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**THAMES VALLEY FIRE CONTROL SERVICE JOINT  
COMMITTEE**



**Thames Valley Fire Control Service Joint  
Committee Meeting**

**Lynda Kenyon Suite, RBFRS Headquarters, Newsham  
Court, Pincents Kiln, Calcot, RG31 7SD.**

**Wednesday 5 December 2018 at 2.00 pm**

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**AGENDA**

	<b>Item</b>	<b>Page No.</b>
1.	Apologies Apologies received from Councillor David Carroll, Simon Furlong (CFO), Paul Jacques (Area Manager) and Mick Osborne (DCFO).	
2.	Introductions and Announcements To receive introduction and Chairman's announcements from Councillor Malcolm Alexander.	
3.	Declarations of Interest	
4.	Introduction of Andy Kerr To receive an introduction from the Client Director, Secure Solutions and Services, Andy Kerr.	

	<b>Item</b>	<b>Start time</b>
5.	Minutes of the last meeting held on 24 September 2018	(Pages 5 - 12)
6.	Budget 2019/20  To agree and recommend the proposed Budget 2019/20 to OCC, BMKFA and RBFA.	(Pages 13 - 20)
7.	Cross Border Mobilising within the Thames Valley  To agree the methodology used to calculate the figures shown in Appendix A.	(Pages 21 - 32)
8.	Progress Report on Development of Business Case for Potential Introduction of Apprentices into Thames Valley Fire Control Service (TVFCS)  To agree that the production of a full business case is deferred until TVFCS has identified a suitable commercial provider.	(Pages 33 - 36)
9.	Thames Valley Fire Control Performance Measures  To note the contents of the report and agree to join officers in a workshop to develop performance measures and outcomes to meet the needs of each Fire Authority.	(Pages 37 - 40)
10.	TVFCS Performance Report Quarter 2 2018/19  To note the Performance Report for quarter 2.	(Pages 41 - 60)
11.	Emergency Services Mobile Communications Programme (ESMCP) Update  To note the contents of the report on ESMCP and the delivery of Emergency Services Network (ESN).	(Pages 61 - 74)
12.	Update on Data Management within Thames Valley Fire Control Service (TVFCS)  To receive for note an update on Data Management.	(Pages 75 - 78)
13.	Forward Plan  To note the Forward Plan.	(Pages 79 - 80)
14.	Date of Next Meeting  Tuesday 26 March 2019, 2pm at RBFRS Headquarters, Lynda Kenyon Suite, Newsham Court, Pincents Kiln, Calcot, Berkshire, RG31 7SD.	

## Joint Committee Terms of Reference

### 1. REMIT AND OBJECTIVES OF THE JOINT COMMITTEE

- 1.1. The Joint Committee is constituted to provide overall strategic direction and oversight for the TVFCS.
- 1.2. The Joint Committee shall have the following functions:
  - 1.2.1. champion the TVFCS;
  - 1.2.2. act as the link between the TVFCS and the Fire Authorities ;
  - 1.2.3. guide recommendations from the TVFCS, that may affect the operational functions of the Fire Authorities, through the governance processes of the Fire Authorities;
  - 1.2.4. assist with the management of the relationships between the Fire Authorities;
  - 1.2.5. monitor the steady state operational benefits and performance of the TVFCS, against the agreed measures and targets;
  - 1.2.6. monitor steady state risks relevant to the TVFCS;
  - 1.2.7. monitor the financial performance of the TVFCS against required and available budget, benefits and efficiencies, and to contribute to the financial processes of the Fire Authorities;
  - 1.2.8. discuss, and contribute to, proposals on future developments for the TVFCS;
  - 1.2.9. provide strategic direction on the future of the TVFCS;
  - 1.2.10. consider and recommend to the Fire Authorities proposals in relation to Fire Authority Decisions including but not limited to:
    - (b) discuss and recommend proposals for additional full partners into the TVFCS;
    - (c) discuss and recommend proposals for the supply of TVFCS services to other fire and rescue services or other clients;
  - 1.2.11. decide upon and determine all matters which are Joint Committee Decisions, any matters referred to the Joint Committee for decision pursuant to the TVFCS decision making process in clause 11 (Decision Making by TVFCS) and any matters reserved by law or otherwise to the Joint Committee.

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## Thames Valley Fire Control Service Joint Committee Meeting

Monday, 24th September, 2018, 2.00 pm,  
Lynda Kenyon Suite, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot,  
Berkshire RG31 7SD

### Minutes

**Present: (\*)**

Councillor Malcolm Alexander, Royal Berkshire Fire Authority  
\*Councillor David Carroll, Buckinghamshire and Milton Keynes Fire Authority  
\*Councillor Judith Heathcoat, Oxfordshire County Council  
Councillor Lorraine Lindsay-Gale, Oxfordshire County Council  
\*Councillor Roger Reed, Buckinghamshire and Milton Keynes Fire Authority  
\*Councillor Angus Ross, Royal Berkshire Fire Authority

**In Attendance:**

Michael Adcock (Area Manager, OFRS)  
Neil Boustred (Head of Service Delivery, BMKFRS)  
Graham Britten (Director of Legal and Governance, BMKFRS)  
Mat Carlile (Area Manager, OFRS)  
Trevor Ferguson (Chief Fire Officer, RBFRS)  
Simon Furlong (Chief Fire Officer, OFRS)  
Tamara Hack (Democratic Support Assistant, RBFRS)  
Simon Harris (TVFCS Group Manager)  
Asif Hussain (Principal Accountant, BMKFRS)  
Paul Jacques (Area Manager, RBFRS)  
Ryan Maslen (Deputy Head of Finance, RBFRS)  
Dave Norris (Area Commander, BMKFRS)  
Fayth Rowe (Democratic Support Lead, RBFRS)  
Jason Thelwell (Chief Fire Officer, BMKFRS)

**16. APOLOGIES**

Apologies were received from Councillors Malcolm Alexander and Lorraine Lindsay-Gale. Simon Jefferies, Steve Foye and Rob MacDougall.

In the Chairman's absence, the Vice-Chairman agreed to Chair the Joint Committee meeting.

**17. RECEIPT OF ANNOUNCEMENTS**

The Vice-Chairman gave the following announcements:

- This was Mat Carlile's last TVFCS Joint Committee meeting. Mat Carlile joined Oxfordshire Fire and Rescue Service in August 1995 after 9 years as a Firefighter in the RAF. Mat has served in a variety of roles throughout his career but during his time as an Area Manager he worked on the Fire Control project. The joint control went live in April 2015 a momentous occasion for all 3 services. Mat has remained in the role of Senior Responsible Officer (SRO) for Oxfordshire until his retirement.
- Neil Boustred was also attending his last TVFCS Joint Committee meeting, starting at Buckinghamshire Fire and Rescue Service in a number of roles including the Training School Lead, Search and Rescue Area Manager and NFCC Lead on Automatic Fire Alarm Policy.
- Both have added significant value to their Fire Services and Joint Committee and will be a difficult act to follow. On behalf of the Joint Committee, the Vice-Chairman thanked them for their contribution and informed they will be missed.

**18. DECLARATIONS OF INTEREST**

There were no declarations of interest were received.

**19. MINUTES OF THE LAST MEETING HELD ON 11 JULY 2018**

The minutes of the meeting held on 11 July 2018 were agreed as an accurate record and signed by the Vice-Chairman subject to the following amendment:

- Page 9 second paragraph Buckinghamshire and Milton Keynes Fire and Rescue Service abbreviation to be changed to BMKFRS.

Councillor Roger Reed asked for the committee team to ensure that agendas and minutes were available at least 5 clear working days before the meeting. This will ensure all Members have the chance to thoroughly examine all reports

and minutes from the previous meeting.

Cllr Ross asked whether the competence of staff had been added to the Performance report, it was explained that this query would be answered later on in the meeting.

**The minutes were signed as an accurate record.**

**20. PROPOSAL FOR CHANGES IN THE WAY TVFCS PERFORMANCE IS REPORTED TO THE JOINT COMMITTEE**

At the meeting on 11 July 2018 it was agreed that Simon Harris, Group Manager TVFCS would present a report proposing changes to the way Performance was reported to the Joint Committee.

TVFCS was now in ‘steady state’ and it performed well against the existing measures. Some of the existing measures do not provide sufficient detail on where TVFCS performs well and where TVFCS Managers should focus their efforts to drive continuous improvement.

Cllr Judith Heathcoat understood the thought behind the proposal but was concerned of the costs involved using RBFRS Risk and Performance Team. She asked what value it provided to the Committee. Simon Harris explained that the Risk and Performance Team had been used to prepare performance reports; the need to separate out incidents would provide a better explanation of TVFCS performance.

Simon Furlong stated he was concerned that the proposal was a rehash of the existing performance measures and asked to concentrate on what outcomes we were trying to achieve to include business continuity and resilience plans and data addressing these outcomes.

In reply to a question from Cllr Ross, Simon Harris explained that the incidents that may fall under more than one heading would be recorded as what it started as at the beginning, not what it may have become. The incident types list provided was taken from the National Incident List.

**It was agreed:**

- **In principal, the proposal outlined in the report, subject to the three CFO’s identifying the performance measures and outcomes they wanted to achieve.**
- **To include the training and competency of staff in future performance reports.**

TF, SF and JT

SH

## 21. COST APPORTIONMENT REVIEW

Simon Harris presented the report. He stated schedule 8, paragraph 2.1 of the TVFCS Steady State Legal Agreement outlined when the cost apportionment model is to be reviewed. The report was asking the Joint Committee to agree the cost apportionment figures for the 2019/20 budget. Simon Harris reported there was no agreed methodology of producing statistics relating to incidents across the three Thames Valley FRSs, therefore data produced by individual Fire Services may not be consistent with the data provided by TVFCS.

A Task and Finish group had been set up to meet in ten days following the Joint Committee meeting. The Group was made up of Members from performance teams from each fire service, to establish an agreed methodology for the production of statistics.

In referring to the final table in the report, Simon Harris outlined the mean average had been provided for each Fire Service across 3 years to provide a fair representation. There had been a small increase for OCC, which was not unexpected due to the adoption of new work to support the County Council. Both RBFA and BMKFA had a small reduction. In response to a question from CFO Furlong it was noted that the population data provided in the table had been totalled rather than averaged.

In response to a query from the Vice-Chairman whether the Joint Committee would receive an update on the agreed methodology, Simon Harris advised an update would be received from the Task and Finish at the next meeting.

In response to a question from Cllr Ross, Simon Harris explained that the decimal point was set at a single place. If all figures had been rounded up/down the total would have exceeded 100%. As a single percentage point would equate to £21,000 based on this years budget, it was felt that breaking the figure down to a single decimal point gave a more accurate figure and was fairer to the taxpayer.

Cllr Ross asked whether there should be a charge for cross border mobilisations and queried whether it was covered elsewhere in the report.

Trevor Ferguson CFO explained that this piece of work would still need to be completed and linked to some additional work being undertaken by DCFO Mick Osbourne, DCFO Foye and ACFO McDougall. Paul Jacques advised that the figures prepared by GM Harris from the Vision system had been queried by the data teams from some of the Services. The three FRSs examine the data and interpret it in different ways.

Jason Thelwell CFO explained that the three FRSs do not currently pay each other over the border costs. He advised it was a broader discussion for each



Authority to consider.

The Vice-Chairman responded by directing the three CFOs to bring back the agreed figures and proposals on how to take the matter forward for the next meeting in December.

In response to a query if this timeline was possible Trevor Ferguson stated that due to budget setting deadlines and potential impacts on budgets it would need to be completed by December. Simon Furlong agreed that OFRS would need to know by then too. It was agreed that the report would be brought back to the Joint Committee in December.

