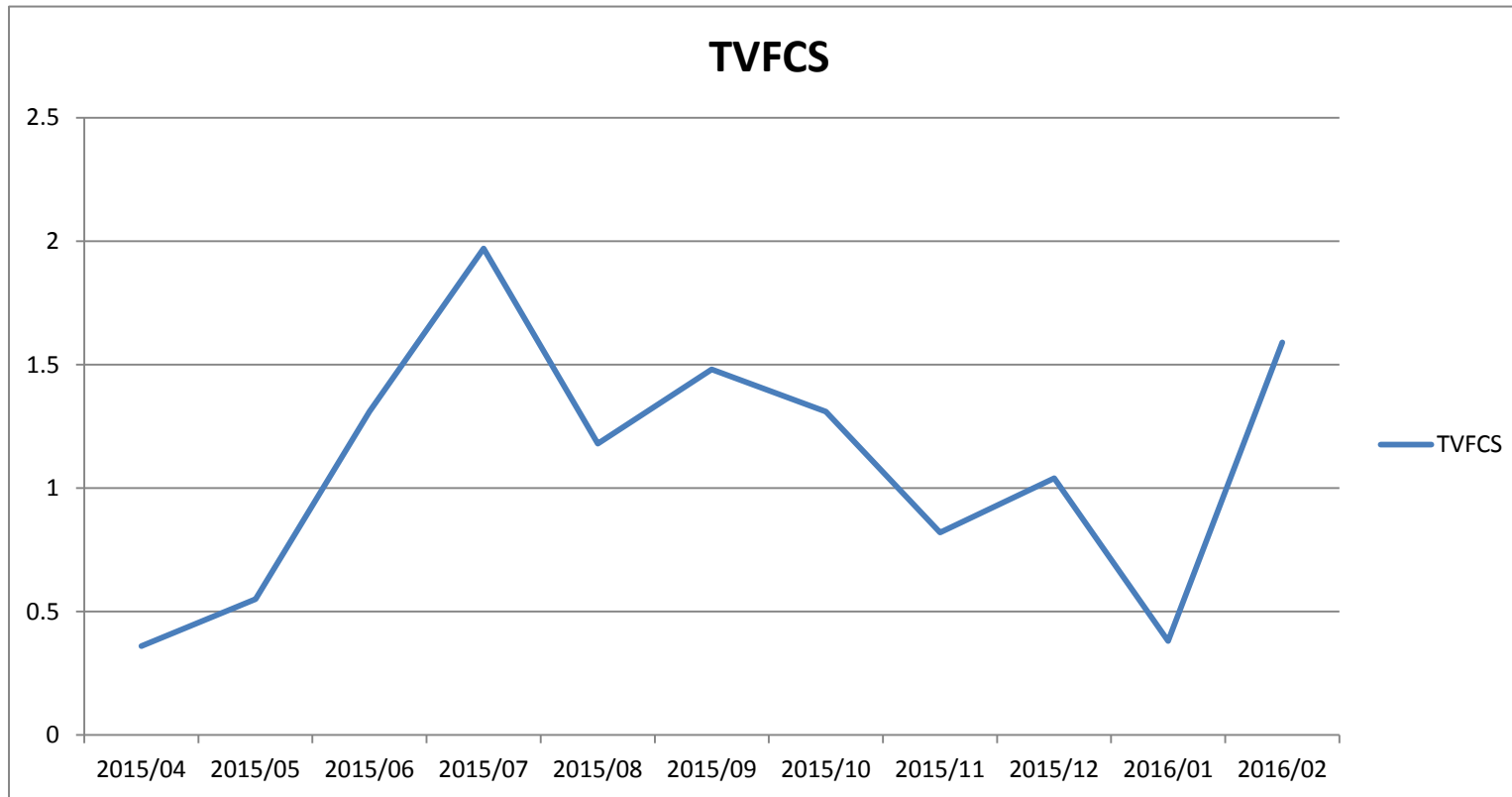
### # times Control revert to emergency fallback



	TVFCS
2015/04	0
2015/05	0
2015/06	0
2015/07	0
2015/08	0
2015/09	0
2015/10	0
2015/11	0
2015/12	0
2016/01	0
2016/02	0
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

### Average shifts sick per Control FTE

The agreed measure for sickness for the TVFCS is 'Average hours sick per Control FTE'. Until this measure is available reporting for this measure is 'Average shifts sick per FTE'.

