



**Agenda
for the Meeting
of the
Management Committee**

Tuesday, 5th April 2022

At

6.30 pm

RBFRS Headquarters
Lynda Kenyon Suite
Newsham Court
Pincents Kiln
Calcot
Reading
Berkshire
RG31 7SD

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

E-Mail at committeeteam@rbfrs.co.uk

Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD



MEETING: Management Committee Meeting

DATE AND TIME: Tuesday, 5th April 2022, at 6.30 pm

VENUE: Lynda Kenyon Suite
RBFRS Headquarters
Newsham Court
Pincents Kiln
Calcot
Reading, Berkshire RG31 7SD

S U M M O N S

You are hereby summoned to attend the meeting of the Royal Berkshire Fire Authority at the time, date and venue indicated above, when it is proposed to deal with the business set out in the enclosed Agenda.

A handwritten signature in black ink, appearing to read 'Graham Britten'.

GRAHAM BRITTEN
Monitoring Officer

To: Members of the Management Committee:

Councillor Dennis Benneyworth	Councillor Angus Ross
Councillor Jeff Brooks	Councillor David Cannon
Councillor Tricia Brown	Councillor Jo Lovelock
Councillor Colin Dudley	Councillor Dexter Smith
Councillor Paul Gittings	Councillor Rachelle Shepherd- DuBey
Councillor Pauline Helliard-Symons	

Copy to: Senior Leadership Team (SLT), Royal Berkshire Fire and Rescue Service

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Newsham Court
Pincent's Kiln
Calcot
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AGENDA

1. Representative Bodies

Purpose:

The Chairman may, at his discretion, invite the Representative Bodies present to address the Management Committee once on any Part I item, on the prerequisite that the Representative Bodies advise the Chairman at the commencement of the meeting of those Agenda items they wish to speak to.

2. Apologies for Absence

3. Declarations of Interest

Purpose:

To receive Declarations of Interest from Members relating to items to be considered at the meeting, in accordance with the provisions of the Fire Authority's Local Code of Conduct, and any from Officers.

4. Minutes of the meeting held on 3 February 2022 (Pages 7 - 14)

Purpose:

That the Minutes of the meeting and any recorded actions held on 3 February 2022, be confirmed as a correct record and signed by the Chairman.

5. Receipt of Announcements

Recommendation:

To receive announcements from the Chairman and / or Chief Fire Officer.

6. Issues arising from the Audit and Governance Committee

Recommendation:

That it be noted that no reports have been referred by the Audit and Governance Committee.

7. Fire Reform White Paper update - Presentation

Purpose:

To receive a presentation on the update of Fire Reform White paper.

8. Immediate Detriment Framework (Pages 15 - 20)

Purpose:

To agree that the Immediate Detriment Framework be adopted by the Authority for Category 2 members.

9. Integrated Communications Control System (ICCS) Waiver - Thames Valley Fire Control Service (TVFCS) (Pages 21 - 24)

Purpose:

To agree an award of contract for Integrated Communications Control System (ICCS) for technical maintenance and support for Royal Berkshire Fire Authority to Secure Systems Solutions (SSS) Public Safety for a one year extension from 10 April 2022 to 9 April 2023.

10. Thames Valley Collaboration Report (Pages 25 - 56)

Purpose:

To note the current collaboration arrangements and priorities, the achievements to date and a look forward to develop a five-year business plan.

11. Forward Plan (Pages 57 - 58)

Purpose:

To note the Forward Plan.

12. Date of next meeting

Tuesday 19 July 2022, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

13. Exclusion of the Public (Pages 59 - 60)

Recommendation:

To Resolve 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 Items on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraphs 3 of Part I of Schedule 12A of the

said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Categories of 'Exempt Information' under Schedule 12A of the Local Government Act 1972.

**14. Capital Project Update - Theale Community Fire Station Project
Closedown Report (Pages 61 - 68)**

Purpose:

To receive for note the Capital Project closedown report for Theale Community Fire Station.