**It was agreed:**

- **The revised costs apportionment figures to be applied to the TVFCS 2019/20, 2020/21 and 2021/22 revenue budgets.**
- **That the three CFOs ensure that a report analysing the implications of cross border mobilisations with proposals on a way forward should be brought back to the December meeting.**

SH

TF, SF  
and JT

**22. QUARTERLY PERFORMANCE REPORT**

Simon Harris presented the Performance Report for quarter one 2018/19, he brought to Joint Committee’s attention the implications of the recent weather which had impacted Control call handling and mobilisation performance measures during quarter one.

Over the May bank holiday a large number of calls were made to TVFCS in regards to extreme weather conditions in Milton Keynes, TVFCS staff supported by RBFRS Officers handled the situation well with additional support from TVFCS that were off duty.

The hot weather in June and July caused staff to be put under extreme pressure with the amount of calls coming in; calls did not stop until the appliance arrived at the scene. Cllr Judith Heathcoat thanked staff on behalf of the Joint Committee for their efforts during extreme weather, Royal Wedding and President Trump’s visit. Cllr Heathcoat asked whether it would be worth pursuing re-imburement for the above events from the Home Office.

The Vice-Chairman asked officers whether TVFCS had formally requested reimbursement from the Home Office, due to the additional expense these events accrued.

Trevor Ferguson advised that he would ask the Head of Finance and Procurement (HoF&P) to consider which if any grant application would be best for this and to check via the Fire Finance Network if other Services had

successfully done this. Based on the outcome of this research the HoF&P would update the Committee and prepare any letter of application.

The Vice-Chairman and Cllr Angus Ross asked whether TVFCS had issued press releases to highlight its work and successes. Paul Jacques added that it was difficult to promote work done around large events such as the Royal Wedding due to the sensitive nature around security arrangements.

Simon Furlong supported the view that we should promote the good things TVFCS were doing. Trevor Ferguson reported a new Communication post had been advertised to work for Thames Valley Collaboration. The role would promote the work of Thames Valley Collaboration and TVFCS.

A discussion was held on whether TVFCS were rewarded for their hard work following events like the above. Each FRS confirmed they held staff award ceremonies on an annual basis. Cllr Ross suggested on behalf of the Joint Committee that a message of thanks be passed on to TVFCS especially in their role following the floods in Milton Keynes area in the last quarter.

**It was agreed:**

- **The Head of Finance and Procurement Conor Byrne to research potential reimbursement for recent high profile events, update the Committee and prepare any letter of application.**

**That the report was noted.**

CB

## **23. FORWARD PLAN**

A verbal update on staffing levels was provided by Simon Harris, the turnover of staff had been significantly lower which meant staff would be hitting higher salary rates. The annual pay award of 2% had been accepted, therefore there would an increase in salaries. The budget had provisionally budgeted 1%.

An apprenticeship update was also provided, 2 new training providers had been added to the register. When approached both providers declined to offer apprenticeships to TVFCS based on geography.

Jason Thelwell asked whether there was enough in the budget to allow staff to be rewarded for going above and beyond.

Cllr Judith Heathcoat requested further thought be given on the above proposal in the interests of fairness; all staff should be providing their best service regardless of a possible reward. The Joint Committee agreed the proposal would be for recognition of staff who had gone the extra mile.

Paul Jacques added that TVFCS had been nominated at the RBFRS Award

Action

Ceremony for the Chairman’s Award for Outstanding Team Achievement.

**It was agreed:**

DS

- **Democratic Support to add items from the meeting to the Forward Plan.**
- **The three Chief Fire Officers to look at ways of recognising good service for TVFCS and the Joint Committee updated on 5 December 2018.**
- **That Simon Furlong check Oxfordshire County Council own rewards policy to ensure any contribution to TVFCS staff reward fell within its policy.**

TF, SF and JT

SF

**24. DATE OF NEXT MEETING**

Wednesday 5 December 2018, 2pm at RBFRS Headquarters, Lynda Kenyon Suite, Newsham Court, Pincents Kiln, Calcot, Berkshire, RG31 7SD.

ALL

**25. EXCLUSION OF PUBLIC**

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Item on the grounds that it involves the likely disclosure of exempt information, as defined in Paragraph 3 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**26. MINUTES OF MEETING HELD ON 11 JULY 2018**

**It was agreed that the minutes from the last meeting held on 11 July 2018 were an accurate record and signed by the Vice-Chairman.**

*(The meeting closed at 3.02pm)*

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>TVFCS BUDGET 2019/20</b>
<b>PRESENTED TO:</b>	<b>JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>CONOR BYRNE, HEAD OF FINANCE &amp; PROCUREMENT, RBFRS</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>AGREE</b>

## 1. EXECUTIVE SUMMARY

1.1 To provide Joint Committee with the proposed budget for Thames Valley Fire Control Service (TVFCS) for the 2019/20 financial year.

## 2. RECOMMENDATION

2.1 **Agree** the proposed TVFCS revenue budget for 2019/20 as detailed in **Appendix A**.

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

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

2.4 **Agree** to set aside £150,000 (£50,000 from each partner) in 2019/20 towards capital replacement costs.

2.5 **Recommend** to their respective authorities the TVFCS budget for the financial year 2019/20 and the individual Authority contributions to this budget.

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### 3. **REPORT**

- 3.1 The proposed TVFCS revenue budget for 2019/20 is detailed in **Appendix A**; a total budget of £2,263,438, an increase of 7.51%.
- 3.2 Employment costs have increased by £135,575 (8.82%). With uncertainty over the pay award effective from 1 July 2017 and 1 July 2018, Joint Committee approved a budget for 2018/19 based on a 1% pay award for each year in December 2017.
- 3.3 The pay award finally agreed and effective from 1 July 2018 was actually 2% and this has had a knock on impact on the 2019/20 budget, creating an additional requirement of £15,500.
- 3.4 A pay award of 2% effective from 1 July 2019 has been built into the proposed budget for 2019/20, resulting in an additional budget requirement of £23,350.
- 3.5 The latest Pension Fund Actuarial Valuation provided by Berkshire Pension Fund has identified that additional contributions totalling £41,600 will be required in 2019/20.
- 3.6 The proposed budget includes a provisional cost (£35,000) for a dedicated resource to undertake system and data management work. An update on the arrangements for this work is contained in the 'Data Management' update provided to the December meeting of the TVFCS Joint Committee. A job sizing exercise is currently being undertaken to determine an appropriate rate of pay should the work be undertaken by a dedicated role. The provisional cost shown in the proposed budget represents the maximum possible pay scale.
- 3.7 The remaining staffing establishment will remain as 39 full time equivalents (FTE) in 2019/20, unchanged from 2018/19. However, a number of staff have progressed from development to competent rates of pay, and this explains the remainder of the increase in the employment costs budget. The staffing budget reflects the TVFCS Group Managers expectation of the progress each respective team member will have made on their route to being fully competent.
- 3.8 It is proposed in point 2.4 that each partner continues to set aside £50,000 each financial year towards capital replacement costs. The fund currently has in excess of £1.42m, including the contributions made by partners in 2018/19. It is considered prudent to continue setting aside funds to ensure that a sufficient provision is available for any alternative approach agreed by Joint Committee, but this position will be regularly reviewed.
- 3.9 Recharges are set each year for TVFCS to cover corporate costs. The scale of the recharges has been amended within the proposals to reflect the expected cost to provide the corporate functions in 2019/20. The recharge for three areas has reduced compared to 2018/19 – Facilities, Finance & Procurement and Insurance.

- 3.10 The recharge for ICT has increased by 24%. Previous recharges have been based on a straight staff apportionment model, but the model has been updated to reflect that TVFCS have a higher support need than other areas within Berkshire FRS due to the additional systems and 24 hours support requirements. The TVFCS Group Manager has reviewed the revised charge with the RBFRS ICT Service Delivery Manager.
- 3.11 The cost apportionment shown in **Appendix A** reflects the new cost split agreed by Joint Committee in September 2018.
- 3.12 A medium term financial plan has been produced and included as **Appendix B**. This reflects all known budget pressures or cost reductions in the medium term, staffing development expectations and future year salary awards from 2020/21 have been incorporated as 2% per annum. All other lines have been inflated at a rate of 2% per annum, which reflects the UK Governments target inflation rate.
- 3.13 The budget papers presented have been produced and developed in collaboration with the finance lead contact for each respective partner.
- 4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT**
- 4.1 This report complies with the TVFCS Steady State Legal Agreement.
- 5. FINANCIAL IMPLICATIONS**
- 5.1 With employment costs accounting for just under 75% of the total proposed budget, financial performance and budget requirements are largely controlled by factors not directly determined locally; pay awards, national insurance costs and LGPS pension contributions.
- 6. LEGAL IMPLICATIONS**
- 6.1 In accordance with Schedule 7, clause 12.1 of the legal agreement, any underspend will be reimbursed to partners in accordance with the cost apportionment model.
- 6.2 The 2019/20 budget complies with statutory regulations.
- 7. EQUALITY AND DIVERSITY IMPLICATIONS**
- 7.1 There are no equality and diversity implications arising from this report.
- 8. RISK IMPLICATIONS**
- 8.1 Other than the issues identified above, there are no additional risk implications arising from this report.
- 9. CONTRIBUTION TO SERVICE AIMS**
- 9.1 The Committee provides oversight on behalf of the three Authorities of the performance of TVFCS fulfilling their statutory duty to make arrangements for

## Agenda Item 6

dealing with calls for help and summoning personnel (Fire and Rescue Services Act 2004).

### **10. PRINCIPAL CONSULTATION**

- 10.1 Simon Harris, TVFCS Group Manager
- 10.2 Joint Co-ordination Group, 19 November 2018
- 10.3 Senior Leadership Team, Royal Berkshire FRS, 27 November 2018
- 10.4 Lead Finance contacts at each respective partner

### **11. BACKGROUND PAPERS**

- 11.1 Minutes of the TVFCS Joint Committee meeting 18 December 2017

### **12. APPENDICES**

- 12.1 Appendix A: TVFCS Budget Working 2019/20
- 12.2 Appendix B: TVFCS Medium Term Financial Plan 2018/19 – 2021/22

### **13. CONTACT DETAILS**

- 13.1 Ryan Maslen, Deputy Head of Finance, RBFRS



# Agenda Item 6

## Appendix A

TVFCS Budget			
	2019/20	2018/19	% Change
	£	£	
<b>Staff</b>			
Employment Costs	1,673,370	1,537,795	8.82%
Mileage and Subsistence	6,000	6,000	0.00%
Uniforms	3,000	2,000	50.00%
Training	1,000	0	-
Recruitment	300	1,000	-70.00%
<b>Sub Total</b>	<b>1,683,670</b>	<b>1,546,795</b>	<b>8.85%</b>
<b>Corporate</b>			
Facilities	89,455	91,443	-2.17%
Finance & Procurement	22,276	24,851	-10.36%
HR and Learning and Development	71,636	67,409	6.27%
ICT	89,736	72,525	23.73%
Liability Insurance	6,405	6,885	-6.97%
Management	15,353	14,868	3.26%
<b>Sub Total</b>	<b>294,861</b>	<b>277,981</b>	<b>6.07%</b>
<b>Other</b>			
Equipment purchases & Maintenance	6,000	6,541	-8.27%
Alarm Receiving Contract Centre Income	-9,000	0	-
OFRS Costs (Includes Secondary Control Airwave Rental)	42,215	39,274	7.49%
<b>Sub Total</b>	<b>39,215</b>	<b>45,815</b>	<b>-14.41%</b>
<b>Technology</b>			
Capita Mobs System (maint)	68,386	66,535	2.78%
DS3000 (for primary and secondary) ICCS	85,737	79,652	7.64%
Charges for Unicorn network and telephony rental	50,788	49,061	3.52%
Telephone call charges and modems for mobilisation	700	1,000	-30.00%
Software Maintenance	700	0	-
EISEC Calcot (999 caller location)	9,000	9,000	0.00%
Smart services to switch 999 lines to secondary control or elsewhere	16,323	16,000	2.02%
Airwave rental ( SAN I ,B ) ( Primary Only)	14,058	13,583	3.50%
<b>Sub Total</b>	<b>245,692</b>	<b>234,831</b>	<b>4.63%</b>
<b>Total Budgeted Expenditure</b>	<b>2,263,438</b>	<b>2,105,422</b>	<b>7.51%</b>