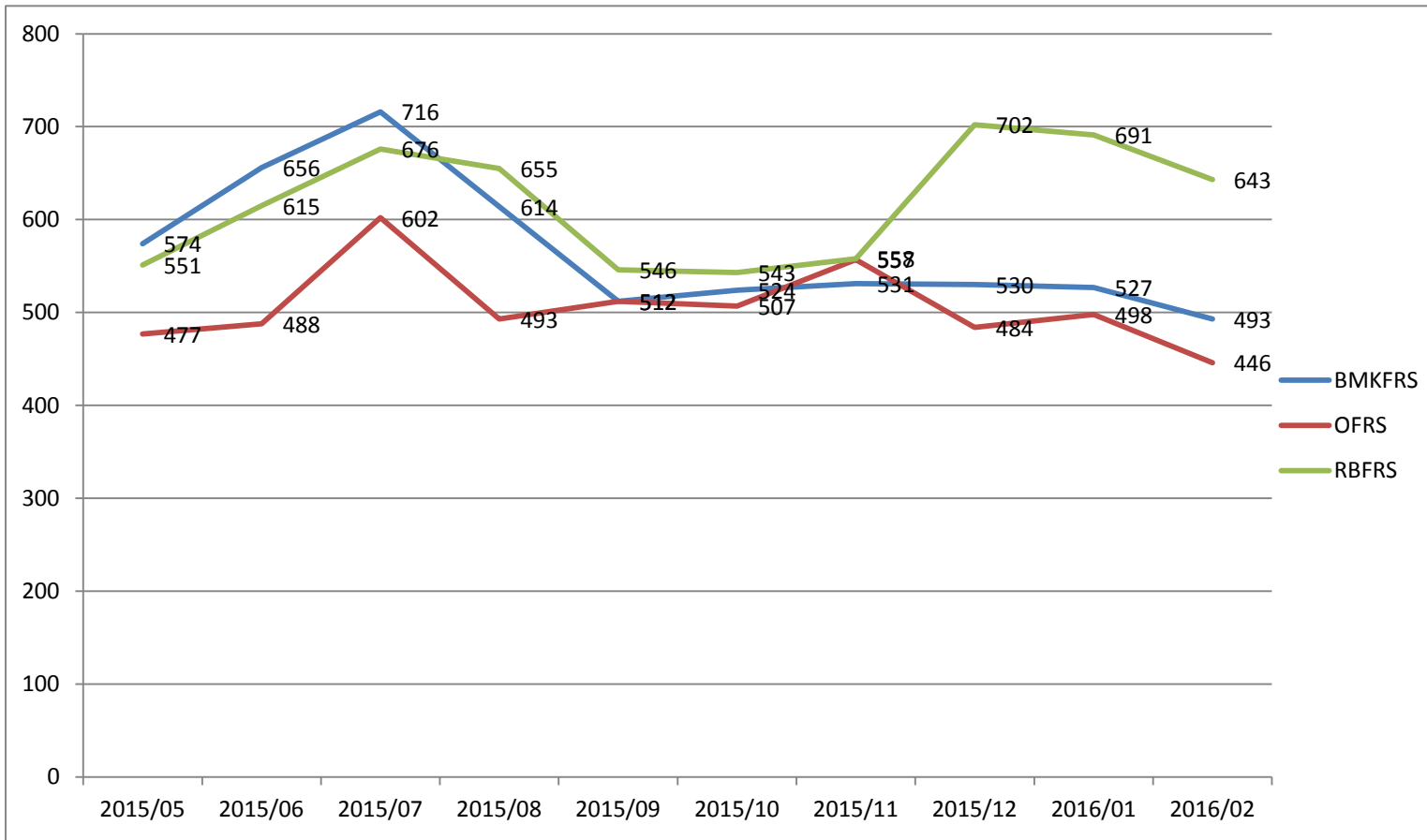


	TVFCS
2015/04	0.36
2015/05	0.55
2015/06	1.31
2015/07	1.97
2015/08	1.18
2015/09	1.48
2015/10	1.31
2015/11	0.82
2015/12	1.04
2016/01	0.38
2016/02	1.59
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

Note1: TVFCS went live on 23 April 2015;  
April data reports 24-30 April 2015

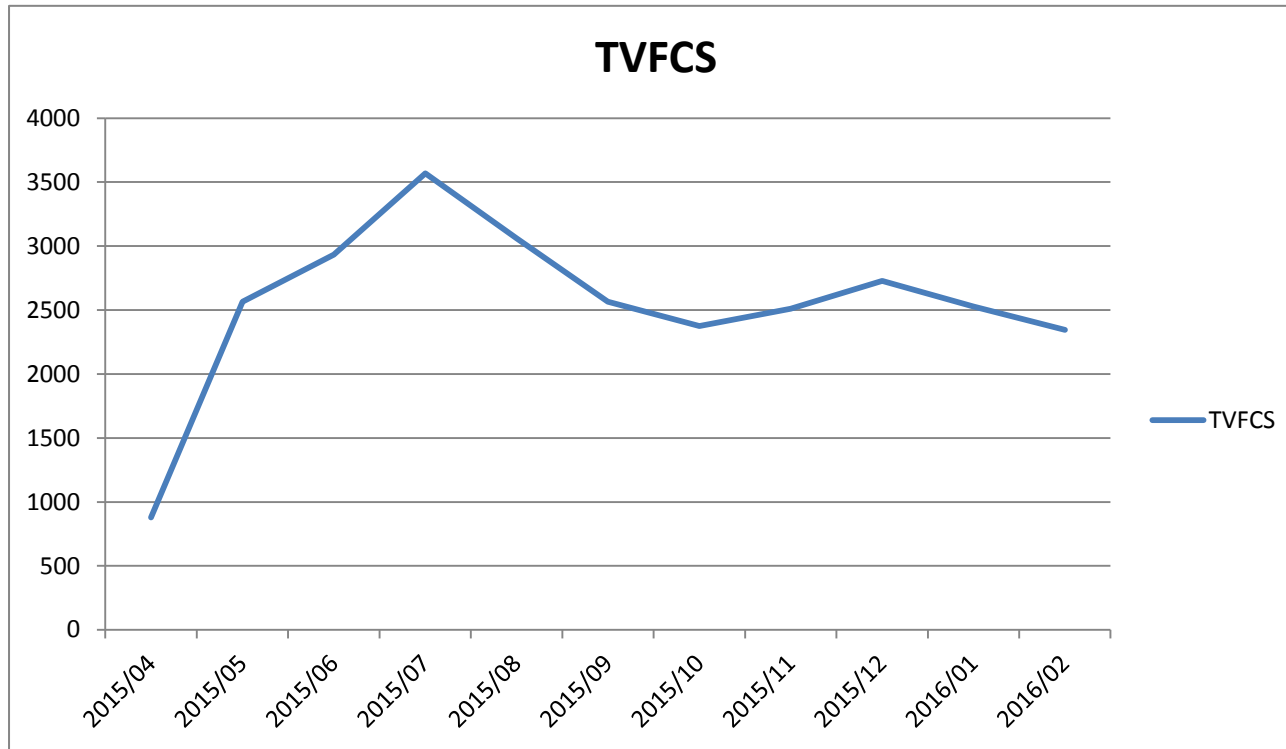


### Number of incidents resources assigned to per FRS



	BMKFRS	OFRS	RBFRS
2015/05	574	477	551
2015/06	656	488	615
2015/07	716	602	676
2015/08	614	493	655
2015/09	512	512	546
2015/10	524	507	543
2015/11	531	557	558
2015/12	530	484	702
2016/01	527	498	691
2016/02	493	446	643
2016/03			
2016/04			
2016/05			
2016/06			
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

