

Thames Valley Collaboration Report



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Introduction

The Home Office introduced the Police & Crime Act 2017 to encourage collaboration amongst the emergency services to serve communities in the most efficient and effective way possible.

.... enhance the democratic accountability of police forces and fire and rescue services, improve the efficiency and effectiveness of emergency services through closer collaboration...

Source: 'Policing and Crime Act 2017 (Get in on the Act)', LGA, 9 June 2017

Since its introduction emergency services across the country have worked together to protect, prevent and respond. The primary focus is providing value for money to the community however sight must not be lost of the intangible benefits such as shared learnings to enable continuous improvement.

In the Thames Valley, the blue light partners devised a clear strategic programme using the directive from the [Emergency Service Collaboration Working Group National Overview](#).

The Thames Valley Collaboration is a two part report that covers the following:

- Part 1:
 - Reviews achievements of the collaboration programme alongside the various workstreams outside of the governance process
 - Lists collaboration ideas which have not been progressed

- Part 2:
 - Looks forward at strategy and challenges over the next five years to prioritise initiatives
 - Details an adjustment to the governance framework
 - Provides a vision, mission and values for the collaboration team
 - Provides overviews on new processes for information gathering on collaborative activities

The new arrangements will be introduced from April 2022.

Part 1

Thames Valley Collaboration Review



Context

The programme (as detailed in the Thames Valley Collaboration report 2018) was agreed by the five emergency services in the Thames Valley in April 2018, with programmes and projects overseen by three committees. This arrangement has been in place for three years therefore it is appropriate to review the full extent of Thames Valley collaboration (TVC) from the formal programme to examples of ‘on the ground’ joint working.

What Have We Achieved

Collaborative working has been a regular feature amongst the blue light partners for many years. Initiatives were formalised in the TVC Programme which promised to deliver a range of projects to serve communities efficiently and effectively in a wide range of disciplines.

In summary, a total of 29 initiatives were listed in the report: 19 have been established (embedded in to procedures), four are ongoing (being discussed and evaluated) and six are to be revisited at a later date.

The activities which have been established have brought operational efficiencies when serving the communities around the Thames Valley. This resulted in a decrease in procedural duplication and an effective response to incidents whilst keeping our residents safe. Also consistently working as one team has formed partnerships leading to a deeper understanding of each other’s ways of working and on which to build more positive outcomes.

Table 1 Thames Valley Collaboration Programme Summary

INITIATIVE	FIRE & RESCUE SERVICES	THAMES VALLEY POLICE	NATIONAL HEALTH SERVICE (INCSCAS)	OTHER PARTNER	STATUS
Arson Reduction Partnership	Fire	Police			Established
Compartment fire training	Fire				Established
Co-Responding	Fire		Ambulance		Established
Data sharing agreement – Safer data	Fire		Ambulance		Ongoing
Director leads on collaboration	Fire				Established

Driving Instructors/ examiners	Fire				To be revisited
Effecting entry	Fire	Police	Ambulance		Established
Fire & Emergency Support Service Unit	Fire				Established
Fire investigation	Fire	Police			Ongoing
Fire Protection	Fire				To be revisited
Joint Emergency Services Interoperability Programme	Fire	Police	Ambulance		Ongoing
Joint procurement of high reach appliances	Fire				Established
Joint procurement of pumping appliances	Fire				Established
Joint workshops and vehicle maintenance	Fire				Established (RBFRS)
National Incident Liaison Officer/SE Counter Terrorist Unit	Fire	Police			Established
One Public Estate	Fire	Police	Ambulance		Established
Operational alignment	Fire				Established
Public Access Defibrillators	Fire		Ambulance		To be revisited
Risk mapping and modelling	Fire				To be revisited
Shared Monitoring Officer post	Fire				Established
Shared Procurement post	Fire	Police			To be revisited
Shared property – fire stations	Fire	Police	Ambulance		Established
Shared property – service headquarters	Fire	Police			Established
Specialist teams – Gas tight suit training	Fire	Police			Ongoing
Sudden Death attendance		Police	Ambulance		Established

Thames Valley Fire Control Service (TVFCS)	Fire				Established
TVFCS data sharing agreement	Fire				Established
Thames Valley Police (TVP) arson threat data	Fire	Police			Established
Use of drone/missing persons	Fire	Police			To be revisited

Representatives from each partner were contacted to supply information about live and completed initiatives (i.e. the portfolio of projects and other examples of business as usual activities) to demonstrate the full spectrum of work. The collected examples have been categorised using the national group working areas as defined in the TVC Report. Please note it has not been possible to gather every example of collaboration due to the combination of the reliance of tacit knowledge and staff leaving the services.

The following table provides a summary of the activities throughout the region. Benefit information has been recorded where measurable and has materialised for an initiative.

Table 2 - Summary of Thames Valley Collaboration activities

TVC REPORT AREAS	Number of Initiatives
Demand Analysis/Management	9
Enabling Services	23
Operational Alignment	43
Specialist Capabilities	1
Workforce Opportunities	1

Table 3 - Summary of Collaborative Savings

Total Direct Savings*	
2018 - 19	£ 1,230,873
2019 - 20	£ 1,144,333
2020 – 21	£ 1,124,090

*Source: Thames Valley Collaboration Procurement database 2018 – 2021 and TVFCS business case

What has become clear from the collection of thoughts from the project managers and leads is the role of non-quantifiable benefits in the programme and beyond. The theme of building upon strong relationships is consistent through each initiative which will support future incidents and opportunities in the Thames Valley. The existing relationships proved invaluable when a joint response was required for the

pandemic. The emergency services supported each other and, as a collective, assisted Local Authorities in the national health emergency. An overview of those activities has been collected in a [Covid-19 response report](#).

Procurement Collaboration Working Group

Another by-product is the creation of various cross-organisational working groups. One example is the Procurement Collaboration Working Group which was formed specifically for the Procurement project. Although the project has now officially closed the group continues to discuss the feasibility of creating and maintaining joint contracts, in an attempt to create cost savings and future opportunities. The savings (table 3) are formally tracked, recorded and reported to the Home Office and Interoperability Group on an annual basis.