Contingency	150,000	150,000
Upper limit of TVFCS expenditure without further FA approval	2,413,438	2,255,422

Authority:	2019/20	2018/19	Difference
RBFRS	855,580	800,060	55,520
OXFRS	667,714	589,518	78,196
BFRS	740,144	715,843	24,301
<b>TOTAL</b>	<b>2,263,438</b>	<b>2,105,421</b>	<b>158,017</b>

Authority Contribution Split (%):	2019/20	2018/19	Difference
RBFRS	37.8%	38.0%	-0.2%
OXFRS	29.5%	28.0%	1.5%
BFRS	32.7%	34.0%	-1.3%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

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TVFCS Medium Term Financial Plan 2018/19 to 2021/22				
TVFCS Budget				
	2018/19	2019/20	2020/21	2021/22
	£	£	£	£
<b>Staff</b>				
Employment Costs	1,537,795	1,673,370	1,706,837	1,740,974
Mileage and Subsistence	6,000	6,000	6,120	6,242
Uniforms	2,000	3,000	3,060	3,121
Training	0	1,000	1,020	1,040
Recruitment	1,000	300	306	312
<b>Sub Total</b>	<b>1,546,795</b>	<b>1,683,670</b>	<b>1,717,343</b>	<b>1,751,690</b>
<b>Corporate</b>				
Facilities	91,443	89,455	91,244	93,069
Finance & Procurement	24,851	22,276	22,722	23,176
HR (now includes Health & Safety)	67,409	71,636	73,069	74,530
ICT	72,525	89,736	91,531	93,361
Liability Insurance	6,885	6,405	6,533	6,664
Management	14,868	15,353	15,660	15,973
<b>Sub Total</b>	<b>277,981</b>	<b>294,861</b>	<b>300,758</b>	<b>306,773</b>
<b>Other</b>				
Equipment purchases & Maintenance	6,541	6,000	6,120	6,242
Alarm Receiving Contract Centre Income	0	-9,000	-9,180	-9,364
OFRS Costs	39,274	42,215	43,059	43,920
<b>Sub Total</b>	<b>45,815</b>	<b>39,215</b>	<b>39,999</b>	<b>40,799</b>
<b>Technology</b>				
Capita Mobs System (maint)	66,535	68,386	69,754	71,149
DS3000 (for primary and secondary) ICCS	79,652	85,737	87,452	89,201
Charges for Unicorn network and telephony rental	49,061	50,788	51,804	52,840
Telephone call charges and modems for mobilisation	1,000	700	714	728
Software Maintenance	0	700	714	728
EISEC Calcot (999 caller location)	9,000	9,000	9,180	9,364
Smart services to switch 999 lines to secondary control or elsewhere	16,000	16,323	16,649	16,982
Airwave rental ( SAN I ,B ) ( Primary,secondary ) (7+8)	13,583	14,058	14,339	14,626
<b>Sub Total</b>	<b>234,831</b>	<b>245,692</b>	<b>250,606</b>	<b>255,618</b>
<b>Total Budgeted Expenditure</b>	<b>2,105,422</b>	<b>2,263,438</b>	<b>2,308,707</b>	<b>2,354,881</b>
Contingency	150,000	150,000	150,000	150,000
<b>Upper limit of TVFCS expenditure without further FA approval</b>	<b>2,255,422</b>	<b>2,413,438</b>	<b>2,458,707</b>	<b>2,504,881</b>

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>CROSS BORDER MOBILISING WITHIN THE THAMES VALLEY</b>
<b>PRESENTED TO:</b>	<b>TVFCS JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>PAUL JACQUES, AREA MANAGER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR DECISION</b>

## 1. EXECUTIVE SUMMARY

- 1.1 The TVFCS Joint Committee resolved at its meeting in September that a report analysing the implications of cross border mobilisations within the Thames Valley with proposals on a way forward be brought to the Joint Committee on the 5 December 2018.

## 2. RECOMMENDATIONS

- 2.1 It is recommended that the Joint Committee **AGREE** the methodology used to calculate the figures shown in **Appendix A** and that the methodology is adopted for future calculations of cross border mobilisation.

## 3. REPORT

- 3.1 No previous agreed methodology existed for the calculation of Thames Valley cross border incident data. In order to resolve this, a 'task and finish' group was set up with a representative from each FRS' with a responsibility for performance data, coordinated by the Group Manager of TVFCS.
- 3.2 The task and finish group worked collaboratively to agree a methodology for the production of the statistics required. The performance data teams have run appropriate queries relating to cross border mobilisation within the

## Agenda Item 7

Thames Valley using the agreed methodology. The results of these queries and the agreed methodology are included as **Appendix A**.

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

- 4.1 This report complies with the statutory duty to collaborate under the Policing and Crime Act 2017, the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service 2015 and the TVFCS Concept of Operations 2015.

### **5. FINANCIAL IMPLICATIONS**

- 5.1 Should a decision be made to charge for the provision of cross border mobilisation within the Thames Valley, there will be a financial implication for the FRS.

### **6. LEGAL IMPLICATIONS**

- 6.1 The report complies with the Fire and Rescue Services Act 2004, the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service 2015 and the TVFCS Concept of Operations 2015.

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

- 7.1 None.

### **8. RISK IMPLICATIONS**

- 8.1 None.

### **9. PRINCIPAL CONSULTATION**

- 9.1 Joint Coordinating Group.

### **10. BACKGROUND PAPERS**

- 10.1 TVFCS Legal Agreement April 2015 (Not attached)  
10.2 TVFCS Concept of Operations April 2015 (Not attached)

### **11. APPENDICES**

- 11.1 Appendix A – Cross border mobilising statistics including Methodology.

### **12. CONTACT DETAILS**

- 12.1 Group Manager Simon Harris –TVFCS  
0118 938 4900

# Cross Border Analysis 2015-2018

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FINAL - NOVEMBER 2018

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Authored by: Simon Harris, Angela Smallwood,  
Becca Chapman & Craig Newman

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# Cross border mobilising within the Thames Valley

## Summary

This report shows the number of resources assigned to incidents in neighbouring Thames Valley Fire Services' grounds. The report also details the number of incidents that these resources were assigned to and the length of time the resources were unavailable due to the above-mentioned incidents. This report does not include any Officer mobilisations.

All mobilisations have been included – even those which did not see the resource book mobile.

Data used for this report was collected from TVFCS's vision database. This data covers incidents dated 1 May 2015 to 30 Sep 2018. For more information on how this report was collated, please see the ['Reporting Model Methodology'](#) at the end of this report.

# The Figures

## Oxfordshire FRS vs Royal Berkshire FRS

<b>OFRS to RBFRS</b>						
Year	Appliance Incidents	Appliance Movements	Appliance Hrs	Standby Incs	Standby Movements	Standby Hours
2015-16	98	133	110:32	18	20	19:00
2016-17	128	171	186:40	21	27	21:56
2017-18	139	193	141:44	23	31	19:23
2018-19	98	125	109:07	43	60	41:15
<b>Totals</b>	<b>463</b>	<b>622</b>	<b>548:05</b>	<b>105</b>	<b>138</b>	<b>101:36</b>

<b>RBFRS to OFRS</b>						
Year	Appliance Incidents	Appliance Movements	Appliance Hrs	Standby Incs	Standby Movements	Standby Hours
2015-16	187	274	182:13	10	10	11:27
2016-17	217	330	263:12	10	12	7:06
2017-18	188	273	206:06	11	11	5:16
2018-19	112	201	197:46	3	4	3:50
<b>Totals</b>	<b>704</b>	<b>1078</b>	<b>849:19</b>	<b>34</b>	<b>37</b>	<b>27:40</b>

## Buckinghamshire FRS vs Royal Berkshire FRS

<b>BFRS to RBFRS</b>							
Year	Appliance Incidents	Appliance Movements	Appliance Hrs		Standby Incs	Standby Movements	Standby Hours
2015-16	92	120	132:52		31	39	27:46
2016-17	108	131	68:42		22	27	15:51
2017-18	109	148	115:16		21	21	7:59
2018-19	87	111	82:18		26	30	19:48
<b>Totals</b>	<b>396</b>	<b>510</b>	<b>399:10</b>		<b>100</b>	<b>117</b>	<b>71:25</b>

<b>RBFRS to BFRS</b>							
Year	Appliance Incidents	Appliance Movements	Appliance Hrs		Standby Incs	Standby Movements	Standby Hours
2015-16	423	592	376:25		8	9	9:57
2016-17	496	698	424:29		22	23	19:02
2017-18	469	657	394:36		34	39	20:10
2018-19	331	478	366:33		25	42	20:57
<b>Totals</b>	<b>1719</b>	<b>2425</b>	<b>1562:05</b>		<b>89</b>	<b>113</b>	<b>70:07</b>

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## Appendix A

### Oxfordshire FRS vs Buckinghamshire FRS

<b>OFRS to BFRS</b>							
Year	Appliance Incidents	Appliance Movements	Appliance Hrs		Standby Incs	Standby Movements	Standby Hours
2015-16	164	233	216:21		3	3	0:25
2016-17	209	320	268:52		6	7	9:03
2017-18	231	346	291:22		34	38	32:01
2018-19	177	245	256:26		22	26	15:35
<b>Totals</b>	<b>781</b>	<b>1144</b>	<b>1033:03</b>		<b>65</b>	<b>74</b>	<b>57:06</b>

<b>BFRS to OFRS</b>							
Year	Appliance Incidents	Appliance Movements	Appliance Hrs		Standby Incs	Standby Movements	Standby Hours
2015-16	175	241	1321:32		28	34	23:40
2016-17	199	299	390:56		27	29	20:53
2017-18	153	223	120:41		15	16	17:41
2018-19	112	159	128:41		6	6	3:35
<b>Totals</b>	<b>639</b>	<b>922</b>	<b>1961:52</b>		<b>76</b>	<b>85</b>	<b>65:50</b>

The unusually high number of hours calculated for BFRS to OFRS is mainly due to the long attendance at Didcot Power Station Incident in 2015/16.