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MINUTES OF THE MEETING OF THE MANAGEMENT COMMITTEE



Held on Thursday, 3rd February 2022, at 6.30pm

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

Members: (*present)	Councillor Dennis Benneyworth Councillor Jeff Brooks Councillor Tricia Brown Councillor Colin Dudley Councillor Paul Gittings * Councillor Pauline Helliars-Symons Councillor Angus Ross	Councillor David Cannon Councillor Jo Lovelock * Councillor Dexter Smith * Councillor Rachelle Shepherd-DuBey * Councillor Tony Linden (<i>substitute</i>) * Councillor Jane Stanford-Beale (<i>substitute</i>)
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In Attendance: Mark Arkwell (Deputy Chief Fire Officer, DCFO)
Wayne Bowcock (Chief Fire Officer, CFO)
Alex Brown (Head of Capital Projects and Estates, HCP&E)
Conor Byrne (Head of Finance and Procurement, HF&P)
Doug Buchanan (Area Manager, Response and Resilience, AM R&R)
Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)
Andrew Mclenahan (Head of Facilities, Fleet and Equipment, HFF&E)
Katie Mills (Head of Corporate Services, HCS)
Jim Powell (Area Manager Collaboration and Policy, AM C&P)
Nikki Richards (Deputy Chief Executive DChEx)
Fayth Rowe (Democratic Support Lead, DSL)
Tregear Thomas (Area Manager, Prevention and Protection)
Tony Vincent (Head of Business Information Systems, HBIS)

Observers: Councillor Dennis Benneyworth
Councillor Colin Dudley
Councillor Paul Gittings

Action

47. REPRESENTATIVE BODIES

There were no questions received from Representative Bodies on any of the agenda items.

48. APOLOGIES FOR ABSENCE

Apologies of absence were received from Councillors Brooks, Brown, Benneyworth, Dudley, Gittings, Lovelock and Ross.

Councillors Stanford-Beale and Linden attended as Councillors Dudley and Ross's substitutes. Councillors Dudley, Benneyworth and Gittings attended the meeting remotely. They were unable to vote on any item on the agenda due to their remote attendance.

The Vice-Chairman, Councillor Pauline Helliar-Symons presided over the meeting in the Chairman's absence.

49. DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the provisions of the Fire Authority's Local Code of Conduct.

50. MINUTES OF THE MEETING HELD ON 7 DECEMBER 2021

There were no recoded actions in Part I Minutes.

RESOLVED that the Part I Minutes of the meeting held on 7 December 2021, be approved as a true and correct record, to be signed by the Chairman.

51. RECEIPT OF ANNOUNCEMENTS

Appointment of Mark Arkwell as Deputy Chief Fire Officer

The Vice-Chairman congratulated Mark Arkwell on his appointment as Deputy Chief Fire Officer. She stated he had more than 22 years' of Service in Surrey and Royal Berkshire and that he had a wealth of experience and skills, and added, he was well placed to lead the Service on the next stage on its journey of continuous improvement.

She stated, at interview, he clearly stood out over and above the other very strong applicants, and amazed those who were interviewing when he summarised his achievements made at his time with Royal Berkshire Fire and Rescue Service (RBFRS). His vision for the future was exemplary, and fit in with the ethos of the Service. She congratulated him once again on achieving this next step in his Fire Service career, on behalf of Royal Berkshire Fire Authority.

Rowe Court Update

The Vice-Chairman provided an update on the Rowe Court, Reading incident which occurred in December 2021. After a complex recovery process, two

victims of the fire were recovered from the building on Monday, 31 January 2022. The first victim had been identified by Her Majesty's Coroner as Neil Morris, aged 45 and the second victim had not yet been formally identified. This week will be very difficult and emotional for many people connected to this incident, especially for the families of the deceased.

The Thames Valley Police Major Crime Unit was continuing its investigation, and a man has been charged in connection with the incident. At this time, the site remains part of a crime scene, and work to safely dismantle the building will continue.

The Service will continue its work with, and be supported by, specialist teams from Buckinghamshire Fire and Rescue Service's Urban Search and Rescue Team as part of the ongoing recovery efforts. A full fire investigation to determine the cause of the fire is underway and work continues with our partners to resolve this incident as swiftly, and as safely as possible.

This incident has undoubtedly been an extremely upsetting and difficult time for everyone affected. The Vice-Chairman gave her condolences to the family and friends of those who passed away in this devastating incident on behalf of Royal Berkshire Fire Authority.

2022/23 Tax Consultation

The Vice-Chairman stated the public consultation into Royal Berkshire Fire Authority's funding had closed.

Through January, the Service asked the people of Royal Berkshire for their thoughts on a proposed increase to Council Tax to help fund the Fire Service in the County.

Royal Berkshire Fire Authority was one of the lowest charging Fire Authorities nationally. Currently, the average Band D householder in the County pays just £68.95 per year.

The consultation asked householders in Royal Berkshire whether they would be willing to pay £5 extra a year towards the Fire Authority, which constitutes an increase of less than 10p a week.

The Vice-Chairman thanked everyone who took part in the online survey and stated that the Fire Authority will receive the results of the consultation at its meeting for consideration on 15 February 2022.