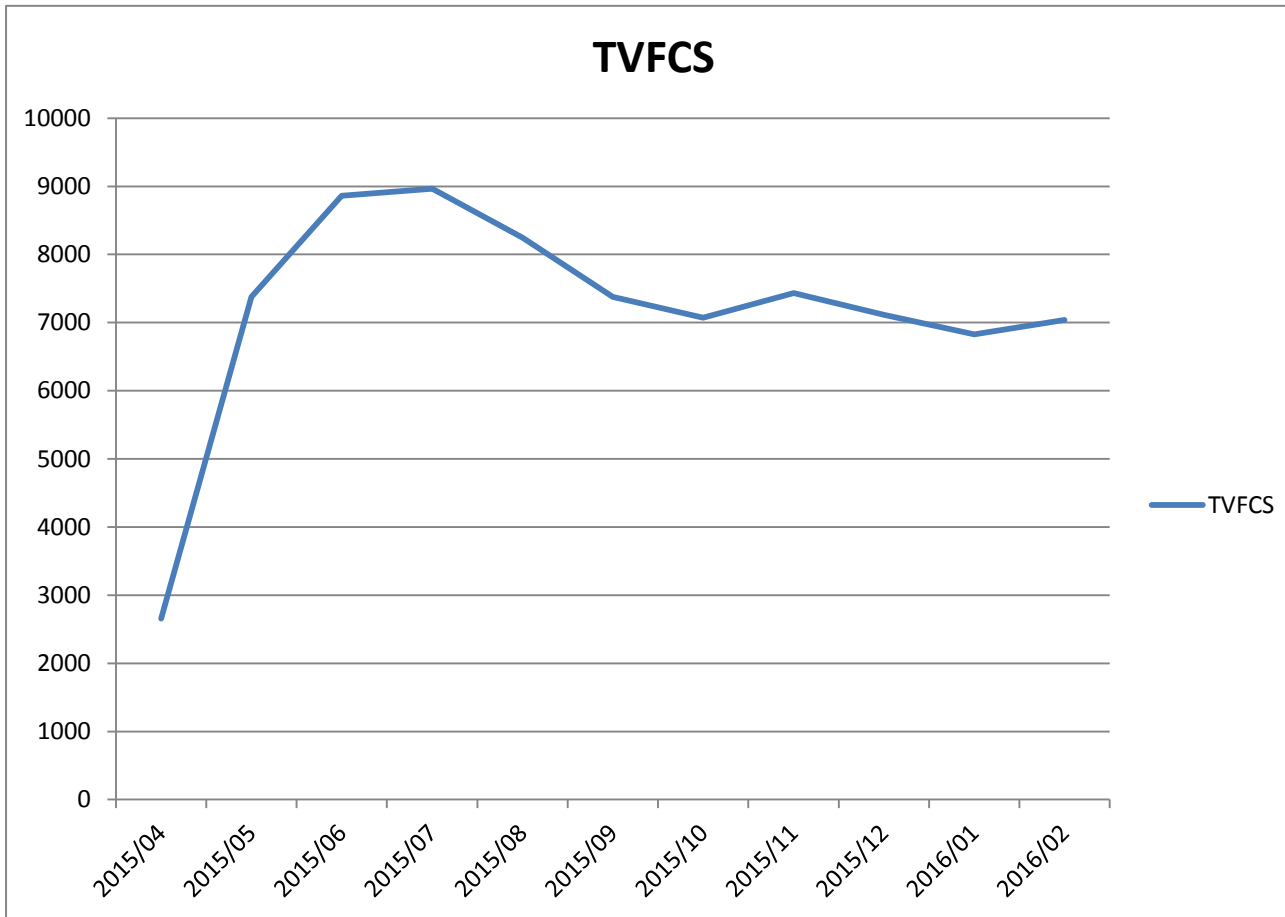
### Total number of Emergency calls answered



	TVFCS
2015/04	880
2015/05	2,565
2015/06	2,934
2015/07	3,569
2015/08	3,060
2015/09	2,565
2015/10	2,376
2015/11	2,510
2015/12	2,729
2016/01	2,528
2016/02	2,344
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	
	<b>28060</b>

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

### Total number of Administrative Calls answered



	TVFCS
2015/04	2,658
2015/05	7,375
2015/06	8,861
2015/07	8,963
2015/08	8,248
2015/09	7,375
2015/10	7,070
2015/11	7,435
2015/12	7,112
2016/01	6,828
2016/02	7,038
2016/03	
2016/04	
2016/05	
2016/06	
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	
	<b>78,963</b>

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

### Co responder number of incidents



	BMKFRS	OFRS	RBFRS
2015/05	155	55	1
2015/06	161	38	5
2015/07	224	48	25
2015/08	228	34	38
2015/09	201	35	34
2015/10	153	42	22
2015/11	115	71	41
2015/12	81	65	105
2016/01	109	93	133
2016/02	163	96	171
2016/03			
2016/04			
2016/05			
2016/06			
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

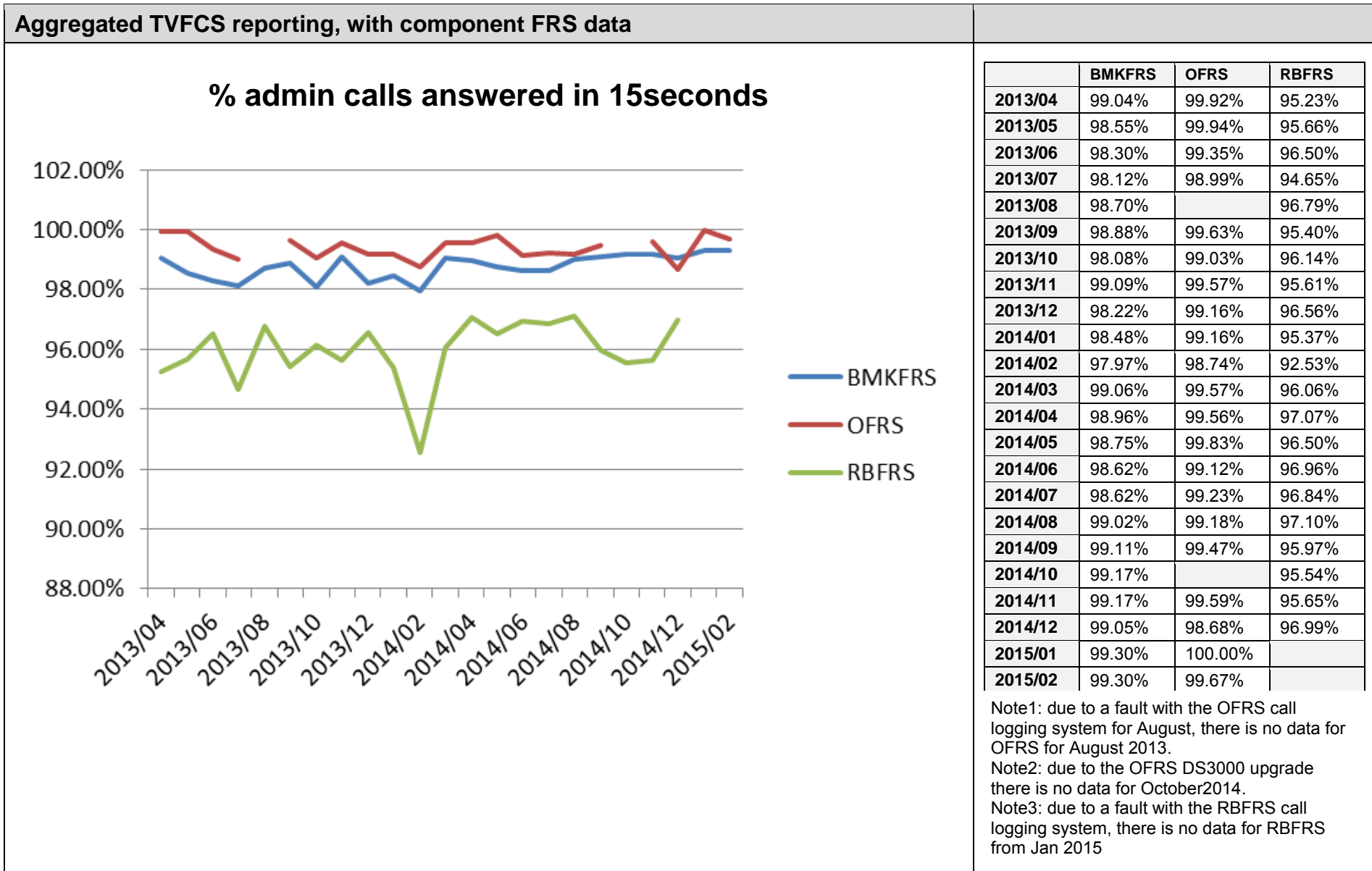
Note1: call logger installation completed on 21 May 2015, which is the earliest date for which we have this dataset. May data reports 21-31 May 2015