# Reporting Model Methodology

<b>Rationale</b>	To ensure a consistent methodology is applied by Buckinghamshire Fire and Rescue Service (BFRS), Oxfordshire Fire and Rescue Service (OXFRS) and Royal Berkshire Fire and Rescue Service (RBFRS)		
<b>Definition</b>	This report looks at the number of incidents, mobilisations and time that resources were utilised to support neighbouring brigades within the three services (RBFRS, OFRS and BFRS).		
<b>Formula</b>	Location identifier to use Incident Station Ground or Incident County. Timings are calculated using the following criteria:- Starting point - Time Requested/Ordered (or if not populated then Time Mobile/Assigned) End point - Resource Time Available (or if not populated then Time Returning/Home) Rounding: No rounding of figures		
<b>Data Source</b>	SQL – Vision Tables: <ul style="list-style-type: none"> <li>▪ dbo.INCIDENT</li> <li>▪ dbo.INCIDENT_RESOURCE</li> <li>▪ dbo.INCIDENT_OFFICERS</li> </ul>		
<b>Other Related Reports Already Available</b>	NFCC Model agreement		
<b>Other Relevant Information</b>	In early 2015 the call signs being used in RBFRS changed moving from local call signs for officers and appliances to the new national call signs.		
<b>Return Format</b>	Officers and Appliances/Specials to be specified separately.  Number of Incidents. HH:MM – resource utilised	<b>Decimal Places</b>	N/A

<b>Data Production</b>	Thames Valley Business Analysts
<b>Measure accountability</b>	Joint Thames Valley Fire Control Service
<b>Measure responsibility</b>	Group Manager TVFCS

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## Appendix A

### Inclusions/Exclusions/Criteria

Date period	1 May 2015 to 30 Sep 2018
Only admin checked incidents	NO
Incidents included	All records within Thames Valley in Berkshire, Buckinghamshire and Oxfordshire
Incident Type	Revised incident type to be used, where incidents were not revised the Mobilising incident type should be used

<u>Generic Exclusions</u>		
Description	Detail	Excluded /Included
Multi Call-signs	<p>Any resource that has more than one call sign will only be counted as one mobilisation (additional call signs to be removed).</p> <p>BFRS Example: BFRS USAR Transporter and Module, BFRS Transporter and Boat, as listed below:</p> <p>JCN755 USAR Module                      JCN764 USAR Module                      JCN773 USAR Module                      JCN782 USAR Module                      JCN791 USAR Module                      JC14R1 Boat Transporter                      JC51R1 Boat Transporter</p> <p>OFRS Example:</p> <p>JX09T1 – Prime mover (used with JX09S1)                      JX01T1 – Prime mover (used with JXN800, JXN981, JXN991)                      JX01T2 – Prime mover (used with JXN800, JXN981, JXN991)</p> <p>RBFRS – no use of multiple call signs</p>	Excluded
Non blue light resource	Exclude all Workshop, BIS Communications and TVFC call-signs	Excluded
Duty Officer	Exclude Duty Officer roles unless attending scene (e.g.Berks Call signs JYGxxx).	Excluded
Specials	All special units to be included (unless excluded due to multiple call-signs or included within the resource exclusion list). Special Units to be identifiable for separate reporting purposes.	Included
Topping	There is no exclusion to the length of a resource being utilised. This will make some figures look inflated with incidents such as Didcot power station.	Included
National Assets	Any appliance being mobilised as a National Asset is not to be included.	Excluded
Running Calls	All to be included.	Included
Multiple same call-signs	Should an incident contain multiple entries for the same call sign, all mobilisations should be included and treated individually (unless excluded under any other rule).	Included

Feed Specific Exclusions		
Field Name	Item	Excluded /Included?
Revised Incident Type	A6.0.1.P ALARM – OTHER BUILDINGS NOT ATTENDED	Excluded
Revised Incident Type	A7.0.0.P ALARM - TEST	Excluded
Revised Incident Type	A8.2.0.P FIRE – BURGLAR ALARM	Excluded
Revised Incident Type	BUSINESS CONTINUITY – BODY RECOVERY	Excluded
Revised Incident Type	BUSINESS CONTINUITY – FALLEN TREE	Excluded
Revised Incident Type	EFFECTING ENTRY	Excluded
Revised Incident Type	M12.1.0.P MOBILISING - FIRE SAFETY ISSUE	Excluded
Revised Incident Type	M12.2.0.P MOBILISING - COMPLAINT	Excluded
Revised Incident Type	M12.3.0.P MOBILISING - ADVICE	Excluded
Revised Incident Type	M2.3.0.P MOBILISING - SAFETY EVENT (INJ / ACC)	Excluded
Revised Incident Type	M4.0.0.P MOBILISING – BUSINESS CONTINUITY EVENT	Excluded
Revised Incident Type	M5.0.0.P MOBILISING - EXERCISE	Excluded
Revised Incident Type	M5.1.0.P MOBILISING – TEST CALL	Excluded
Revised Incident Type	M6.0.0.P MOBILISING - RELIEF	Excluded
Revised Incident Type	M6.1.0.P MOBILISING – RE-INSPECTION	Excluded
Revised Incident Type	M7.1.0.P MOBILISING – DUPLICATE / REPEAT	Excluded
Revised Incident Type	M7.2.0.P MOBILISING – MISROUTE	Excluded
Revised Incident Type	M7.3.0.P MOBILISING – OVERFLOW / BUDDY	Excluded
Revised Incident Type	M9.1.0.P MOBILISING – FRSNCC NATIONAL RESILIENCE	Excluded
Revised Incident Type	MERGE	Excluded
Revised Incident Type	P3.3.0.P PUBLIC ORDER - CBRNE LEVEL THREE	Excluded
Revised Incident Type	P6.1.0.P PUBLIC ORDER – MTFA	Excluded
Revised Incident Type	P7.0.0.P PUBLIC ORDER - NILO	Excluded
Revised Incident Type	S1.2.1.P SPECIAL SERVICE – CO-RESPONDER	Excluded
Revised Incident Type	S1.2.4.P SPECIAL SERVICE - ASSIST SCAS - CARDIAC ARREST	Excluded
Revised Incident Type	S1.2.5.P SPECIAL SERVICE - ASSIST SCAS - EFFECTING ENTRY	Excluded
Revised Incident Type	S8.1.0.P SPECIAL SERVICE - CHARGABLE SERVICE	Excluded
Revised Incident Type	Z – CAPITA TEST	Excluded
Revised Incident Type	Z – TEST 10 PUMPS	Excluded
Revised Incident Type	Z – TEST INCIDENT NO RESPONSE	Excluded

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>PROGRESS REPORT ON DEVELOPMENT OF BUSINESS CASE FOR POTENTIAL INTRODUCTION OF APPRENTICES INTO TVFCS</b>
<b>PRESENTED TO:</b>	<b>TVFCS JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>PAUL JACQUES, AREA MANAGER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>NOTE AND AGREE</b>

## 1. EXECUTIVE SUMMARY

1.1 This report provides an update to the TVFCS Joint Committee on the progress being made with the development of a business case relating to the potential introduction of apprenticeships into TVFCS.

## 2. RECOMMENDATION

2.1 To **agree** that production of a full business case is deferred until TVFCS has identified a suitable commercial provider.

## 3. REPORT

3.1 The Thames Valley Fire Control Service Phase 2 Transition Plan includes a desire to explore the introduction of apprenticeships into TVFCS.

3.2 An apprenticeship standard for Emergency Service Control Rooms (Contact Call Handler) was officially approved for use in early March 2018.

3.3 A funding band has been set for the apprenticeship standard, with a maximum value of £9000. As part of the process of entering into an arrangement with a commercial provider, it is expected that employers will

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negotiate the actual cost of the apprenticeship with the provider, with the funding band being the maximum amount possible.

- 3.4 There are two potential means of providing this apprenticeship. These are for RBFRS as the Control Room employer to apply for 'employer provider' status and to deliver the apprenticeship internally, or to engage a commercial provider to deliver the apprenticeship standard within TVFCS.
- 3.5 Commercial providers have been slower than expected in deciding to offer this apprenticeship standard. At present only two providers have been added to the register.
- 3.6 TVFCS have approached both potential providers to establish whether they would be able to provide the apprenticeship. One provider has declined based on the relative location of TVFCS to them. The second provider has shown an interest in providing the standard to TVFCS, but due to their remote location from TVFCS (West Yorkshire), wish to have further discussions with TVFCS to establish whether this would be viable. A meeting has been arranged with this provider during the Week Commencing 10<sup>th</sup> December 2018.
- 3.7 Should the meeting referred to in paragraph 3.6 show that this would be a viable delivery model for TVFCS, it will be possible to identify the costs associated which can then be used to produce a full business case.

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

- 4.1 This report complies with the "Principles of Collaboration".

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

- 5.1 The adoption of apprenticeships will have implications for the TVFCS revenue budget. Discussions with subject matter experts indicate that the introduction of newly established apprenticeship standards requires a significant level of support. It is likely that these requirements will exceed the existing capacity within the TVFCS management team.
- 5.2 Should seeking employer provider status be decided upon as the preferred method of delivery, the level of support required would increase further as the employer would be responsible for the design of all training, including the 20% of training time which needs to be dedicated to activities outside the day to day role of the apprentice.
- 5.3 Should a decision be reached to engage apprentices in addition to the existing TVFCS establishment, additional funding would be required.
- 5.4 Should a decision be made to only engage apprentices to fill vacancies in the existing establishment, some salary savings would be anticipated.

**6. LEGAL IMPLICATIONS**

6.1 None.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

7.1 There is a potential that, should a decision be reached to only recruit staff for TVFCS via apprenticeships, some groups might be discouraged from applying for vacancies.

**8. RISK IMPLICATIONS**

8.1 None.

**9. PRINCIPAL CONSULTATION**

9.1 Lynne Swift OBE – BMKFRS

9.2 RBFRS HR Department

**10. BACKGROUND PAPERS**

10.1 None.

**11. APPENDICES**

11.1 None.

**12. CONTACT DETAILS**

13.1 Group Manager Simon Harris – Thames Valley Fire Control  
0118 938 4900

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>THAMES VALLEY FIRE CONTROL PERFORMANCE MEASURES</b>
<b>PRESENTED TO:</b>	<b>TVFCS JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>SIMON FURLONG, CHIEF FIRE OFFICER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>NOTE</b>

## 1. EXECUTIVE SUMMARY

- 1.1 Thames Valley Fire Control has a set of existing performance measures which collect outputs from the activities that the Control Service undertake. These performance measures have been a key part of the transition programme, however they do not clearly demonstrate how they are linked to the outcomes that the three Fire and Rescue Services are seeking to achieve and do not articulate the benefits to the Thames Valley residents.
- 1.2 As a result, it was agreed at the last meeting that the Senior Responsible Officers (SROs) and GM Simon Harris would meet to discuss the current performance measures and process for the development of more outcome-based measures. This paper is for the committee to note the actions that have been taken and the next steps in reviewing these measures.

## 2. RECOMMENDATION

That the Joint Committee:

- 2.1 **NOTE** the work undertaken; and
- 2.2 **AGREE** to join officers in a workshop to develop the measures and outcomes to meet the needs of each Fire Authority.

## 3. REPORT

- 3.1 At the Thames Valley Joint Committee on 24 September 2018 the Members agreed for a review of the performance measures. The agreed action was

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that CFO Furlong would meet with the SROs from the three Services and TVFCS to develop a proposal for the committee to consider.

- 3.2 It is recognised that TVFCS Joint Committee members are committed to improving central and local government efficiency and effectiveness, and in times of constrained public finances, it is even more important to ensure that public funds are spent on activities that provide the greatest possible economic and social return.
- 3.3 The relevant Officers met on 14 November 2018 and discussed a proposed framework for the development of a new suite of measures. The proposed approach is that we will follow the guidance contained within the Government framework for evaluation.
- 3.4 The principles that are proposed will look at the flow of an activity measuring the input required through to the impact of the activity to the communities covered by the three fire and rescue services. The proposed model measures are detailed below:
- **Input** – Public sector resources required to achieve the policy objectives.
  - **Process/activities** – What is delivered on behalf of the public sector to the recipient.
  - **Output** – What the recipient does with the resources, advice/training received, or intervention relevant to them.
  - **Outcome** – The intermediate outcomes of the policy produced by the recipient.
  - **Benefit/ Impacts** - Wider economic and social outcomes (such as improvements in wellbeing)
- 3.5 The current performance measures already capture a number of the outputs and inputs, these will be included in the future framework, however they will be clearly linked to the outcomes and benefits.
- 3.6 The following outcomes are the basis upon which the performance measures will be designed. The aim of these strategic outcomes is to capture the value added of the TVFCS as part of the wider delivery of each FRS core and support functions:
- **PEOPLE:** to ensure TVFCS staff are trained, equipped and supported to carry out their role to the highest standards of professional capability, with a continuing focus on their health, safety and welfare.
  - **PREVENTION:** to ensure that advice, support and guidance is given to both the residents and visitors to the Thames Valley to help keep them safe from harm.
  - **FINANCE:** to provide an efficient service, which recognises the financial constraints of the partner organisations and assist each service to evaluate performance and inform their financial planning.
  - **RESPONSE:** to support the preparedness for and response to emergency incidents through resource mobilisation the management of the incident and supports continuous improvement
  - **RESILIENCE:** to develop and maintain resilience and continuity arrangements for the fire control service and support the resilience and business continuity of each partner organisation.