The biggest saving achieved to date is that of the joint purchasing of fire appliances, this generated over £173k which has been reinvested in to the three fire and rescue services.

What Was Considered And Not Progressed?

Thoughts on how we can collaborate is an ongoing process with many suggestions generated organically in stations and offices. Although many ideas are discussed in open and honest conversations it is not possible to proceed if full evaluations reveal that benefits to the people we serve are not apparent. Such healthy discussions are a testament to the established communication channels between partners and their teams.

Table 4 - Summary of Thames Valley collaboration considerations

TVC REPORT AREAS	Number of Initiatives
Demand Analysis/Management	4
Enabling Services	70
Operational Alignment	12
Specialist Capabilities	3
Workforce Opportunities	4

Many of the considered initiatives were raised through to formal Procurement process. The suggestions had been perceived as 'quick wins' as they were mainly business as usual tasks however once assessed they were not seen as viable at that time.

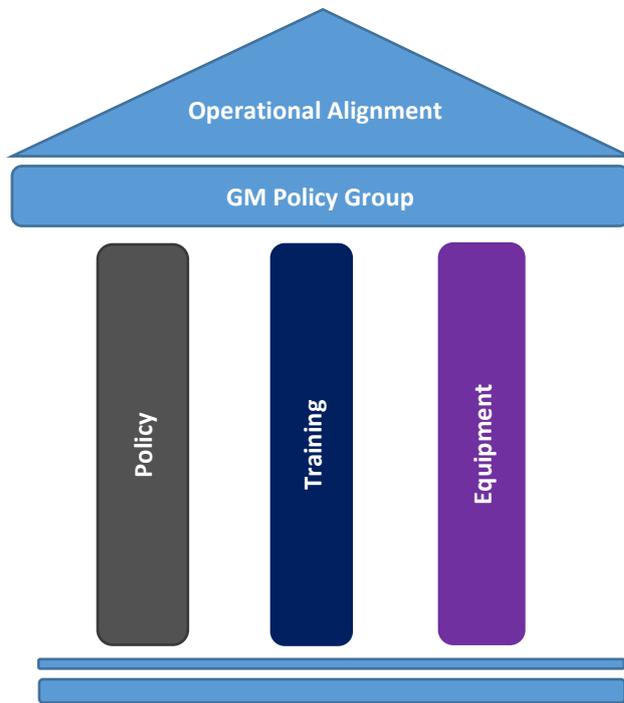
The suggestions were not discarded and can be revisited at a time when the programme is reviewed.

More details on the considerations can be provided on request.

Two main initiatives will be progressed into the next period. 'Fire' will maintain its exploration of opportunities to deliver efficiencies and effectiveness through the second phase of the operational alignment programme ([see appendix A](#)). The projects and business as usual initiatives will continue to be governed by the Group Manager (GM) Policy Group which had been set up at the start of the programme. Similarly, the meetings of the Procurement working group are embedded and have become business as usual. The next stage for the team is to fully engage representatives from TVP and SCAS.



Appendix A: CASE STUDY – Operational Alignment Programme



The achievement of creating TVFCS demonstrated the ability of bringing the three fire and rescue services (FRS) closer together operationally. The Operational Alignment project was initiated to align the fire and rescue services for over the border incidents leading to the public receiving an effective and consistent response.

The review and tailoring of the National Operational Guidance (NOG), which provided the foundation of the initiative, required a new governance structure to conduct the exercise across the three services.

The GM Policy Group was created and consisted of representatives from Buckinghamshire FRS (BFRS), Oxfordshire FRS (OFRS), Royal Berkshire FRS (RBFBS) and TVFCS and is accountable for the alignment activities. Feeding in to the GMs were 3 workstreams: the 'Thames Valley Development Group' responsible for reviewing each NOG module and dissemination to stations. When the policy has been agreed (after a 28 day consultation) the change is shared with 'Training' and 'Equipment' to implement.

This specific framework has received interest from other FRSs as it proved an efficient process. A total of 110 pieces of guidance have been reviewed, consulted on and translated in 18 months.

The successful set up will remain in place as a business as usual (BaU) arrangement where other alignment activities will be raised, via the workstream leads, for the GM Group's consideration.

Thames Valley Collaboration Business Plan 2022 – 2027

Looking Forward

Moving forward in to the next five year period will need the same level of commitment from partners, as it is imperative to build upon the solid foundation of the achievements of the past three years to deal with future challenges and opportunities.

The visions for each emergency service have a number of themes in addition to community protection and efficiency / cost effectiveness:

Technology / Data – access to a single view of up to date incident and community data is becoming increasingly important to support response tactics. This would be made more efficient when accompanied by the acquisition of the latest technology to deliver critical data as quickly as possible in a secure manner. The pandemic has helped to accelerate the ability to collaborate virtually.

The Workforce – their development and full engagement will be an enabler to achieving community safety objectives. Having the right range of people in the organisations feeling valued will strengthen the existing link with communities leading to greater accessibility.