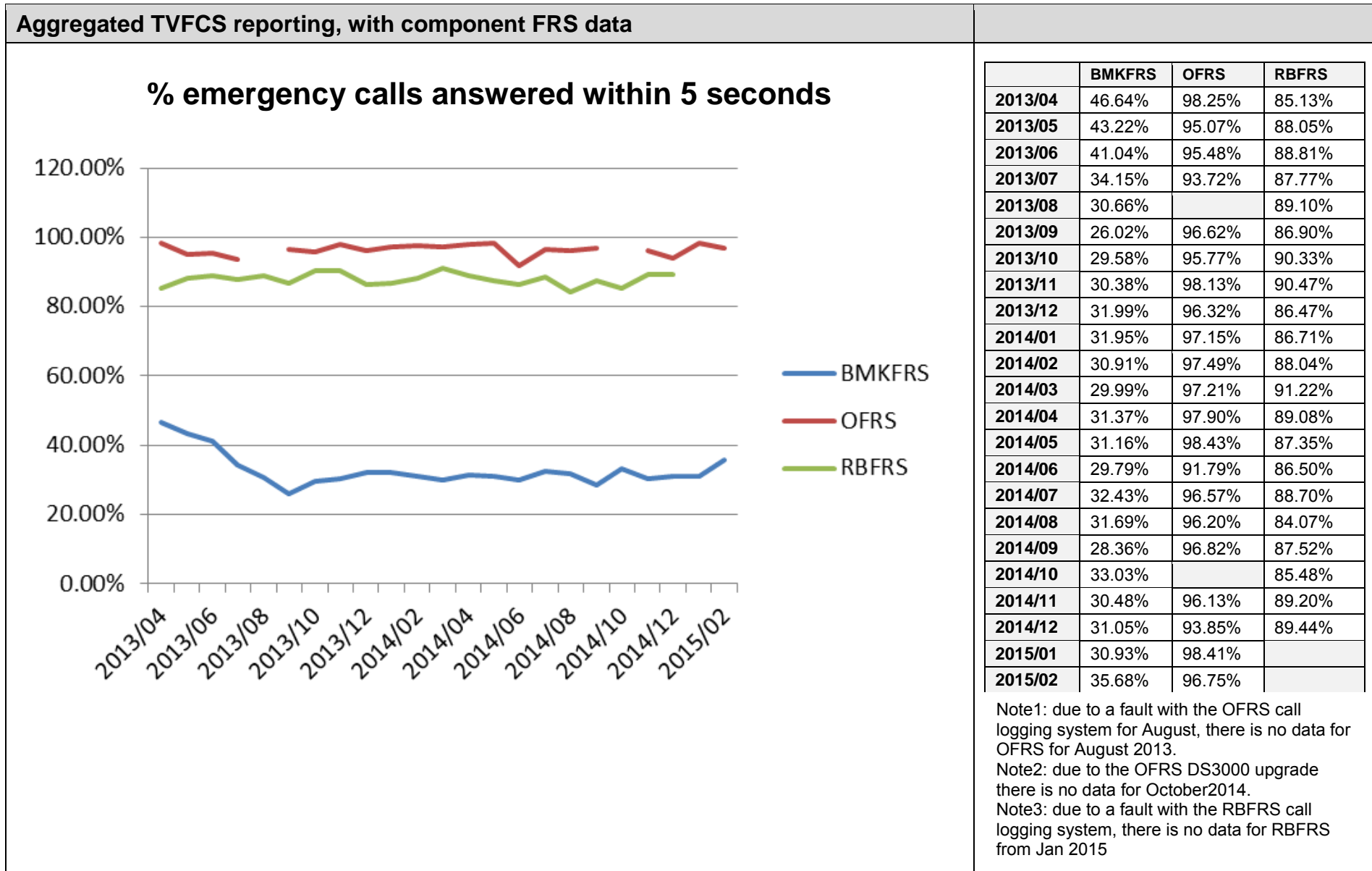
## Thames Valley Fire Control Service (TVFCS) Current Performance Measures for Oxfordshire, Royal Berkshire, and Buckinghamshire & Milton Keynes Fire and Rescue Services