- **PROTECTION:** to support the delivery of protection services in the Thames Valley.
- **DATA AND INTELLIGENCE:** to support and develop the intelligence and data provision of each FRS and to advise and consult each service's performance against the commitments in their respective IRMP

**4. IMPLEMENTATION**

- 4.1 It is recognised that there are key stages to the design of a new performance measurement framework, it is important to ensure that all stakeholders understand the benefits of the information as a key driver of improvement.
- 4.2 It is intended to co-design and co-create the new suite of indicators and measures with the following groups:
- Fire Authority members
  - TVFCS staff
  - FRS staff
- 4.3 The working group identified that there is a clear benefit in understanding the current level of activity and relate them to the draft strategic outcomes.
- 4.4 The implementation has been broken down into the following key phases:

Activity	By Whom	Lead	Completed by	Success criteria
<b>Activity analysis</b>	TVFCS	GM Harris	Dec 18	A spreadsheet of activities undertaken linked to strategic outcomes
<b>Review analysis</b>	SRO	GM Harris	Jan 19	Sign- off of current activities and understanding or resources requirements
<b>Member working group</b>	FRA members tbc	AM SRO	End Jan 19	Review of strategic outcomes to ensure they meet the needs of residents and each FRA
<b>Measures workshop</b>	TVFCS staff, FRS staff, FRA members	AM SRO	Feb 19	To produce a draft performance framework based on the proposed model
<b>Paper to Steering group</b>	SROs	GM Harris	Mar 19	Paper to steering group members with proposals for new framework

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

- 5.1 This report complies with the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service 2015.

**6. FINANCIAL IMPLICATIONS**

- 6.1 It is intended to keep any direct costs to a minimum and the only associated costs will be in running the workshops. It is proposed to use a FRS location with refreshments provided and the costs shared across each FRS.

**7. LEGAL IMPLICATIONS**

- 7.1 Not known at this stage. All data shared will need to be GDPR compliant for public scrutiny.

**7. EQUALITY AND DIVERSITY IMPLICATIONS**

- 7.1 The content of this report creates no immediate, predicted, direct or indirect equality and diversity implications.

**8. RISK IMPLICATIONS**

- 8.1 Existing performance measures will continue until the new framework is agreed.

**9. CONTRIBUTION TO SERVICE AIMS**

- 9.1 Duty to collaborate to facilitate and encourage greater collaboration between the emergency services where it will enhance efficiency, effectiveness, or public safety.

**10. PRINCIPAL CONSULTATION**

- 10.1 None applicable.

**11. BACKGROUND PAPERS**

- 11.1 None.

**12. APPENDICES**

- 12.1 None.

**13. CONTACT DETAILS**

- 13.1 Simon Furlong – Chief Fire Officer  
Oxfordshire County Council Fire and Rescue Service  
[Simon.furlong@oxfordshire.gov.uk](mailto:Simon.furlong@oxfordshire.gov.uk)



# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>TVFCS PERFORMANCE REPORT QUARTER 2 2018/19</b>
<b>PRESENTED TO:</b>	<b>TVFCS JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>PAUL JACQUES, AREA MANAGER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR NOTE</b>

## 1. **EXECUTIVE SUMMARY**

- 1.1 To provide the Joint Committee with an update report on the performance of the Thames Valley Fire Control Service (TVFCS).
- 1.2 The Control Manager’s performance report for 2018/19 Quarter 2 (Appendix A) provides a detailed narrative on TVFCS performance together with the agreed set of performance information to enable comparisons.

## 2. **RECOMMENDATION**

- 2.1 **That the Joint Committee NOTE the report.**

## 3. **REPORT**

- 3.1 The extremely warm and dry weather conditions over the summer have had an impact on all Control call handling and mobilisation performance measures during the period.
- 3.2 The Command & Control system has been stable throughout the period and performed well during periods of high demand.
- 3.3 The TVFCS Supervisory Management establishment has been filled with internal candidates. Absence levels have been manageable.

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

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

### **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no implications within this report.

### **6. LEGAL IMPLICATIONS**

- 6.1 There are no implications within this report.

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

- 7.1 There are no implications within this report.

### **8. RISK IMPLICATIONS**

- 8.1 There are no implications within this report

### **10. PRINCIPAL CONSULTATION**

- 10.1 None for this report.

### **11. BACKGROUND PAPERS**

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

### **12. APPENDICES**

- 12.1 Appendix A – TVFCS Control Manager's performance report for 2018/19 Quarter 2.

### **13. CONTACT DETAILS**

- 13.1 Simon Harris GM Thames Valley Fire Control Service  
0118 938 4522 | 0774 863 1527

# Thames Valley Fire Control Service



## Joint Committee Performance Report (Quarter 2 2018/19)

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## Introduction

The Thames Valley Fire Control Service (TVFCS) performance report presents information on the performance of the joint control room. This is to provide structure and governance that enables TVFCS to measure, monitor and manage outputs and outcomes in a timely manner, allowing us to respond and make informed decisions to ensure that our statutory and partnership obligations are successfully delivered.

The aim of this report is to share how TVFCS has performed over the previous three months, offer explanation, analysis and mitigation for target outcomes, and to suggest positive means of carrying effective performance into the future.

### Key to Icons and Colours

	Target exceeded by more than 10%
	Target met or exceeded by up to 10%
	Target missed by up to 10%
	Target missed by more than 10%
	NA or data accuracy issues affect confidence in reporting

## Key Highlights

### Context

During Quarter 1 2018/19 TVFCS handled 12637 emergency calls, leading to 6960 mobilisations. Across the period, this represents an increase in demand of 27% from the same period in 2017/18 and a 73% increase against the rolling monthly average for TVFCS. This increase in demand was primarily caused by the extremely hot and dry weather experienced during July.

The final outstanding Crew Manager vacancy was filled by an internal candidate during July, bringing the establishment up to strength. A recruitment campaign was also run during the period, with two candidates identified to fill temporary vacancies created by staff on maternity leave and further suitable candidates identified for placement in a recruitment pool should further vacancies arise. Two members of staff have returned from maternity leave during the period.

TVFCS system have performed well during the period, particularly considering the high level of demand experienced. Plans are now in place with Capita to apply system upgrades during Quarter 3, which will provide performance enhancements, some additional functionality and allow TVFCS to plan to take the hardware upgrade required to support ESN.

The hot, dry weather experienced in June continued throughout July and into the first week of August. During this period, operational demand was exceptionally high, with large numbers of calls being received. This created pressures, not only around call handling and mobilisation, but also in maintaining appropriate levels of fire cover across the Thames Valley as appliances became committed to dealing with large outdoor fires. Call handling performance suffered somewhat in these conditions, but recovered to more normal levels towards the end of the quarter.

Sickness absences during August put considerable pressure on Control room crewing, with staff less able to provide cover due to holiday commitments. A significant amount of cover to the Control room was provided by the TVFCS management to maintain crewing at agreed levels.

## Successes

On July 2<sup>nd</sup>, a serious field fire occurred at Little Marlow in Buckinghamshire. At its height, 20 pumps and a number of special appliances were required at the incident. This occurred when the level of demand across the Thames Valley was already high and proved challenging for TVFCS, both with respect to resourcing and supporting the incident and in maintaining a suitable level of fire cover across the Thames Valley. The duty TVFCS watch and management team worked with all three Thames Valley FRS and other neighbouring services to maximise availability and ensure all incidents received an appropriate response.

TVFCS coped well with the increased demand during July with a number of staff displaying high levels of commitment by staying on after the end of their shifts to assist with high call volumes and being flexible with their hours to maximise crewing during the busiest periods of the day.

Sickness levels in July were exceptionally low, with the only absence being related to a serious illness being experienced by one member of staff requiring urgent treatment and an associated prolonged recovery time. The medical treatment was successful and the individual has recently begun a phased return to work. Sickness levels in August and September were generally higher, but remained manageable.

It was very pleasing to fill the remaining Crew Manager vacancy with an internal candidate. A number of other staff have now started to work towards their Crew Manager qualification, which will help to fill these positions more quickly in the future as they arise.

The visit of the President of the United States in July affected all three FRS. TVFCs were involved in event planning for this visit and the arrangements during the visit itself. The event ran smoothly with no issues being experienced.

## Areas for Improvement

Although performance against call handling and mobilising measures improved towards the end of the quarter, they remain below the desired levels. Specific training is now being targeted towards the large number of new and developing Supervisory Managers, which includes training on decision making in pressurised situations, which it is hoped will improve the way that time critical decision making is approached and lead to faster mobilisation times.

Further work is required to continue to improve the configuration of TVFCS systems and the information held within, which will aid in improving performance.

## Emerging Issues & Risks

Capita's financial position continues to be monitored, with some improvement in their credit scoring being noted.

The change in arrangements for HMICFRS inspection, which occurred during quarter 2, means that TVFCS will be inspected on three occasions by three different inspection teams. This is creating an additional level of work for the TVFCS management team.

Information is expected from Capita during Q4 2018/19 relating to potential extension of the existing contract. The options available will need to be considered with cognisance of revised timescales for the implementation of the ESN as both activities will require a high level of input from technical staff, whose capacity would be severely stretched should the project timelines significantly overlap.





## Establishment

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

Role	Authorised Establishment	Staff in substantive Posts and FTE	Staff in temporary Posts and FTE	Vacancies
Group Manager	1	1-1 FTE	0 – 0 FTE	0
Control Manager	1	1-1 FTE	0 – 0 FTE	0
Control Training Manager	1	1 – 1 FTE	0 – 0 FTE	0
Watch Manager	4	4 – 4 FTE	1 – 1 FTE	-1
Crew Manager	12	11 – 10.88 FTE	0 – 0 FTE	1.12
Fire Fighter	20	21 - 19.88 FTE	0 – 0 FTE	0.12
<b>TOTAL</b>	<b>39</b>	<b>39 – 37.76 FTE</b>	<b>1 – 1 FTE</b>	<b>0.24</b>



### Competence Levels

Role	Current staff	Number Competent in Role	Number in Development	% of Current Staff in Development
Group Manager	1	0	1	100%
Control Manager	1	1	0	0%
Control Training Manager	1	1	0	0%
Watch Manager	4	4	0	0%
Crew Manager	12	6	6	50%
Fire Fighter	22	14	8	36%
<b>TOTAL</b>	<b>41</b>	<b>26</b>	<b>15</b>	<b>37%</b>

Please note, the above figures relate to the actual numbers of staff employed, not the Full Time Equivalents used for establishment. Figures have been rounded up/down to the nearest full percentage point.