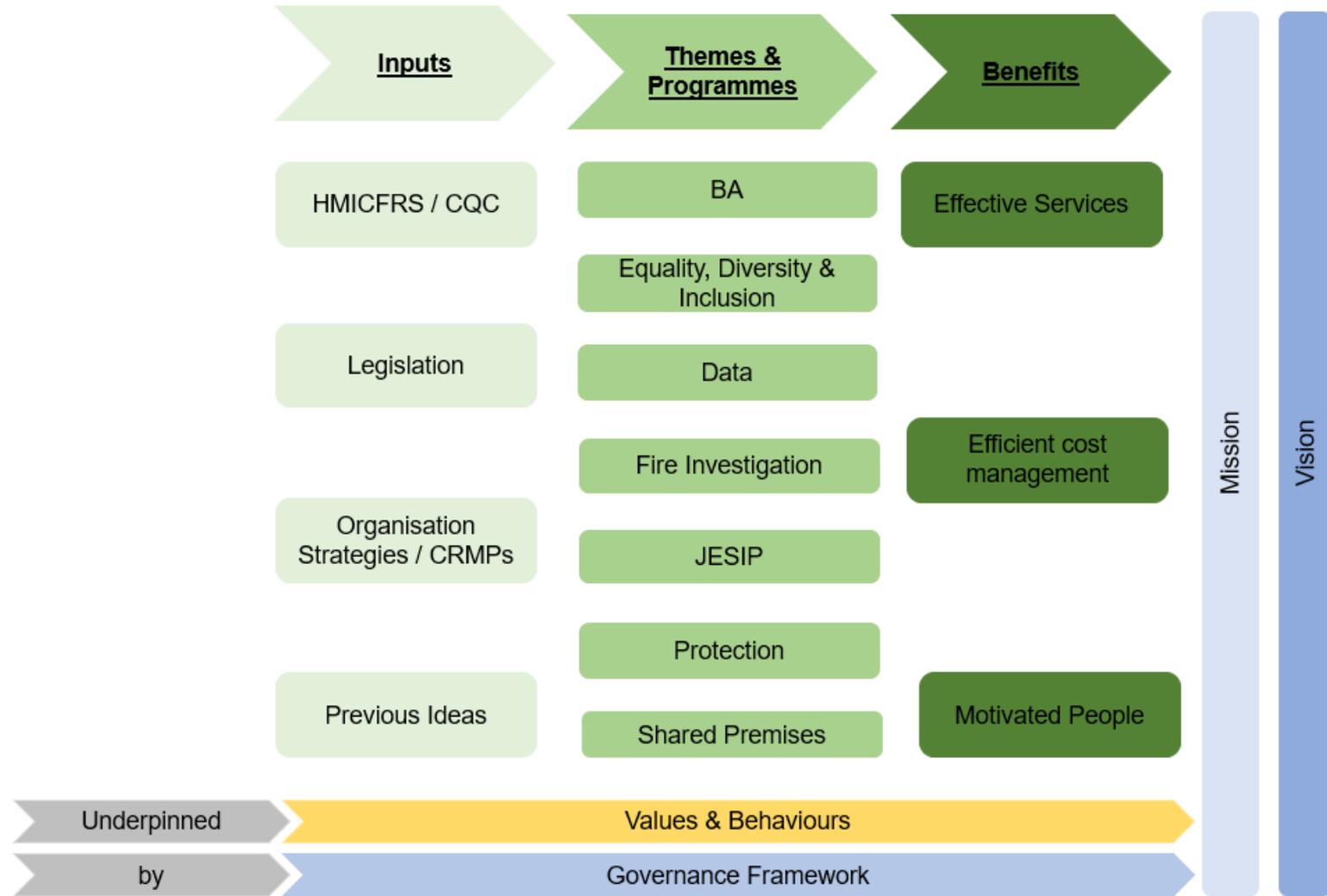
Governance / Accountability – a robust system allows understanding of the issues affecting the region. It also creates accountability and helps the team to focus on key priorities. This in turn will introduce initiatives to fit with organisational strategies and which benefit the public the most.

Changes to legislation - (e.g. related to the environment, safeguarding etc), guidance from national bodies will also shape the work of the team (see horizon scanning exercise - [Appendix C](#)).

The above has provided the foundation to aid the decision about which areas will be evaluated for further collaborative opportunities and for potential new working arrangements.

The following plan will build upon the learnings of the last three years whilst integrating the attributes required to move forward.

Building the Thames Valley Business Plan



Our Vision, Mission & Values

The success of current and future programmes to deliver enhanced services to the public is dependent on the way the various partners work together to achieve a common purpose.

Navigating the different strategic views of each organisation to deliver the best outcomes for our communities can be complex. Having a clearly defined vision, mission and values from the Executive Board which are shared and understood by all involved will help to facilitate this. These will be reviewed on a regular basis as part of the overall plan.

The following is the set of principles for Thames Valley Collaboration committees and teams.



Figure 1 - Thames Valley Collaboration Vision, Mission and Values

Thames Valley Collaboration Strategy

Partners will continue to work together to serve communities based on local risks whilst striving for cost effective methods.

We will:

- Combine our expertise to deliver a cohesive high quality service seamlessly across county borders and introduce efficient new ways of working
- Have flexible frameworks to allow multiple partners to support each other and react in a dynamic and efficient way to emergencies
- Develop and maintain professional partnerships with Local Authority and other agencies both within and outside the emergency services
- Fully embrace benefit realisation and quality management systems to measure our performance
- Conduct horizon scanning to anticipate the changes required to enable us to offer the appropriate response and mitigate risk
- Engineer creative solutions to overcome issues and introduce new procedures

This will be achieved by:

- Considering the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the Care Quality Commission (CQC)
- Encouraging and maintaining strong two way communications at a strategic and tactical level
- Following the structured governance process
- Fully engaging our key stakeholders
- Referring to lessons learned from previous collaboration activities to influence future initiatives to help drive a more efficient delivery

External influences will also present challenges to the progress of the agreed programme such as national emergencies e.g. Covid-19 which can impact available resource (both people and monetary). The direction of independent bodies such as HMICFRS and CQC must also be considered when identifying and agreeing key priorities. There has been historic speculation about the possible combination of the three fire and rescue services however this is not imminent and would be directed by national and local politics. All planning is based on the existing blue light partner governance structure.

A number of existing projects form part of the current programme and these will be carried forward in to the next phase. The new initiatives commissioned by the Interoperability Board will be added to the following roadmap after the prioritisation process.

	22/23	23/24	24/25	25/26	26/27
Projects	To introduce the integrated firefighter role of the 'TV breathing apparatus Wearer' to the region.				
	To provide an ISO accredited quality criminal fire investigation provision to the Thames Valley				
			To introduce a cross partner method to facilitate the sharing of up-to-date data in a secure manner		
				To provide a single effective tri-service fire protection provision to service the community	
	To align effective policies and training for multi-agency incidents				
	To adopt 4G technology to transmit prioritised voice, video and data in response to incidents (Emergency Services Mobile Communication Programme)				
Enablers	One FRS contact	Sharing best practice	Sharing work spaces	Shared resource	
	Standardisation of work practices	Joint training	Centrally accessed data		
	Joint procurement / contracts				

Figure 2- Thames Valley Collaboration Roadmap

The review of each of the three types of information (i.e. collaborative activities, considerations and opportunities) will be conducted in a workshop format at an appropriate time to feed into local budget planning and the changeover of the committees' Chairmanships (see '[Governance](#)').