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 -

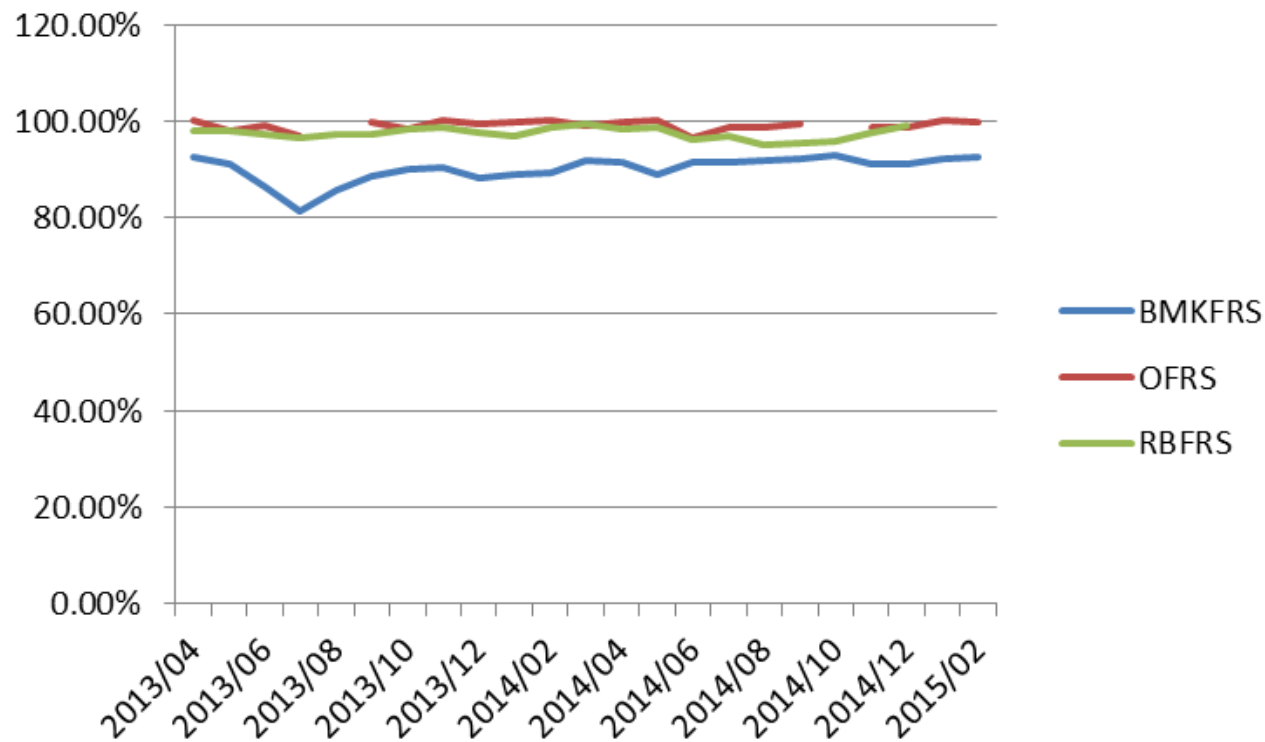
- Due to a fault in the legacy RBFRS call logging system, some RBFRS data is not available from January 2015 onwards.
- For RBFRS figures provided for October 2014 onwards, *RBFRS FTE Control staff* has included the TVFCS new recruits.





**Aggregated TVFCS reporting, with component FRS data**

**% emergency calls answered within 10 seconds**



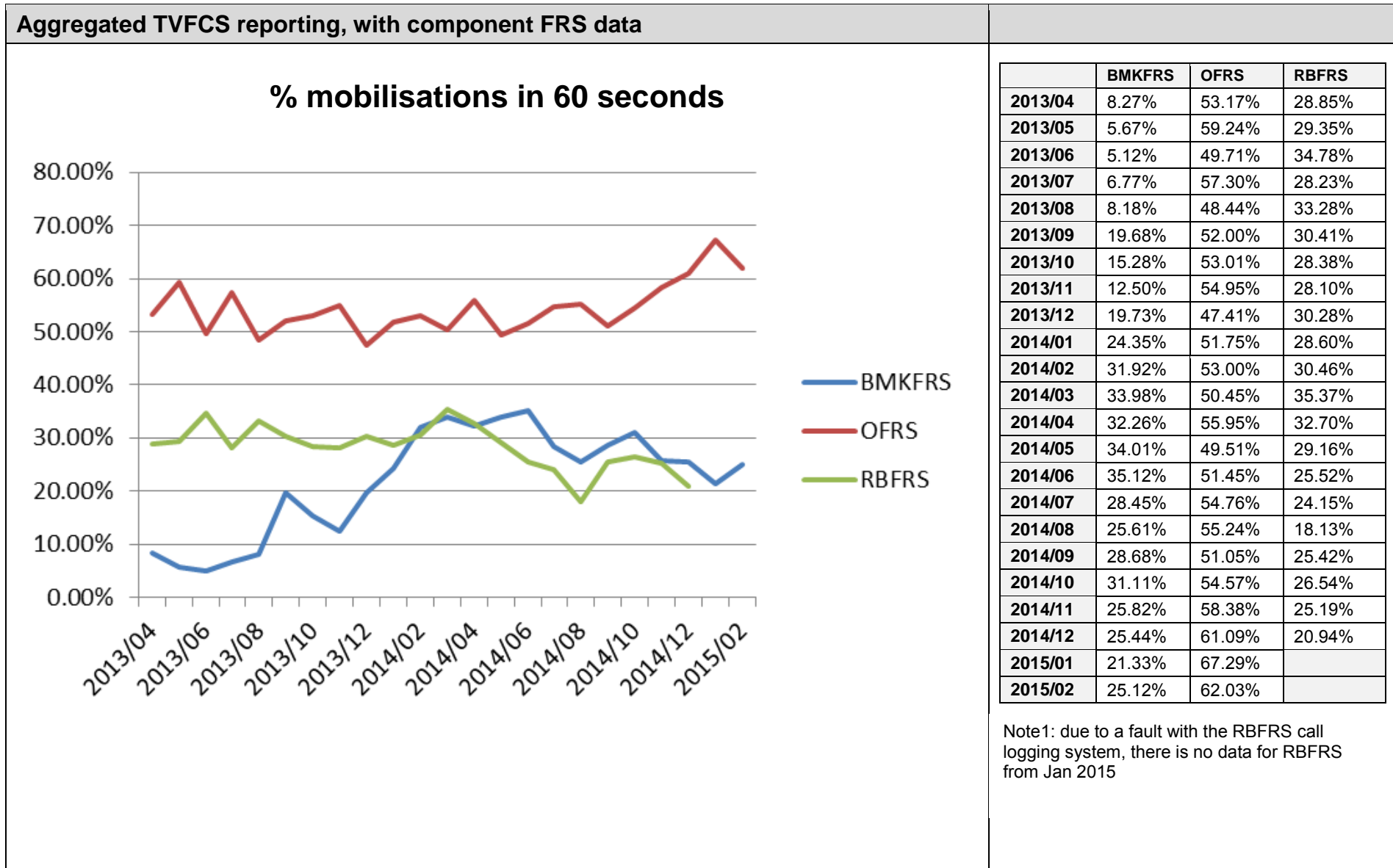
	BMKFRS	OFRS	RBFRS
2013/04	92.69%	100%	97.96%
2013/05	91.22%	97.80%	98.14%
2013/06	86.36%	99.03%	97.25%
2013/07	81.46%	96.73%	96.69%
2013/08	85.70%		97.35%
2013/09	88.42%	99.78%	97.27%
2013/10	89.89%	98.45%	98.33%
2013/11	90.33%	100%	98.68%
2013/12	88.03%	99.43%	97.76%
2014/01	88.97%	99.71%	97.01%
2014/02	89.19%	100%	98.86%
2014/03	91.88%	98.95%	99.39%
2014/04	91.37%	99.63%	98.34%
2014/05	88.98%	100%	98.83%
2014/06	91.50%	96.35%	96.09%
2014/07	91.33%	98.77%	96.81%
2014/08	91.66%	98.63%	95.17%
2014/09	92.26%	99.30%	95.48%
2014/10	92.90%		95.70%
2014/11	91.14%	98.82%	97.62%
2014/12	91.23%	98.66%	99.03%
2015/01	92.35%	100.00%	
2015/02	92.62%	99.83%	