## Attendance/ Absence

Measure	July 2018	August 2018	September 2018
Short-term Sickness Episodes	0	6	5
Long-term Sickness Episodes*	1	1	1
Total Days lost to Sickness	10	23	27
Average days lost per FTE	0.26	0.59	0.70

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

## Overtime Claims and Payment records

(Excluding Bank Holiday Pay and Handover Pay)

Measure	July 2018	August 2018	September 2018
Number of Staff Claiming OT	7	11	11
Hours Worked	192	234	190
Total Paid	£3981.11	£4750.23	£3677.52

# TVFCS Joint Committee Performance Report

## Performance Measures (Data accurate as of 19/07/2018)

Measure		July 2018	Aug 2018	Sept 2018	Reporting period average	Same period 2017/18	Rolling 12 month average
1	Total Emergency calls answered	5580	3776	3281	4212	3301	2557
2	Number of Mobilisations	2822	2170	1968	2320	1976	1857
3	No. of times Emergency Fall-back instigated	0	0	0	0	0	0
4	Number of Co-responding incidents	27	18	21	22	135	98
5	Total Admin Calls answered	10099	8377	6986	8487	7666	6624

Measure*		2017/18 Target	July 2018	Aug 2018	Sept 2018	Reporting period average	Same period 2017/18	Rolling 12 month average
6	Emergency calls answered within 5 seconds	92%	88.25%	94.05%	96.36%	92.89%	93.45%	93.61%
7	Emergency calls answered within 10 seconds	97%	92.79%	97.21%	98.33%	96.11%	97.18%	96.99%
8	% occasions where time to mobilise is within 60 seconds	60%	45.25%	43.59%	50.25%	46.36%	51.68%	47.04%
9	% occasions where time to mobilise is within 90 seconds	80%	71.12%	70.41%	74.39%	71.97%	77.08%	72.62%
10	% occasions where time to mobilise is within 120 seconds	95%	82.49%	83.41%	85.37%	83.76%	87.49%	84.03%
11	Admin calls answered within 15 seconds	n/a	79.56%	80.05%	80.33%	79.98%	81.85%	82.79%

\*Definitions are available in appendix A

Financial Position

TVFCS Budget Monitoring 3 Months to 30 September 2018						
	<i>Total Annual Budget</i>	<i>Actual Expenditure To 30 September 2018</i>	<i>Forecast Outturn at Year End</i>	<i>Variance = Forecast - Annual Budget</i>	<i>Variance %</i>	<i>Commentary</i>
<b>Staff</b>						
Employment Costs	1,537,795	742,915	1,539,070	1,275	0.08	The forecast outturn position includes the impact of the 2% pay increase agreed nationally. An additional budgetary obligation has been identified because of a 'Lump Sum' charge to the employing FRS associated with the Local Government Pension Scheme. TVFCS

# TVFCS Joint Committee Performance Report

							contribution towards this charge has been estimated at £27,000 for the current financial year.
Mileage and Subsistence	6,000	2,763	5,526	-474	-7.90%		
Uniforms	2,000	1,327	2,095	95	7.20%	Uniform expenditure includes small monthly allowance for various items (26 staff).	
Training	-	1,180	1,180	1,180	100.00%	It has been necessary to spend a small amount on training for TVFCS staff that was not able to be provided within the Thames Valley FRS. A small amount will be reserved in future budgets to account for	

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# TVFCS Joint Committee Performance Report

						unexpected training needs.
Recruitment	1,000	75	350	-650	-	Expected outturn has increased, as DBS security checks for staff now need to be covered from within this budget in addition to recruitment test papers.
<b>Sub Total</b>	<b>1,546,795</b>	<b>748,260</b>	<b>1,548,221</b>	<b>1,426</b>	0.09%	
<b>Corporate</b>						
Facilities	91,443	45,722	91,443	-	-	Forecast outturn is expected to equal budget. Costs incurred to date are based on 1/2 of the annual budget.
Finance	24,851	12,426	24,851	-	-	
HR	67,409	33,705	67,409	-	-	
ICT	72,525	36,263	72,525	-	-	
Liability and Equipment Insurance	6,885	3,443	6,885	-	-	
Management	14,868	7,434	14,868	-	-	

# TVFCS Joint Committee Performance Report

<b>Sub Total</b>	<b>277,981</b>	<b>138,993</b>	<b>277,981</b>	<b>-</b>		
<b>Other</b>						
General Equipment Purchase	6,541	1,737	6,500	-41	-0.63%	Anticipated expenditure on items such as headsets. Despite the current actual expenditure, it is expected that further purchases may need to be made later in the year to replace some ageing items.
OFRS Costs (secondary control facility)	39,274	39,274	39,274	-	-	Forecast Outturn is expected to equal budget.
<b>Sub Total</b>	<b>45,815</b>	<b>41,011</b>	<b>45,774</b>	<b>-41</b>	<b>-0.09%</b>	
<b>Technology</b>						
Capita Mobs System (maint)	66,535	33,037	66,535	-	-	forecast outturn is expected to equal budget.
DS3000 (for primary and secondary) ICCS	79,652	41,419	82,836	3,184	4.00%	A failure to account for an RPI adjustment within the contract when

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# TVFCS Joint Committee Performance Report

							setting the budget has caused a small overspend in this area.
Telephony	50,061	17,860	37,061	-13,000	-		Forecast Outturn now includes the reimbursement of previous incorrect charging by the supplier.
EISEC Calcot (999 caller location)	7,000	3,500	7,000	-	-		Estimate based on 17/18 outturn and charges expected in 18/19.
EISEC Kidlington	2,000	1,000	2,000	-	-		
Smart services to switch 999 lines to secondary control or elsewhere	16,000	-	16,000	-	-		Costs billed annually to TVFCS at the end of the financial year.
Airwave rental ( SAN I ,B ) ( Primary,secondary ) (7+8)	13,583	-	11,171	- 2,412	-17.76%		Some savings have been identified against the original projected costs of Airwave radio equipment.
<b>Sub Total</b>	<b>234,831</b>	<b>96,816</b>	<b>222,603</b>	<b>-10,843</b>	<b>-5.21%</b>		

# TVFCS Joint Committee Performance Report

<b>Total Budgeted Expenditure</b>	<b>2,105,422</b>	<b>1,025,080</b>	<b>2,094,579</b>	<b>-10,843</b>	<b>-0.52%</b>	

*Data accurate as of 30/09/2018*

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Appendix A

Performance Measure Definitions

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

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) UPDATE</b>
<b>PRESENTED TO:</b>	<b>THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>STEVE FOYE, DEPUTY CHIEF FIRE OFFICER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>FOR NOTE</b>

## 1. EXECUTIVE SUMMARY

- 1.1 This report provides an update and assessment of the progress of the National Emergency Services Mobile Communication Programme (ESMCP) and delivery of the Emergency Services Network (ESN) that will replace the current Airwave provision.
- 1.2 The report addresses the current situation set forth by the National Programme (NP) and ESMCP South Central (SC) Region input to this. A cautious welcome is given to the formal adoption of an incremental approach of delivering the Emergency Services Network (ESN) and the extension of the current Airwave system that ESN will replace.
- 1.3 In this context the report highlights work taking place to enable the Thames Valley Fire and Rescue Services (FRS') and Thames Valley Fire Control Service (TVFCS) to be able to adopt ESN whilst maintaining sufficient flexibility to absorb any National Programme schedule changes and minimising operational and financial risk to service provision across the region.
- 1.4 The report provides an update on a formal NFCC and LGA letter to the Home Office Permanent Secretary, Sir Phillip Rutnam, and his response.

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- 1.5 An update is made on the NP and its governance as well as the regional and service governance approach and progress on the control work-stream in the SC Region. Finally, the report updates the current financial and funding arrangements in regard to the SC Region.

### 2. **RECOMMENDATION**

The Joint Committee are asked to:

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

### 3. **REPORT**

#### **National Programme Status and Timeline**

- 3.1 On the 21 September this year the Home Office officially announced its revised 'incremental' approach to the delivery of the proposed Emergency Services Network (ESN).
- 3.2 In essence the NP reviewed the approach to delivery and formally adopted an incremental approach to availability of ESN products; the timescales for delivery of which are included as appendix A. The products bring different aspects of the ESN capability on-line at different times during 2019 – 2020 with the current plan showing the full ESN product, known as ESN Prime going live during Q3 2020.
- 3.3 Having considered the earlier products and what they offer, there will be minimal (and potentially no) adoption of products across the SC Region until the full delivery of ESN Prime.
- 3.4 The only area of adoption forecast ahead of ESN Prime is the provision of 2 devices per service to undertake assurance work. This is essentially a device that can be placed in a vehicle which is constantly testing and recording the signal of the ESN. This is to assist user organisations in building assurance in the network capability and identifying any concerns back to the National Programme. These devices will be issued to all blue light services and where possible we will align activity. Focus will be given to those areas where we may have the greatest concerns. There are no implications for TVFCS in this activity. It is clear that the provider and the NP (not the user organisations) retain the responsibility to assure the programme on the reliability of the ESN.
- 3.5 On the 16 May 2018 all FRS's received a consultation questionnaire from the NFCC team working within the programme. This questionnaire was designed to gauge services appetite for adoption of products and services. A return was required by 05 June 2018 and the NFCC team recognised that returns would have a low level of assurance and would be indicative only and based on a range of assumptions.
- 3.6 A subsequent request for further information was made in September 2018. The nature of this request was to refine to a higher degree of certainty the

likely adoption profile for each FRS. Thames Valley FRS's alongside South Central region partners did not provide any updated information as it had been made clear in the 05 June submission that additional certainty would only be possible if further information was provided by the NP to address assumptions having to be made at a service level. This information, regarding costs, transition arrangements and hardened timescales, had not been forthcoming from the NP at the time of the second request.

- 3.7 Separately, the NP are reviewing the Full Business Case (FBC) for the ESN. Review of the FBC is now anticipated to be completed in the first quarter of 2019. Until recently this was expected by the end of 2018. The FBC is subject to agreement within the Home Office. Visibility of the FBC should be considered a pre-requisite for the Thames Valley FRS's, and the other partner organisations within the South Central region for:
- Establishing the cost impacts of migration to ESN.
  - Establishing the specific timing of any adoption activities across the region.
  - Creating and managing a fully detailed plan to execute adoption activities in concert with other associated strategic projects.
- 3.8 Consequently, through the SC Board, work continues with all interested parties (including colleagues in Police and Ambulance) to maintain the maximum possible planning flexibility and to keep as many options for execution open as possible.
- 3.9 The latest information regarding planned cessation of the existing Airwave network indicates this as being at the end of 2022. This is a change from previous indications of "seven to ten years" from 2018 (i.e. 2025-2028).
- 3.10 The original cessation window was used as an assumption for planning purposes to guide TVFCS approach to ESN migration, taking into account dependant projects and contract renewals falling within the ESN adoption window. The publication and subsequent analysis of the FBC, alongside the constraint of the current Airwave contract extension, remain the most significant impediments to effective planning for deployment. Whilst work has begun to model ESN adoption plans, final planning decisions for ESN adoption cannot be recommended for approval before the FBC is published. We will ensure an alignment of plans for the Thames Valley FRS's and TVFCS
- 3.11 There has been no material change to the consensus position amongst FRS's in the South Central region that:
- Exploitation of increased data capacity and device functionality will require significant change to FRS ways of working that will require lengthy business and cultural change processes to be undertaken. It is positive that the NP recognise this is a change programme not just a technology programme.