New Opportunities to Explore

All partners deliberated about which activities were of priority in the next phase of the programme. The following were identified as areas of interest:

- **Equality, Diversity and Inclusion (EDI)** including sharing of best practice and learnings / toolkits where recruitment campaigns for underrepresented groups have been successful or developing a joint approach
- **Shared premises** including the production of one agreement for the three fire services as opposed to three separate versions.
- **Joint Emergency Services Interoperability Principles (JESIP)** including command level assessments and appointments. Local teams will be encouraged to flag up 'quick wins' and how the activities of the JESIP Group can feed in at the Interoperability level.
- **Single point of contact for FRS** for the three fire services to provide to SCAS and / or TVP. The request for information would be received once and disseminated to BFRS, OFRS and RBFRS creating a more efficient process.
- **Technology / Data** increase the level of data sharing (demographic and informatics) amongst partners to gain a full understanding of risk in the region e.g. vulnerable people, the elderly etc.
- **Governance / Accountability** ensure updates about programmes impacting the Thames Valley, but governed outside the team, are fed in to the TVC governance system to increase awareness e.g. ESMCP (as mentioned in 'Governance') and Blue Light Estates.

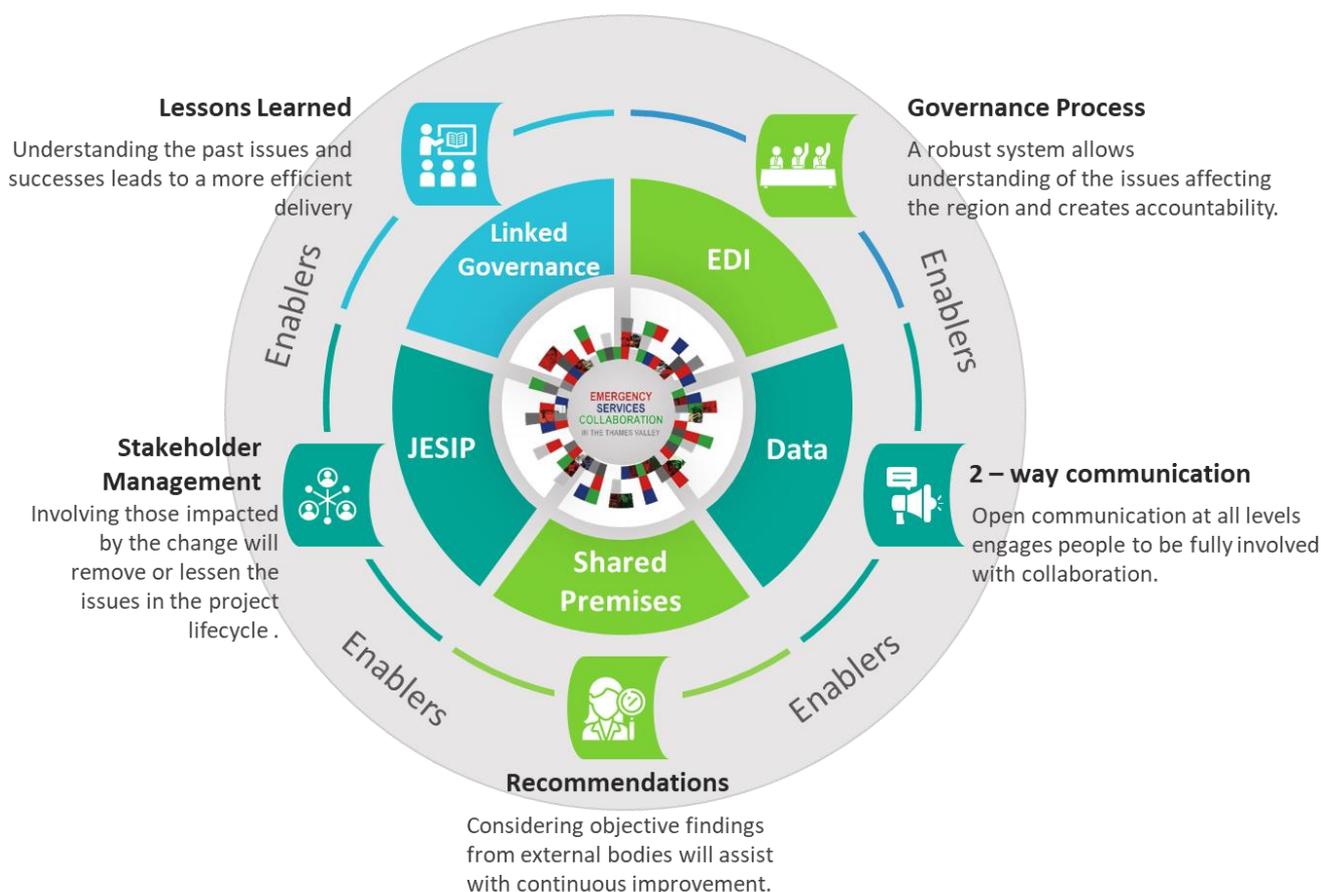


Figure 3 – Thames Valley Collaboration Strategic Areas of Interest & Tactics

Suggestions from contacts around the region have also been captured for consideration. The list of ‘Future Opportunities’ (summarised below) will be reviewed via the new assessment process.

Table 5 – Summary of Suggested Thames Valley Collaboration Opportunities

TVC REPORT AREAS	Number of Initiatives
Demand Analysis/Management	3
Enabling Services	10
Operational Alignment	18
Specialist Capabilities	0
Workforce Opportunities	3

Alongside proposals ‘from the ground’, horizon scanning will be performed once a year and the findings fed in to the business plan. This will help to determine priorities for the team and help plan for certain scenarios.