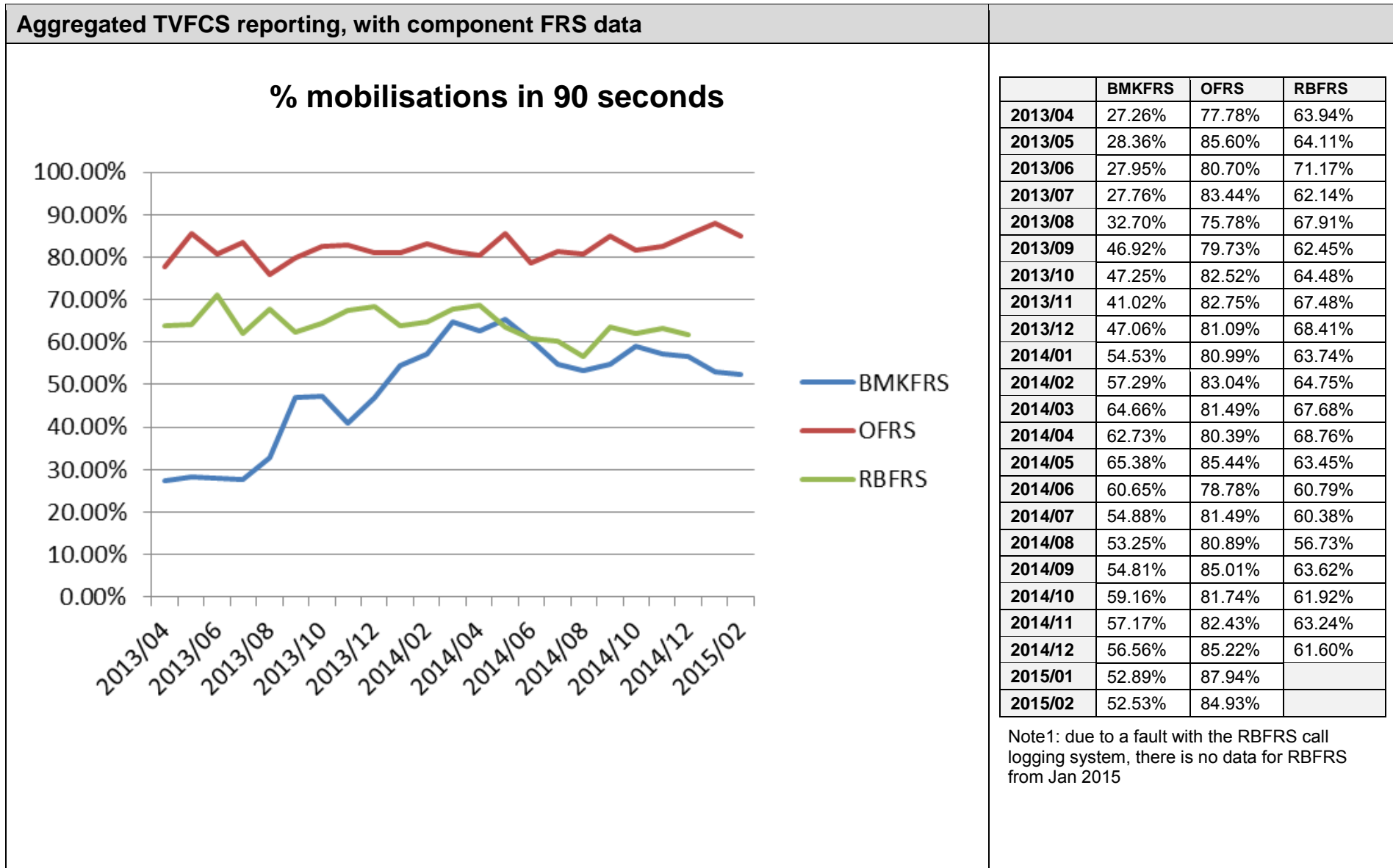
Note1: due to a fault with the OFRS call logging system for August, there is no data for OFRS for August 2013.