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- Currently, products earlier in the lifecycle offer little material benefit or compelling business case when compared to existing commercially available solutions; particularly as some earlier service offerings provide no clear update/upgrade path to later, more fully featured products.
  - Lack of clarity regarding pricing of ESN products is a significant deterrent to committing, particularly where existing commercial solutions are offered at a highly competitive cost.
  - Lack of clarity regarding transitional arrangement and interoperability is a significant deterrent to committing, particularly from a Control perspective, but also in terms of overall digital and device strategies.
  - Lack of clarity regarding overall cost envelope is a cause for concern, particularly in terms of ongoing Airwave costs and where funding sources are intended to be derived.
  - Currently, there is limited interest in any ESN product until the full suite solution (ESN Prime) becomes available (currently scheduled for Q3 2020)
  - TVFCS control systems become a significant strategic factor in planning for any product adoption due to current contractual arrangements and life expectancy of the current solution.
  - The window of opportunity for migration appears to be at some point between availability of ESN prime and the Airwave termination window opening, i.e. some point between Q3 2020 and Q4 2022.
- 3.12 Until we know more about costs and operating benefits of earlier product sets, there is little to be gained in committing to early adoption. We will keep an open mind and remain flexible to early adoption where the business case and opportunity is valid.
- 3.13 To inform decision making on when the service should move to ESN, officers are undertaking ongoing assessments of current technology provision and timing for when we may wish to complete upgrades and renewal of systems. These assessments remain ongoing as officers are adapting to the developing information coming from the NP.
- 3.14 This approach has allowed for development of potential options for timing of migration to ESN and will inform further discussion internally and across the TVFCS partnership. As previously stated, greater clarity from the NP is required in order to bring forward a full option appraisal and recommendations through the appropriate governance routes of Fire Authority and TVFCS Joint Committee.
- 3.15 One working assumption is that transition to full ESN is implemented no later than 12 months prior to the confirmed Airwave cessation date. This would allow for assessment of viability of achieving delivery in context of other commitments and our wider technology needs. It would also allow for a



prudent period of overlap between the old and new systems. This assumption would put TV FRS' and TVFCS provisional adoption date as the end of 2021. To be clear this is currently purely a date to assess as services the viability, challenges and risks of delivery against a forecast timeline and to develop our thinking with colleagues across the Thames Valley.

- 3.16 On the 21 August 2018 the NFCC and LGA jointly signed and sent a letter to the Home Office Permanent Secretary, Sir Phillip Rutnam, setting a range of concerns on behalf of Services and Local Authorities. This letter is included within this report in appendix A in light of this. On the 18 October 2018 The Permanent Secretary to the Home Office responded to the RBFA letter. The response is included within this report as appendix B.

### **Governance**

- 3.17 An ESMCP South Central (SC) Regional Programme Board continues to operate. This is one of a number of ESMCP FRS regions across the UK. The SC Board meets monthly and comprises senior representation from the three Thames Valley FRS's alongside Hampshire and the Isle-of-Wight FRS's.
- 3.18 Through this regional approach services have been able to share and align resources to meet the needs of the key ESMCP work-streams. The change to an incremental approach to delivery of ESN has brought into question the need for a regional delivery group. This is because its original creation was to support the regional implementation model of the ESN (now discounted for the revised incremental approach). However, there is consensus between the NFCC team and the lead officers from across the regional boards to retain the regional arrangements at this time as it supports effective dialogue between the NP and FRS's as user organisations as well as enabling the continued sharing of resources across work-streams.
- 3.19 Through the SC Board, relationships are maintained with other regional groups (South East Operational Response and Resilience Group); the South East and South West Regional Groups and leads from blue light leads in Police and Ambulance. This supports shared understanding and allows for consideration of opportunities for joint working and potential collaboration, such as on procurement.
- 3.20 Programme Management arrangements for the SC Board are delivered through Mott Macdonald using funding from the National Programme. This reduces individual project and programme resources in each service, allowing services to focus on delivery of work-streams.
- 3.21 A dedicated team (funded by the NP) works within the NP and reports to the National Fire Chiefs Council (NFCC). This team acts on behalf of the fire and rescue service within the NP; assures on FRS progress; and coordinates FRS responses to requests from the NP. To achieve this the team maintain relationships with FRS Regional leads through a Fire Customer Group (attended on behalf of South Central Region by DCFO Foye). The NFCC team also support staff working within services in addressing questions and requirements of the NP.

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

- 3.22 A number of work-streams are in place across the South Central region. This report concerns itself with an update on Control Rooms and Information Technology Health checks.
- 3.23 The DNSP connections are in place and tested. Charges for install and rental are currently funded through the NP and we are making the case that ongoing cover of rental should be in place until ESN provision is achieved by the NP.
- 3.24 Control Upgrades continue and are currently forecast to take place in January having been delayed from September by the provider Capita.
- 3.25 Over recent months, a new product, called Kodiak, has been introduced which provides a mission critical 'Press to Talk' capability. This has been broadly welcomed, as it addresses a key requirement and removes significant development work for the NP. This said, its introduction creates new work including potential further changes to control systems. We continue to monitor for implications and we are making the case that the NP should address any costs associated with this change.
- 3.26 Incremental delivery may create opportunities and risks in terms of technology changes. We continue to monitor the change against our wider organisational technology plans to reduce risks and exploit opportunities.

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

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

### **5. FINANCIAL IMPLICATIONS**

- 5.1 Regional funding is overseen through the South Central Programme Board and services draw down funding to cover costs of work-streams leads and ancillary costs, such as attendance at meetings, workshops etc. For 2017/18 Once the FBC has been released we will review the financial implications to the service.
- 5.2 We have separate full funding from the National Programme for control room upgrades and DNSP connections into TVFCS. This funding is based upon the original regional delivery plan. With the change to the incremental delivery plan, we are seeking assurance that additional costs incurred by this change will be met by the national programme.
- 5.3 All services received a request from the Fire and Resilience Directorate of the Home Office to complete a monitoring form on the utilisation of ESMCP Transition Grant Payments made to individual services and to overall South Central Region. The Home Office is required to assess how value for money is being, and will be, achieved. Buckinghamshire FRS retain the South Central Grant and oversee monitoring of spend on behalf of the South Central

ESMCP Board. A return was made with the approval of Buckinghamshire's Chief Finance Officer and Chief Fire Officer and with the agreement of all other SC region ESMCP service strategic leads.

5.4 This return has been accepted by the Home Office though they have sought additional insight as to the roles that have been in place. In providing a response we will remind the Home Office team that the structures established and commitments made have, very much, been in response to the expectations of the National Programme and the planned regional delivery model that has only recently altered to an incremental approach. We continue to deliver activity in respect of ESMCP in good faith whilst raising risks and registering concerns with the National Programme delivery plan timelines and assumptions having to be made.

5.5 In essence, of the funding received in the SC Region we have spent circa £581K and have circa £574K remaining. The Home Office have indicated that we should not expect any LTR funding this year. We continually review expected costs against delivery and will challenge the national programme on any shortfalls in funding that we identify. This includes on-going Airwave costs stemming from the Airwave contract extension.

## **6. LEGAL IMPLICATIONS**

6.1 None

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

7.1 None

## **8. RISK IMPLICATIONS**

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

8.2 By example, two risks are recorded on the RBFRS Corporate Risk Register in regard to ESMCP and these take account of implications on TVFCS.

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

9.1 This report complies with the "Principles of Collaboration"

## **10. PRINCIPAL CONSULTATION**

10.1 None

## **11. BACKGROUND PAPERS**

11.1 None

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### **12. APPENDICES**

- 12.1 Appendix A – Letter to Home Office from NFCC and LGA
- 12.2 Appendix B – Letter from Home Office to NFCC and LGA

### **13. CONTACT DETAILS**

Steve Foye

Deputy Chief Fire Officer, Royal Berkshire Fire and Rescue Service

Tel: 07887 830208



Appendix A  
**NFCC**  
 National Fire  
 Chiefs Council

The professional voice of the  
 UK Fire & Rescue Service

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 West Midlands Fire Service  
 99 Vauxhall Road  
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Sir Philip Rutnam  
 Permanent Secretary  
 Home Office  
 2 Marsham Street  
 London  
 SW1P 4JA

21 August 2018

Dear Sir Philip,

Thank you for facilitating the meeting between National Fire Chiefs Council (NFCC) delegates and the Home Office in June which provided an opportunity to discuss the NFCC's concerns with the Emergency Services Mobile Communications Programme (ESMCP), particularly those outlined in my letter of 30 November 2017. We jointly agreed at the meeting to continue to work with the Home Office to resolve the financial challenges that delays to ESMCP will create, not just for transition onto the new Emergency Services Network (ESN), but also to sustain and remain to use Airwave.

Subsequent to this meeting, the NFCC has briefed the Local Government Association's Fire Services Management Committee (FSMC) on this work. The FSMC expressed frustration that after seven years we were now faced with the choice of incremental introduction or stopping the programme altogether. Members want to see certainty around the timing and cost of the programme.

Whilst we recognise that many of the assurances we seek won't be provided until the revised full business case (FBC) is signed off, we are writing to you jointly, on behalf of both the Fire and Rescue Service and Fire and Rescue Authorities, to express our concerns and reiterate the issues that we feel need urgent attention. In particular, the future of the Section 31 Airwave grant after December 2019, which will become increasingly pressing through the autumn as Fire and Rescue Authorities seek to agree balanced budgets for the 2019/20 financial year and beyond.

Both the FSMC and the NFCC can see the benefits that technology can bring the Fire and Rescue Service. The NFCC have previously stated that the ESN will be a cornerstone of our strategy in delivering our digital vision and that any loss or delay to ESN will hamper the sector's ability to progress digitally and may indeed lead to a postcode lottery between those technologically-enabled fire and rescue services with good, commercial 4G coverage and those without.

In the deliberations over the future of ESMCP the NFCC, which had previously supported plan A, sees the incremental approach to delivery, or so-called option B, as both a viable and sensible approach subject to this being financially and technically viable. However, without access to the finalised detail of the FBC our commitment to option B must be in principle at this

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stage. The FSMC is similarly concerned to see the FBC before we can commit to supporting option B. Going forward we would welcome sight of the FBC as soon as possible so that fire and rescue services can be assured of the viability, affordability and benefits realisation of ESN.

With the delay to ESN and the indicative FBC costs predicted to rise significantly the NFCC and the LGA are keen to seek assurance that the current Home Office transition funding policy, whereby ESN transition costs for fire and rescue services are met centrally, is maintained.

The cessation of Sec.31 Airwave grant funding for Fire and Rescue Authorities associated with the transition from Airwave to ESN is causing concerns regarding the affordability of ESN at a local level. There is a perception that ESN may subsequently cost the Fire and Rescue Service more than the current Airwave provision. We would welcome continued dialogue with the Home Office to ensure that ESN remains affordable and cost effective to Fire and Rescue Authorities without putting pressure on already stretched budgets.

Throughout the life of ESMCP, the Fire and Rescue Service has enjoyed a fruitful and equitable relationship with the teams within the other emergency services and with programme colleagues alike. We remain committed to working collaboratively through the many challenges that collectively we will all face, and we welcome your assurance that this will be on an equitable basis and not focus on the perceived majority stakeholder. The LGA would welcome further engagement in the programme at a strategic level to represent the political views of the sector.

I trust that the NFCC's and the LGA's formal position is clear, however if you need any further information please do not hesitate to contact either Roy directly, Darryl Keen the NFCC ESMCP lead, or Ian Taylor the NFCC Business Change Lead for ESMCP. The contact at the LGA is Mark Norris ([mark.norris@local.gov.uk](mailto:mark.norris@local.gov.uk))

Yours sincerely,



**Roy Wilsher OBE, QFSM**  
Chair, National Fire Chiefs Council



**Councillor Ian Stephens**  
Chair, LGA Fire Services Management  
Committee

Cc: CFO Phil Loach QFSM  
CFO Huw Jakeway QFSM  
CFO Darryl Keen  
Bryan Clarke, Project Director  
Steven Adams



Sir Philip Rutnam KCB  
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Roy Wilsher OBE, QFSM and  
Councillor Ian Stephens  
National Fire Chiefs Council  
West Midlands Fire Service  
99 Vauxhall Road  
Birmingham B7 4HW

18 October 2018

### **Emergency Services Mobile Communications Programme (ESMCP)**

Dear Roy and Ian,

Thank you for your letter dated 21 August on the new Emergency Services Network (ESN). I would like to apologise for the delay in responding.