Automatic Fire Alarm Consultation

For 10 weeks, between 17 January and 28 March, the Service were asking people across Royal Berkshire for their views on how they should respond to Automatic Fire Alarms in buildings, such as shops, office blocks and factories.

This was because 99% of the automatic fire alarm calls were false alarms. These calls placed a significant burden on the Fire and Rescue Service, with on average, 2,200 Automatic Fire Alarm calls attended every year that were false

alarms. Residents were being asked to consider two options set out in the public consultation, one that reflected a change to current policy to help reduce the burden of false alarms, and the other, in which the policy remained the same.

Due to a high number of the automatic fire alarm calls attended each year by the Service being false alarms, the public were being asked to consider a change to the way these calls were responded, which could free up to 1,300 hours of firefighter time for other priority work.

No decisions have been made, and the public's feedback would be vital for the decision-making process. To take part in the consultation, visit the RBFRS website.

Draft RBFA Members Code of Conduct Consultation

Another six-week consultation was launched on Friday, 28 January 2022, which was focussed on the Draft RBFA Members Code of Conduct.

The consultation was seeking the public's views on the adoption of the Local Government Association's (LGA's) Model Code of Conduct, which included information on the investigation of Member complaints.

The consultation will close at 9am on Friday, 11 March 2022 and survey results will be submitted to the Audit and Governance Committee in March to make recommendations to the Fire Authority.

Arrival of Wholetime Firefighter Apprentices

The Service welcomed 18 new firefighter apprentices at the beginning of February, who were selected to begin their training towards becoming wholetime firefighters.

The apprentices spent two days at Whitley Wood and Newsham Court where they were given an introduction to the Service.

They were currently away on an eight-week training course at the Fire Service College in Gloucestershire. They will return to Royal Berkshire to complete the final five weeks of their training, before their graduation in April.

52. ISSUES ARISING FROM THE AUDIT AND GOVERNANCE COMMITTEE

There were no issues arising from the Audit and Governance Committee.

53. SCHEME OF MEMBER ALLOWANCES ANNUAL REVIEW

Graham Britten, Monitoring Officer (MO), presented the report and advised the 2022/23 Member Scheme of Allowance was recommended to the Fire Authority for approval, and that Members were asked to note the recommendations of each of the six unitary authority Independent Remuneration Panels (IRPs).

He reported The Local Authorities (Members' Allowances) (England) regulations 2003 regulations 10 and 19 (2) require the Authority to make a Scheme of Allowances before the beginning of the financial year; and before it makes it, to have regard to the IRPs.

The Vice-Chairman reminded the Committee that the Members Scheme of Allowances were linked to Green Book Staff Pay Award, and that an Independent Review on the Scheme was held in October 2019.

RESOLVED that:

- a) The report be noted.
- b) A recommendation be made to the Fire Authority:
 - i) They agree the Scheme of Allowances for 2022/23 (Appendix A),
 - ii) They note that subject to any pay award reached by the National Joint Council (NJC) for staff employed under 'Green Book/ conditions, be backdated from 1 April 2021; and
 - iii) They note the recommendations of each of the six unitary authority Independent Remuneration Panels.

54. BUDGET MONITORING QUARTER THREE

Conor Byrne, Head of Finance and Procurement (HF&P), reported a deficit of £68,000, before the use of reserves at the end of quarter three (2021/22). He stated staffing salary budgets were set based on the Central Government position of a public sector pay freeze. The National Joint Council (NJC) had subsequently agreed a grey book pay award of 1.5%, effective from 1 July 2021 which cost an additional £240,000. A final offer of 1.75% had also been made for green book staff, and if agreed, would cost the Authority an additional £132,000, effective from 1 April 2021.

The Authority had received confirmation of a refund from a successful appeal on business rates charges applied to properties. £319,000 has been received in the current year, with an annual saving of £77,000 that can be built into the base budget going forward.

He highlighted the financial pressures in the *repairs and maintenance line* of Appendix A, which mainly related to costs around major roof repairs. The benefit from hedging by our energy supplier would reduce during the second half of this financial year.

Office 365 implementation was brought forward due to the impact of COVID. The *Grants line* showed the Home Office had miscalculated the Firelink grant and overpaid the Authority by £47,000 in 2020/21, which was being recovered in the current financial year.

The Vice-Chairman thanked Conor for managing the Authority's budget in challenging times. Councillor Smith echoed the above comment.

RESOLVED that:

The report be noted.

55. APPLIANCE AVAILABILITY BY CREWING TO MEET CORPORATE MEASURES 15 AND 16

Doug Buchanan, Area Manager Response and Resilience (AM, R&R) reported the Quarter Two presentation to Management Committee in December 2021, outlined the intention and actions for Quarter Three.