Governance

The framework has a three tiered approach which was introduced to ensure a robust process where all effected stakeholders were provided with the relevant information to support decision making.

Details of the current arrangements, including the new terms of reference, can be found in [Appendix B](#).

The last cycle of meetings had identified the feasibility of refining the approval process further whilst giving the Interoperability Group more autonomy. As a result of the changes the Interoperability Group will become the Interoperability Board.



Figure 4 – New Functions of Collaboration Committees

The new governance arrangement will:

- a) Set the commissioning of projects subject to any necessary approvals from each blue light service at the Interoperability level for projects with:
 - A total budget up to £500k or
 - A project life cycle up to 24 months

The Executive Board will continue to receive updates on key achievements, issues and risks from those approved by the Interoperability Board. The submitted projects that exceed the agreed threshold will be commissioned by the Executive Board.

- b) Ensure the Executive Board chairmanship follows the same principles as the Steering Group and is rotated each year. The Chairman of the Interoperability Board will also change in the same quarter as the Executive Board to ensure all partners share the accountability of the programme. The chairmanship will be staggered to avoid representatives from the same organisation leading more than one body in the same period. The Terms of Reference for these bodies would be updated to reflect this per the changes in Appendix B.

When a new project is submitted and commissioned, *the Interoperability Board and Executive Board will be cognisant of the timing of each partner's budget cycle and financial governance arrangements.* It will be necessary to allow time for the collaborative leads to consult their local teams, procedures and authorities before project approvals. Factoring this information in to the decision will minimise issues surrounding the securing of funding.

- c) Include updates from the Emergency Services Mobile Communications Programme (ESMCP) in the governance reporting. This programme is governed by a separate forum on a regional and national level. As the change impacts all partners, feeding updates in to TVC would provide additional scrutiny and close the communications 'loop'. Decisions on the programme will continue to be made by the national forum.
- d) Introduce a new standard agenda item of strategic updates. This new addition would encourage attendees, and any guests, to proactively identify long term initiatives as stated in our vision.
- e) Updates from the Five Shires EDI programme to be included in the Executive Board meetings. This will ensure learnings and new ideas on inclusivity can be shared amongst the blue light partners.
- f) To consider which organisation has the most natural synergy with the proposed project and therefore be best positioned to lead it.

Frequency of meetings will remain unchanged.

New Processes - Information Collection

To enable the annual update of the report, three new processes have been devised to collect and review collaborative activity information.

- i) BaU Activities

The accumulation and reporting of collaborative BaU activities will be maintained and formalised in a new process. A network of contacts will be established and approached, by the Programme Officer (TVCPO), on a quarterly basis to supply the information. Once collected existing data will be updated or new entries inserted on a database where it will be categorised. A summary report will be produced and included in the Interoperability Board meeting to be prioritised. A Terms of Reference will be produced to support the arrangement.

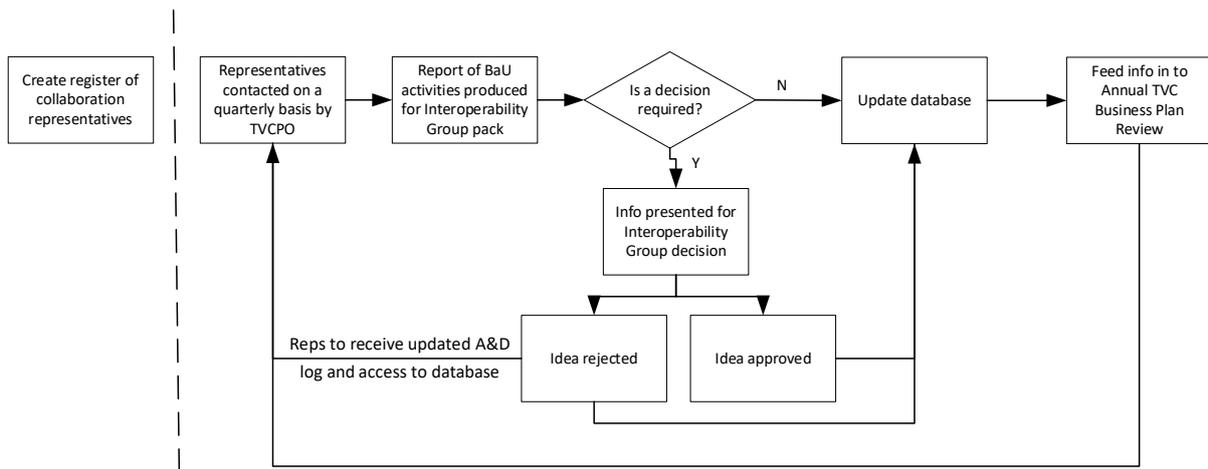


Figure 5- Collection of BaU activities process

ii) New Initiatives

The Interoperability Board will be responsible for assessing and selecting new initiatives to take forward in to the collaborative space. The criteria of the decision will include the effort required, the intended benefit and whether the suggestions support the vision and mission within this business plan.

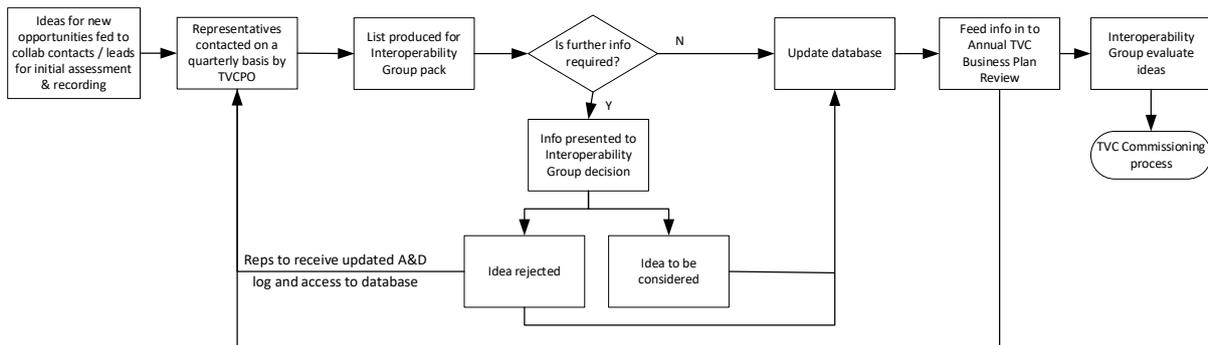


Figure 6 - Process for capturing collaborative suggestions

iii) Government inquiries / recommendations

The TVC programme will take account of Government inquiries / recommendations and legislation changes. For example Manchester Evening News Arena, Grenfell Tower, the Building Safety Bill and the Fire Safety Act 2021. A new joint monitoring process will be created.