I am encouraged that the programme continues to have the support of National Fire Chiefs Council (NFCC) as we move on from what has been a challenging time. Your letter raises a number of important points, but before I respond to those substantively, I would like to reassure both the NFCC and the Fire Services Management Committee (FSMC) that ESN is still the strategically correct replacement for the existing Airwave network.

On 21 September, you will have seen that the Home Secretary announced to Parliament that the review into the Programme had concluded and that the best approach was to continue with ESN. He also said that the Programme would move to an incremental approach to deliver new capabilities sooner and extend the Airwave network until transition is complete to ensure the emergency services have unbroken access to a continuous critical communications network.

In your letter, you state that ESN is essential in delivering the NFCC's digital strategy and I am sure that the new incremental approach will help facilitate this for the both the Fire and Rescue Service and Fire and Rescue Authorities. The benefit of moving from voice only technology to a secure, resilient and widely available 4G/LTE (Long Term Evolution) voice and data network with priority use by the FRS will bring substantial opportunities and benefits.

This new approach will also see the emergency services, suppliers and the Home Office team all working as one to deliver the modern public safety communications

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### Appendix B

tools our emergency services need, as soon as they can be developed. It will allow our police, fire and rescue, ambulance services and other users to choose the individual communications tools they want and need, and decide when they want them, rather than having to wait until every element of the new network is built.

Incremental delivery of ESN encapsulates many ideas and a significant effort to find a better way to deliver the ESN programme. The key principles that describe the final set of ideas are:

- Moving to an incremental adoption of customer products, collated in a customer product catalogue, which are then picked for adoption by customers to a timetable defined by them
- Using the focus on customer products to move the focus of the programme away from technology procurement and onto what customers want and when they want it
- Moving away from a pressure to implement a full solution as quickly as possible, to a more pragmatic approach to product development and deployment
- Allowing the early adoption of products as they become available, rather than having to wait until every part of the solution is built – the aim is to offer emergency services customers a priority data service as early as Q1 2019
- Moving away from a paradigm where criteria for “transition start”, into a situation where they become criteria for Airwave shut down – assuaging customer concerns about Airwave shut off taking place after only a partly delivered ESN solution
- A contractual commitment to continue to run Airwave until all shutdown criteria are met and customers no longer wish to pay for it.

I am confident that the first ESN products will appear later this year and allow the emergency services to start testing and using them. The first of those – a network coverage testing product which we are calling ‘ESN Assure’ - will be available in Q4 2018.

The conclusions and recommendations in the review will be subject to an in-depth consultation with the three emergency services, and this is already underway, as well as ratification by all the sponsors of ESN including the administrations in Scotland and Wales. In parallel, the process is underway to update the Full Business Case (FBC) for ESN. I know you are very keen to have sight of the FBC. However, as this is not expected to conclude until the New Year you will understand I cannot go into specifics at this stage.

The increased cost of the Programme has considerable affordability implications for all sponsors and their emergency services in this Spending Review period. This will require further discussions with the Sponsors finance representatives as



the Airwave costs continue for longer than previously envisaged and poses some risks to the Programme's critical path. We will explore this further as the FBC is developed between now and the end of the year. We are also working with all users to understand the cost implications for the parts of the service that they pay for from local budgets.

In relation to ESMCP, it remains our intention to continue to support Fire and Rescue Service (FRS) transition onto ESN through s31 grant. Indeed, the funding already provided to FRSs should give assurance of the steps that are actively being taken to ensure that the transition to the Emergency Services Network does not place additional burden on FRSs.

Although there is further work to do before we finalise the business case, it is clear that over the full period of the new business case delivering ESN incrementally would still offer considerable savings when compared to staying with Airwave. Also, unlike the current system, ESN gives the FRS a modern communications platform that can be updated to keep pace with technology. It is also worth noting that changes are already being made to the structure and delivery approach for ESMCP so it can deliver the components of ESN in a more affordable and effective way.

Under the new plan, once all our emergency services are using every ESN product or service they need, and no longer want or wish to pay for Airwave, then shutdown of the old service can take place. We continue to be very clear that no risks will be taken with public safety and Airwave will continue until all our emergency services transition onto ESN.

It is important that the collaborative working relationship continues in order to build confidence in the programme through delivery and deployment of capability that ESN customers trust to keep their people safe in the most challenging operational circumstances.

Finally, further engagement with the LGA would be welcome and I look forward to hearing their views on the Programme at strategic level.

Yours sincerely,

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

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# THAMES VALLEY FIRE CONTROL SERVICE



<b>SUBJECT</b>	<b>UPDATE ON DATA MANAGEMENT WITHIN THAMES VALLEY FIRE CONTROL SERVICE</b>
<b>PRESENTED TO:</b>	<b>TVFCS JOINT COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>5 DECEMBER 2018</b>
<b>LEAD OFFICER</b>	<b>DAVE NORRIS, AREA COMMANDER</b>
<b>EXEMPT INFORMATION</b>	<b>NONE</b>
<b>ACTION</b>	<b>NOTE</b>

## 1. EXECUTIVE SUMMARY

- 1.1 At the July meeting of the TVFCS Joint Committee, a request was made for an update on Data Management arrangements following the retirement of Station Manager Eduardo Cardoso.
- 1.2 This report sets out the current position with regard to the management of data and TVFCS computer systems and the actions currently being progressed by the TVFCS Management team in this area.

## 2. RECOMMENDATION

- 2.1 That the Committee **NOTE** the content of the report.

## 3. REPORT

- 3.1 The Vision DS system is used in the Thames Valley Fire Control to deliver a call handling, resource mobilisation and incident management solution. The Vision system's key function is the handling of emergency calls, identification and mobilisation of appropriate resources and the provision of information to Control Room staff to facilitate effective incident management and support. Vision combines the information from a number of key datasets to deliver these functions.

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- 3.2 As part of the TVFCS project, the data held by each FRS had to be incorporated into the new Vision 4 system. As each FRS was using a different Command & Control platform, this data was not in a standard format and was not held in datasets which were directly comparable with the requirements of the Vision system. The time pressures around the TVFCS 'go live' created a situation where it was necessary to import the data without the review, cleansing and standardisation that would have enabled optimum system performance. This led to a situation where information was held in the wrong databases, was often out of date and was difficult for Control staff to locate. This coupled with the faults experienced with the system led to deterioration in confidence in the system both within TVFCS and the Thames Valley FRS.
- 3.3 The Concept of Operations relating to data management was that each FRS would manage their own data and make their own changes in a standard format. This arrangement appears to have presupposed that system data was in an optimal state and that the changes required would be minor and infrequent. This proved not to be the case.
- 3.4 RBFRS placed SM Eduardo Cardoso into TVFCS to improve the configuration of the system, the experience of operators and the operational response of the FRS. SM Cardoso made excellent progress in standardising and cleansing the data held in the system, providing a more workable system for users. Standardisation and improvement was achieved through a combination of SM Cardoso's drive and commitment and having a single point of management for system data. Despite this work, further review and optimisation is still needed. As a result of SM Cardoso providing a single point of contact for system management, capacity within the FRS teams has been reallocated. All three FRS have indicated very limited capacity to absorb the work previously carried out by SM Cardoso and future demand for changes to systems.
- 3.5 The system is now in a stable state, but the data still requires further optimisation to deliver the flexibility and operational improvement that it can deliver. This does not fall within the scope of the data management arrangements outlined in the TVFCS concept of operations and therefore no resource is available to carry out this work. This also creates in risk in relation to TVFCS' ability to respond to emerging risks (for example, managing the requirement to change response arrangements for high rise premises following Grenfell.)
- 3.6 There are a number of areas which are a cause for concern for the TVFCS management team relating to the management of systems and data which would be addressed by the provision of a dedicated resource. These are:-
- 3.6.1 It has been identified that the Vision system contains large amounts of Operational Guidance Information, transferred into the system at 'Go Live', which now requires review and refreshing.
- 3.6.2 Operational Alignment within the Thames Valley will create a requirement for significant changes within some of the datasets used by TVFCS in order to deliver the desired operational outputs.

- 3.6.3 Operational policy and Organisational changes within the Thames Valley FRS will require changes to be made to TVFCS systems.
- 3.6.4 Capita's roadmap for the Vision system includes a number of system upgrades to introduce new features and address known faults. These upgrades require testing and significant planning to apply into the live control environment without disruption of business as usual activity. This activity is time consuming, with a need to write test scripts and assess software against those scripts and then to work with the supplier to ensure business as usual activity is maintained.
- 3.6.5 Information held within TVFCS systems needs to be reviewed and updated on a regular basis to ensure compliance with the GDPR. This includes information held on individuals and also those who have access to TVFCS systems
- 3.7 The various databases that supply the Command & Control system require varying levels of skill and experience to manipulate. Members of the Control Management team have the ability to manage and maintain some aspects of the system through a combination of skills acquired in previous roles and by following guidance notes left by the project team and process maps provided by Capita. None of the Control Management team have the required skills to safely administer the more complex areas of the system, which have the potential to seriously affect the operational outputs of the system if changes are not applied correctly. Due to changes in role and working arrangements, the Thames Valley FRS no longer have the full range of required skillsets present within their own teams, with the ability to carry out tasks varying between the three FRS.
- 3.8 The technical management and administration of TVFCS systems does not sit within the remit of any of the existing members of the TVFCS management team. The work on the system that is within the skillsets of the management team is having to be carried out around other workloads.
- 3.9 An initial business case was presented to RBFRS SLT in September, as the employer, outlining the issues with capacity and capability described in this report. Agreement was given by RBFRS to support TVFCS with the development of a full business case for a resource to address these issues.
- 3.10 The full business case is expected to be presented to the TVFCS Joint Coordinating Group at their meeting in January following an evaluation of the size of the role. Subject to the approval of the JCG, this business case will then be presented at the next meeting of the Joint Committee.

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

- 4.1 This report complies with the "Principles of Collaboration".

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### **5. FINANCIAL IMPLICATIONS**

- 5.1 The addition of a resource to the TVFCS establishment, whether on a temporary or permanent basis will have an impact on the TVFCS revenue budget, which will vary depending on the option chosen to address the need.

Income is now being received from Alarm Receiving Centres, which can be used to assist with funding this resource. The administration of Alarm Receiving Centre contracts could also be added to the duties associated with this post, which would release some capacity in OFRS and consequently reduce the recharge from OFRS to TVFCS.

### **6. LEGAL IMPLICATIONS**

- 6.1 None.

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

- 7.1 None.

### **8. RISK IMPLICATIONS**

- 8.1 Failure to address weaknesses in data management would increase the risk that:-

- The FRS would be unable to evidence HMICFRS requirements around risk information.
- The Thames Valley Operational Alignment project implementation would be delayed.
- That incorrect resources might be mobilised by TVFCS.
- That TVFCS would be hampered in efforts to increase efficiency and effectiveness.

### **9. PRINCIPAL CONSULTATION**

- 9.1 Thames Valley FRS Data teams.

### **10. BACKGROUND PAPERS**

- 10.1 None.

### **11. APPENDICES**

- 11.1 None

### **12. CONTACT DETAILS**

- 12.1 Group Manager Simon Harris – Thames Valley Fire Control  
0118 938 4900

ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Quarterly Performance Report / Budget Monitoring	26-Mar-19	N/A	Note	Paul Jacques/Simon Harris	N/A	Part I
Appointment of Chairman and Vice-Chairman	11-Jul-19	N/A	agree	Graham Britten	N/A	Part I
Quarterly Performance Report/Budget Monitoring	11-Jul-19	N/A	Note	Mike Adcock/Simon Harris	N/A	Part I
Chairman's Annual Report 2018/19	11-Jul-19	N/A	Note	Paul Jacques	2018/19 Chairman	Part I

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