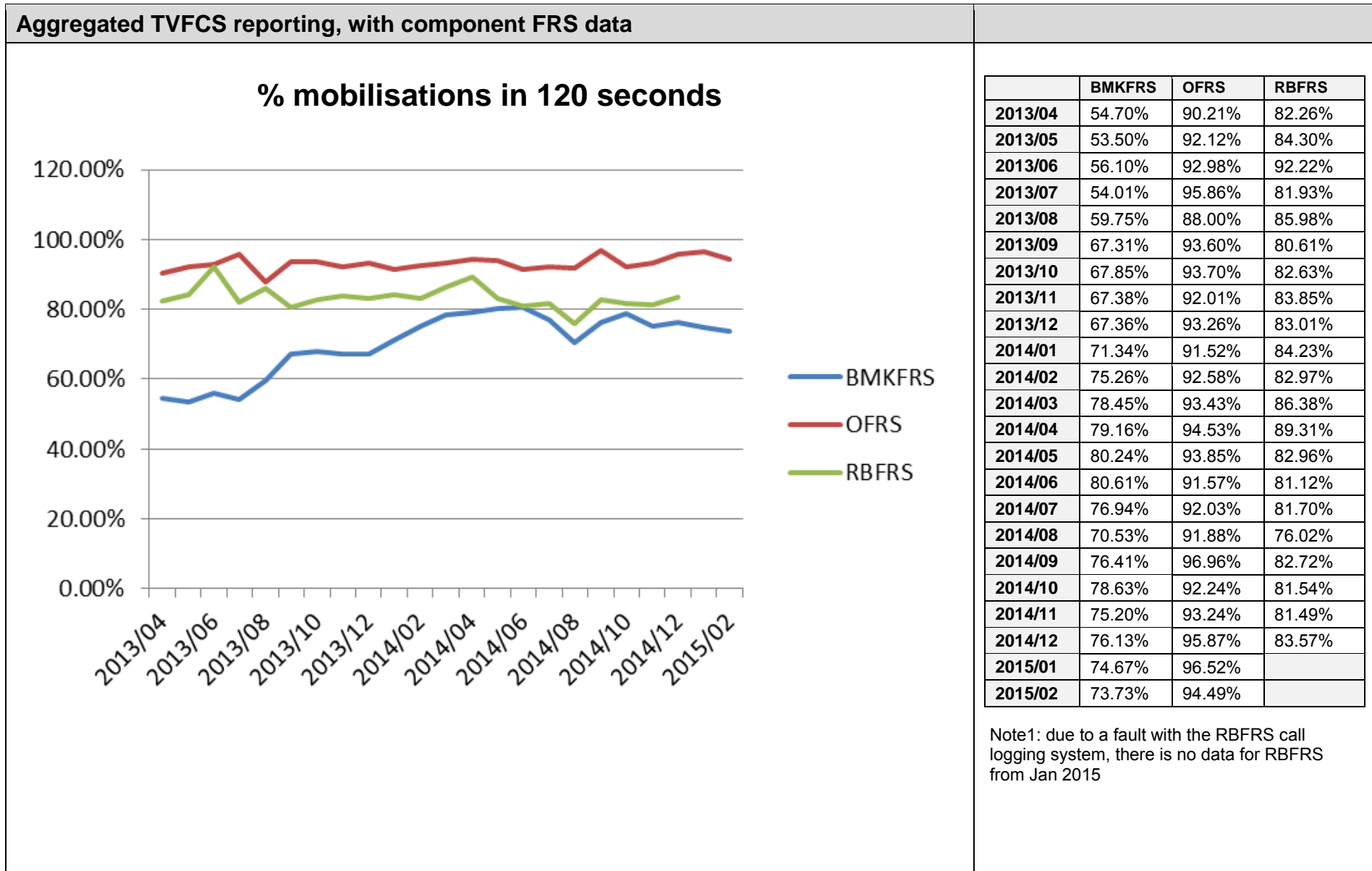
Note2: due to the OFRS DS3000 upgrade there is no data for October 2014.

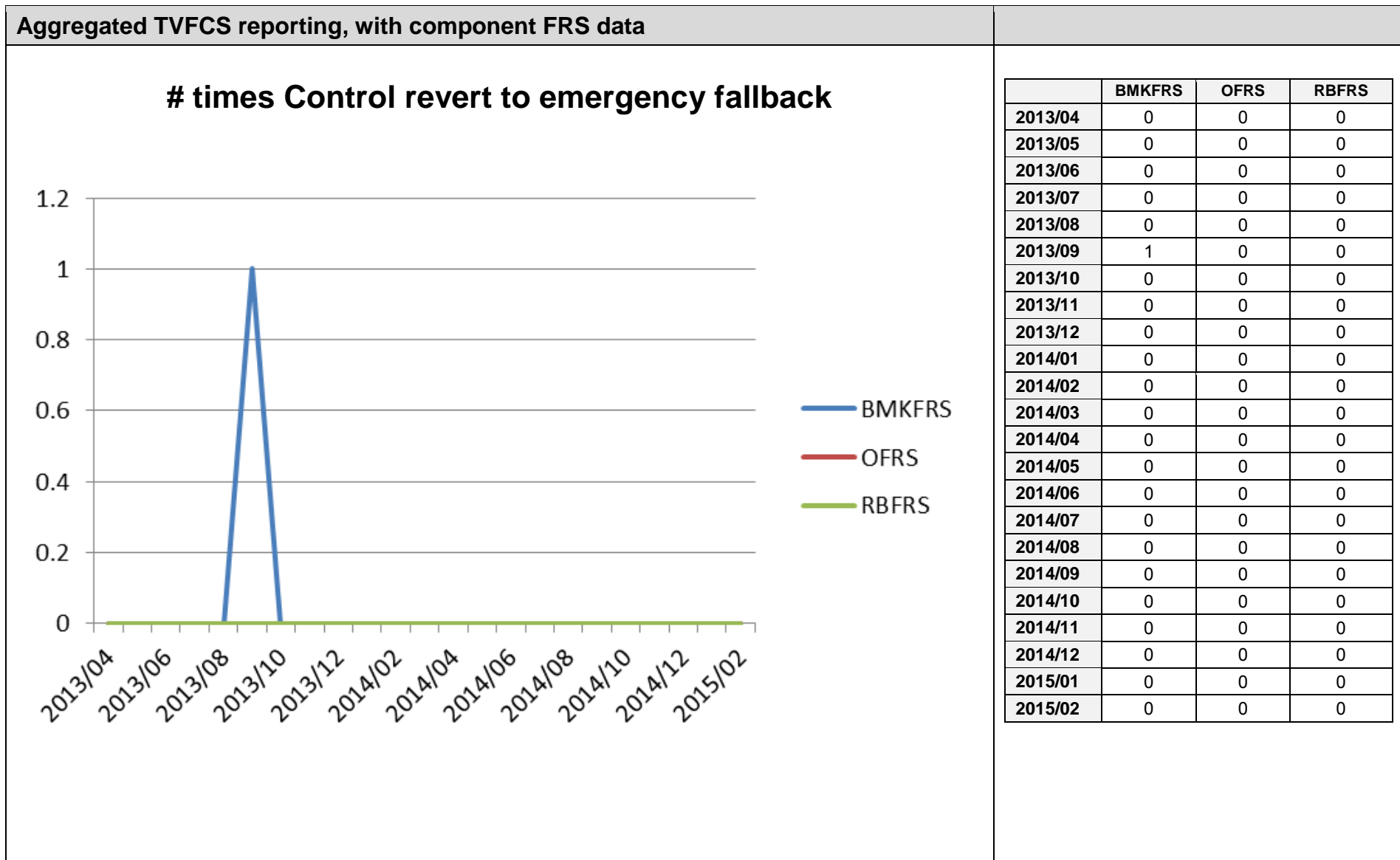
Note3: due to a fault with the RBFRS call logging system, there is no data for RBFRS from Jan 2015