After the publications have been released, a local gap analysis will be performed and an action plan produced, each partner will be contacted by the TVCPO. Any potential opportunities will be shared with the Interoperability Board via the BaU commissioning process.

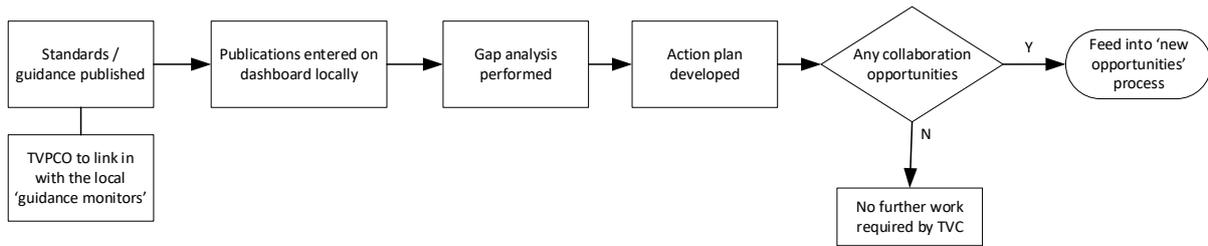


Figure 7 - Principle of joint monitoring process

Review Period

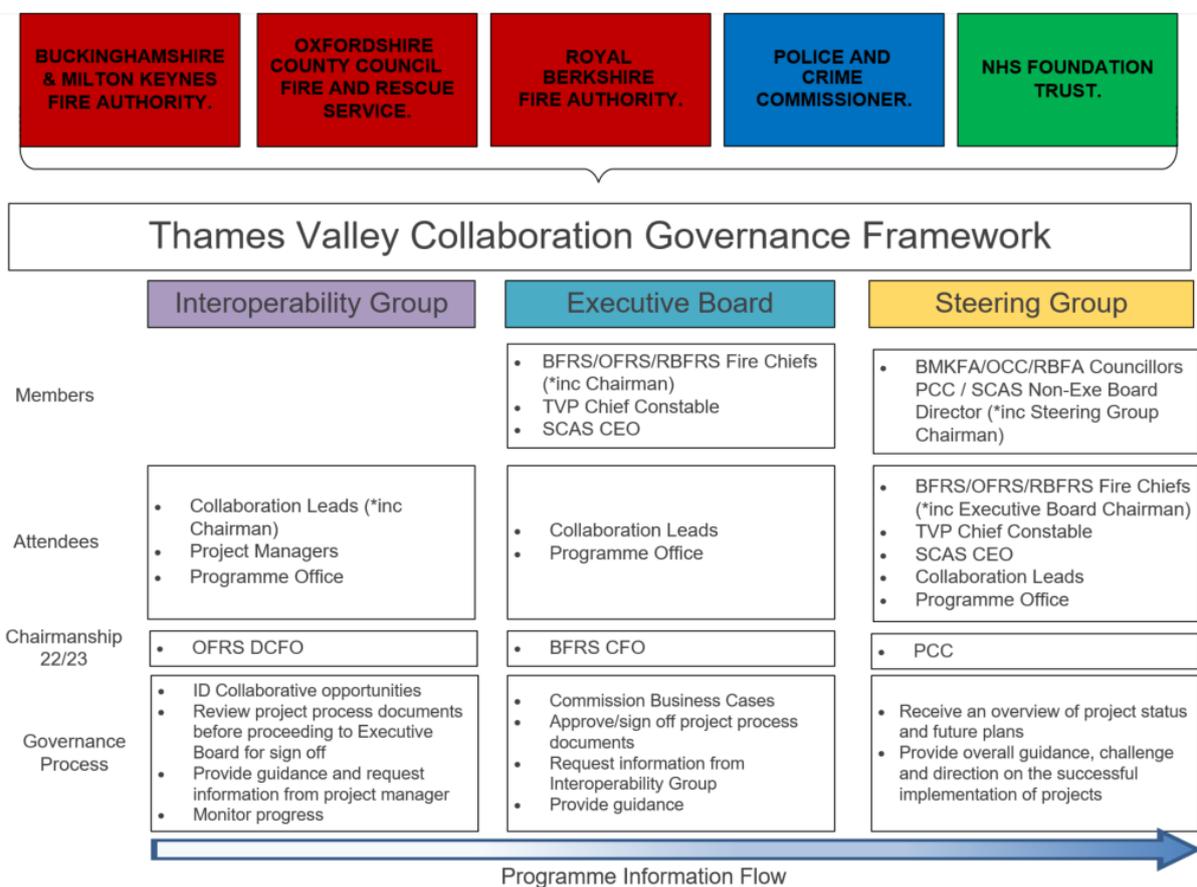
This plan will be subject to review on an annual basis, in Q4 of the financial year to accommodate budget submissions, and any updates agreed by the Interoperability and Executive Board.

Appendix B – Governance

The current framework was devised in April 2018 when the governance structure was originally implemented.

The Interoperability Group acts as a gateway to the Executive Board who approve project documentation e.g. business cases and project initiation documents. The Executive Board engage members of the Steering Group to keep them updated on the latest developments of live projects. The governance process was reviewed in spring 2020 and resulted in a shorter approval period.

Current Governance Structure



New Terms of Reference - October 2022

Emergency Services Thames Valley Collaboration Interoperability Board Terms of Reference

1 Preamble

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Interoperability Board** ('the Board'). The Board acknowledges that this document may change from time to time and amendments may be made to the document to ensure that it is up to date. A review of the terms of reference will take place every 12 months.
- 1.2 The following arrangements are founded on the intention of demonstrating compliance with the duty to collaborate under the Policing and Crime Act 2017 ('the Act') by the following bodies:
 - 1.2.1 Buckinghamshire & Milton Keynes Fire Authority;
 - 1.2.2 Oxfordshire County Council;
 - 1.2.3 Royal Berkshire Fire Authority; and
 - 1.2.4 Thames Valley Police and Crime Commissioner; and
 - 1.2.5 South Central Ambulance Service NHS Foundation Trust

2 Background

- 2.1 The above bodies represent the blue light services (i.e. fire and rescue authorities; police service and ambulance trust for the Thames Valley region).
- 2.2 The duty to collaborate under the Act requires the participation of at least one of the blue light services and one of another blue light service.
- 2.3 Section 2(1) of the Act imposes on each of the three emergency services a **duty to keep collaboration opportunities under review** where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration.
- 2.4 Section 2(2) requires that where an emergency service identifies an opportunity to collaborate it has a **duty to notify** the other relevant emergency services of the proposed collaboration.
- 2.5 Section 2(3) then imposes a duty to consider whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.
- 2.6 Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to a **duty to enter into a collaboration agreement**.
- 2.7 Section 2 of the Act does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise have an adverse effect on its efficiency or effectiveness.
- 2.8 Specifically, South Central Ambulance Service NHS Foundation Trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions.

3 Scope

- 3.1 The Board will be responsible for ensuring that the work commissioned by the **Executive Board** is delivered and for the management of the projects and work streams.

3.2 The Board will:

- Be a single point of contact for their respective organisation;
- Give initial consideration for collaborative opportunities raised by partner organisations and escalate to Collaboration Executive Board as appropriate;
- Develop business cases to support the commissioning or tendering of projects;
- Seek the relevant support for participation in the projects within the programme;
- Be able to identify relevant subject matter experts to support the delivery of projects;
- Support all forms of communications related to the programme within their respective organisation (to include key stakeholders such as Representative Bodies or Staff Associations);
- Support the management of the portfolio of projects;
- Co-ordinate project strands and identify synergies and overlaps;
- Identify overlaps with other sector projects in this area;
- Oversee the management of risks, benefits realisation, communications and reporting.

3.3 The Board will report to and update the **Executive Board**, which will in turn direct the activities of the Board.

3.4 The Board will provide updates of its activities to the **Steering Group** via the **Executive Board**.

4 *Membership*

4.1 The membership will comprise of representatives from each of the participating organisations at a suitably senior level to enable them to fulfil the terms of reference agreed for the Board. If the regular nominated representative is not available, then a suitable replacement should attend to ensure a consistency of representation.

5 *Quorum*

5.1 Attendance at a meeting by a member or nominated substitute may be in person, or made by telephone or video conference.

5.2 For a meeting of the Board to be quorate representatives from four bodies must be in attendance.

6 *Meetings*

6.1 Meetings of the Board shall be held on a quarterly basis with locations as are agreed by the Board as circumstances dictate.

6.2 Additional meetings may be scheduled if required.

7 *Chairman*

7.1 The Board shall choose a member to be the Chairman, for a 12-month period, following the principles of rotation of the Thames Valley Collaboration Services Steering Group and the Emergency Services Thames Valley Collaboration Executive Board provided that none shall be from the same blue light service.



Emergency Services Thames Valley Collaboration Executive Board Terms of Reference

1 Preamble

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Executive Board** ('the Board'). The Board acknowledges that this document may change from time to time and amendments may be made to the document from time to time to ensure that it is up-to-date.
- 1.2 The following arrangements are founded on the intention of demonstrating compliance with the duty to collaborate under the Policing and Crime Act 2017 ('the Act') by the following bodies:
 - 1.2.1 Buckinghamshire & Milton Keynes Fire Authority;
 - 1.2.2 Oxfordshire County Council;
 - 1.2.3 Royal Berkshire Fire Authority;
 - 1.2.4 Thames Valley Police and Crime Commissioner; and
 - 1.2.5 South Central Ambulance Service NHS Foundation Trust

2 Background

- 2.1 The above bodies represent the blue light services (i.e. fire and rescue authorities and police service and ambulance trust) for the Thames Valley region.
- 2.2 The duty to collaborate under the Act requires the participation of at least one of the blue light services and one of another blue light service.
- 2.3 Section 2(1) of the Act imposes on each of the three emergency services **a duty to keep collaboration opportunities under review**, where it would be in the interests of efficiency or effectiveness of at least two of the services, for those services to give effect to such collaboration.
- 2.4 Section 2(2) requires that where an emergency service identifies an opportunity to collaborate it has a **duty to notify** the other relevant emergency services of the proposed collaboration.
- 2.5 Section 2(3) then imposes **a duty to consider** whether the proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties.
- 2.6 Where two or more of the emergency services consider it would be in the interests of their efficiency or effectiveness to collaborate, section 2(5) gives rise to **a duty to enter into a collaboration agreement**.
- 2.7 Section 2 of the Act does not require a relevant emergency service to enter into a collaboration agreement if the service is of the view that the proposed collaboration would have an adverse effect on public safety or otherwise have an adverse effect on its efficiency or effectiveness.
- 2.8 Specifically South Central Ambulance Service NHS Foundation Trust is not required to enter into a collaboration agreement if the collaboration would, in its view, have a negative impact on its other wider functions, or the NHS more generally, even if the collaboration would improve the efficiency or effectiveness of the delivery of its emergency functions.