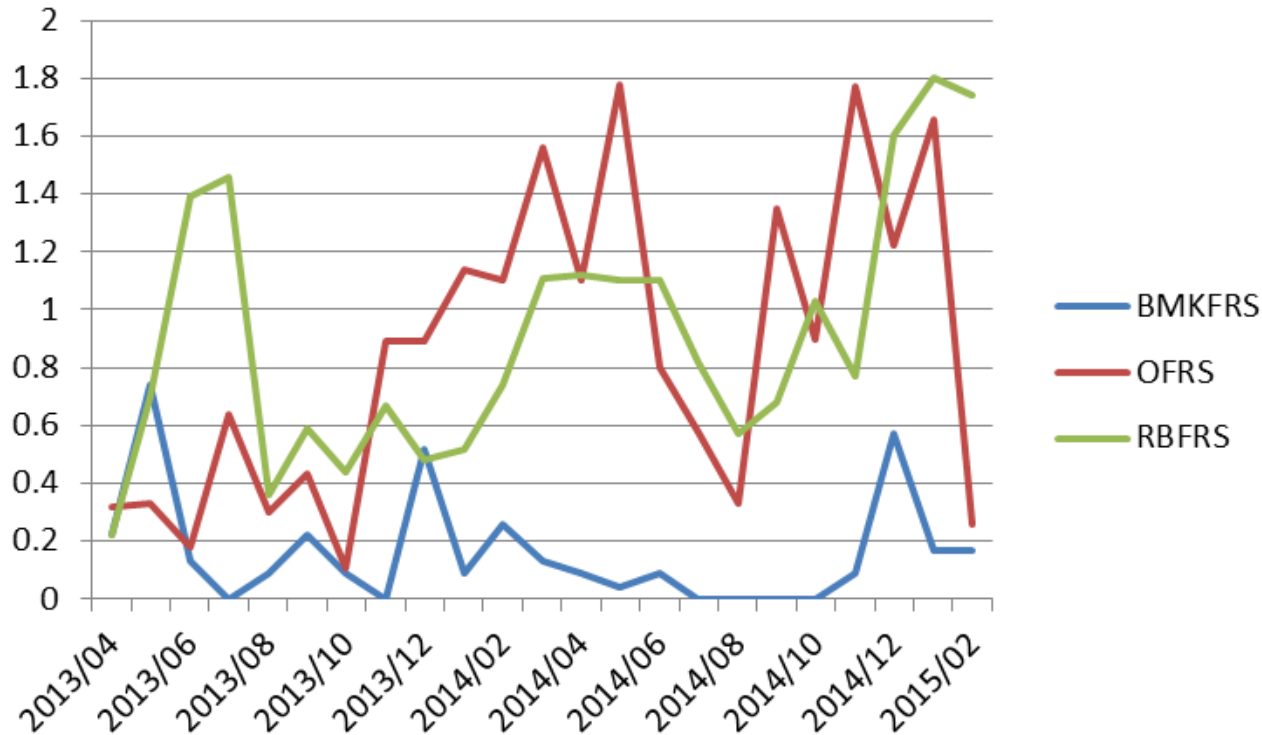






Aggregated TVFCS reporting, with component FRS data

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.



# THAMES VALLEY FIRE CONTROL SERVICE



**REPORT TITLE:** TVFCS PERFORMANCE TARGETS

**PRESENTED TO:** JOINT COMMITTEE

**DATE OF MEETING:** 21 MARCH 2016

**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

## THAMES VALLEY FIRE CONTROL SERVICE

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 -

	<b>Benefit<sup>1</sup></b>	<b>Measure</b>	<b>Target</b>
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. <b>(Note:</b> 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"> <li>% emergency calls answered in 5 and 10 seconds</li> <li>% admin calls answered in 15 seconds</li> </ul>	0.5% improvement across all 3 measures – as a 6 monthly average
3.	Time to mobilise	<ul style="list-style-type: none"> <li>% mobilisations within 60 seconds</li> <li>% mobilisations within 90 seconds</li> <li>% mobilisations within 120 seconds</li> </ul> <b>Note:</b> 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"> <li>% against IRMP response standard targets. To include actual numbers of incidents</li> </ul>	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"> <li>Average hours sick per Control FTE</li> </ul>	Initial monitoring of performance with a target of 20% improvement over

<sup>1</sup> Table taken from performance measures agreed with Programme Sponsoring Group in April 2013



# THAMES VALLEY FIRE CONTROL SERVICE

	Benefit <sup>1</sup>	Measure	Target
			2012 baseline from 12 months after 'Go Live'

- 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



## TVFCS Joint Committee's Forward Plan

ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	PART I / II
Appointment of Chairman and Vice-Chairman	July 16			approve	Katie Nellist	Part I
Draft Long term Financial Plan	July 16			approve	Mark Gaskarth/ Conor Byrne	Part I
Gateway Review update / recommendations	July 16			approve	Mark Gaskarth	Part I
Update on delivery of outstanding elements	July 16			note	Samantha Chapman	Part I
Staffing Review Update	July 16			note	Anne-Marie Scott	Part I
TVFCS performance Targets	July 16			note	Samantha Chapman	Part I
Issues Log Update	July 16			note	Mat Carlile	Part I
Equipment and software replacement	July 16	From TVFCS mtg on 10.12.15		Note	Co-Ordination Group	Part I