3 Scope

- 3.1 The members of the Board have responsibility for operational matters for their respective emergency service.
- 3.2 The Board will be the forum in which the members comply, on behalf of their respective emergency service, with the following duties:

- 3.2.1 To keep collaboration opportunities under review; and
- 3.2.2 To notify the other relevant emergency services of a proposed collaboration; and
- 3.2.3 To consider whether a proposed collaboration would be in the interests of the efficiency or effectiveness of the proposed parties; and if so,
- 3.2.4 Having ensured that the necessary approvals have been obtained by the relevant bodies, to enter into a collaboration agreement.
- 3.3 To facilitate the members in their duties set out in 3.2 the Board will receive and consider matters referred to it from the **Collaboration Interoperability Board** and shall from time to time direct the activities of the **Collaboration Interoperability Board**.
- 3.4 The Board will provide updates of its activities to the **Collaboration Steering Group**.

4 *Membership*

- 4.1 The membership will comprise the three chief fire officers, the Thames Valley Chief Constable and the Chief Executive Officer of SCAS or their nominated substitutes.

5 *Quorum*

- 5.1 Attendance at a meeting by a member or nominated substitute may be in person, or made by telephone or video conference.
- 5.2 For a meeting of the Board to be quorate representatives from four bodies must be in attendance.

6 *Meetings*

- 6.1 Meetings of the Board shall be held at such mutually convenient times and locations as are agreed by the Board as circumstances dictate.

7 *Chairman*

- 7.1 The Board shall choose one member to be the Chairman, for a 12-month period, following the principles of rotation of the Thames Valley Collaboration Services Steering Group and Thames Valley Collaboration Interoperability Board provided that none shall be from the same blue light service.

Thames Valley Collaboration Services Steering Group Terms of Reference

1 *Preamble*

- 1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Services Steering Group** ('the Steering Group'). The Steering Group acknowledges that this document may change from time to time and amendments may be made to ensure that it is up-to-date. Reviews of the terms of reference will take place on a regular basis.

2 *Scope*

- 2.1 On behalf of the blue light services (i.e. the fire and rescue authorities, police service and ambulance trust) for the Thames Valley region to provide overall guidance, challenge, and direction on the successful implementation of **the Programme** ensuring that it remains within any specified constraints.
- 2.2 To ensure that any financial implications of **the Programme** are fully established and understood, as well as propose a mechanism for sharing inter blue light services costs in connection with **the Programme** for approval by the appointing blue light services.
- 2.3 To determine, provide and co-ordinate the resources required within each of the Services to progress **the Programme**.

2.4 To direct, monitor, and seek reports from the **Thames Valley Collaboration Executive Board** regarding workstreams within **the Programme**.

2.5 On behalf of the constituent blue light services, develop a rolling yearly collective business plan which will identify, in general terms, the commitments for the blue light services in respect of delivering **the Programme**.

3 *Membership*

3.1 The membership will comprise:

i. one member of Buckinghamshire & Milton Keynes Fire Authority;

ii. one member of Oxfordshire County Council;

iii. one member of Royal Berkshire Fire Authority;

iv. the Thames Valley Police and Crime Commissioner; and

v. a representative of the South Central Ambulance Service NHS Foundation Trust

or their nominated proxy.

3.2 Proxies are entitled to participate in discussion and are allowed a role in decision-making but in the case of nominating member being the Chairman or the Vice-Chairman, may not exercise the rights and functions of that office.

3.3 No member of the Thames Valley Collaboration Executive Board shall be appointed as a member or a proxy.

4 *Quorum*

4.1 Attendance at a meeting by a member or nominated proxy may be in person, or made by telephone or video conference.

4.2 For a meeting to be quorate representatives from four bodies must be in attendance.

5 *Responsibilities of Steering Group Members*

5.1 The Steering Group has no delegated authority from any governance body of any of the five blue light services. Individual Steering Group members have responsibilities to:

i. Understand the goals, objectives, and desired outcomes of **the Programme**.

ii. Take an interest in **the Programme's** outcomes and overall success.

iii. Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Steering Group documents.

iv. Report regularly on progress of **the Programme** and decisions made by the Steering Group to the governance body for which he or she is its representative.

6 *Decision-making Process*

6.1 The Steering Group will make its decisions by way of simple majority vote.

6.2 Each member of the Steering Group (or their proxy) shall have one vote. The Chairman shall not have a second or casting vote.

6.3 Minutes of all decisions (including those made by telephone or other telecommunication form) at meetings of the Steering Group shall be kept by the Secretariat and copies circulated to the members, normally within 7 calendar days of the making of the decision. A full set of minutes shall be kept by the Secretariat.

7 Meetings

- 7.1 Meetings of the Steering Group shall be held at least twice a year at such mutually convenient times and locations as are agreed by its members as circumstances dictate.
- 7.2 Not less than 7 clear calendar days' notice (identifying the agenda items to be discussed at the meeting, the proposed date and time, and where -and/or by what means- it is to take place) shall be given to convene a meeting of the Steering Group, except that in cases of urgency, a meeting may be called at any time on such notice as may be reasonable in the circumstances.
- 7.3 A member may invite observers to attend but not vote at, and with the Chairman's permission speak at, any meeting.

8 Chairman

- 8.1 The Steering Group shall choose one member to be the Chairman, and another member to act as Vice-Chairman, for a 12-month period. Each of those appointments shall rotate among the five blue light services on a 5-yearly rotational basis in the following order where 'Year 1' represents 2020/21:

Year	Chairman	Vice-Chairman
1	Oxfordshire County Council	Royal Berkshire Fire Authority
2	Royal Berkshire Fire Authority	Thames Valley Police and Crime Commissioner
3	Thames Valley Police and Crime Commissioner	South Central Ambulance Service NHS Foundation Trust
4	South Central Ambulance Service NHS Foundation Trust	Buckinghamshire & Milton Keynes Fire Authority
5	Buckinghamshire & Milton Keynes Fire Authority	Oxfordshire County Council

- 8.2 The Steering Group shall elect one of its members to preside at the meeting, in the absence of the Chairman and Vice-Chairman.

9 Secretariat

- 9.1 The Secretariat to the Steering Group shall be agreed by the five participating partners and supported by employees from the same blue light service as the Chairman.

Appendix C - Horizon Scanning Map



Further information on each of the entries on the horizon scanning can be provided on request.