He stated there were increased pressures in Quarter Three. Operational absence was high due to the Omicron variant and staff on long-term sickness, as outlined in paragraph 3.7 of the report. Officers had worked hard to mitigate the pressures, and maintained Response Standards as a result. In referring to On-Call availability, Doug highlighted On-Call recruitment had recommenced.

The Vice-Chairman asked a number of questions relating to Lambourn, which were; the number of calls, where was the nearest Fire Station and details on recruitment activity to attract On-Call Firefighters?

Doug reported that the nearest Fire Station to Lambourn, was Hungerford, and discussed the recruitment options the Group Manager was looking into to attract potential On-Call personnel to Lambourn. He added that the Community Risk Management Plan (CRMP) would be looking into this in detail later in the year.

In response to a question from Councillor Linden, Doug informed the Committee that the distance was too great between Hungerford and Lambourn Fire Stations in order for On-Call personnel at Hungerford, to provide cover at Lambourn. He added that the Group Manager had been looking at critical detachments from Hungerford to Lambourn, amongst other options. He advised that modelling carried out indicated that the number of incidents in Lambourn were low.

In response to a question from Councillor Shepherd-DuBey on the number of calls / incidents in Lambourn pre-COVID, Doug reported in comparison to Maidenhead and Hungerford, which have personnel with the relevant competencies, Lambourn has found the recruitment and retention of personnel a challenge.

In referring to 3.12 (v) of the report, Councillor Smith stated that Lambourn only had two qualified drivers and queried whether the recent demand for HGV drivers might attract that skillset to that On-Call station.

Doug stated that the number of people that live and work in the village was small. He added seven staff were working towards expediting their

qualifications, however some of the personnel at Lambourn were new in their Fire Service career.

Councillor Linden stated Lambourn was on the boundary of Wilshire, which had a US Airforce Base and suggested whether the Service could attract those officers to Lambourn as On-Call personnel.

Doug welcomed the suggestion and reiterated that the recruitment and retention of Lambourn On-Call personnel was an issue that would be looked at in detail as part of CRMP.

Councillor Stanford-Beale queried Maidenhead's reduction in availability target. Doug stated that Maidenhead had a healthy establishment due to some staff were on dual contracts. The reduction was due to On-Call personnel were required to take statutory annual leave and stated that Members should see an improvement in Quarter Four.

In responding to a question from the Vice-Chairman on the recruitment and retention of Lambourn personnel, Wayne Bowcock, Chief Fire Officer (CFO), outlined the changes in the racing community in Lambourn had affected the recruitment and retention of On-Call staff at the station.

The Chairman stated that Wholetime Firefighters had a difficult quarter, however they maintained the Response Standard. He thanked all Firefighters on behalf of the Fire Authority for their flexibility in maintaining cover during a challenging period.

Councillor Gittings asked whether there were an increase in incidents, in Reading. Doug agreed to confirm the figures and stated that he thought recent incidents was made high profile by the media.

AM (R&R)

The Vice-Chairman requested for her gratitude to be placed on record, on behalf of the Fire Authority to all Firefighters that had been flexible in providing cover and maintaining the Response Standard.

RESOLVED that:

- a) The 2021/22 Quarter Three performance of 78.8% appliance availability of the Service's 14 Wholetime appliances in line with Corporate Measures 15 be noted.
- b) The 2021/22 Quarter Three performance of overall On-Call appliance availability of 36.5% against the Service target of 60% in Corporate Measure 16 be noted.

56. FORWARD PLAN

RESOLVED that the Forward Plan be noted.

57. DATE OF NEXT MEETING

Tuesday, 5 April 2022, 6.30pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

58. EXCLUSION OF THE 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 Items on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraph 3 of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

59. PART II MINUTES OF THE MEETING HELD ON 7 DECEMBER 2021

There were no recorded actions in Part II Minutes.

RESOLVED that Part II Minutes of the meeting held on 2 November 2021, be approved as a true and correct record to be signed by the Chairman.

60. ASSET RELEASE UPDATE- PRESENTATION

Alex Brown, Head of Capital Projects and Estates (HCP&E) provided an update on Asset Release of Wargrave, Dee Road and Pangbourne Fire Stations. Due to the commercial sensitivity of the presentations, the Vice-Chairman requested for Members present to maintain confidentiality.

The Vice-Chairman thanked all Members present, in particular Councillors Stanford-Beale and Linden who attended as substitutes.

(The meeting concluded at 7.24pm)



ROYAL BERKSHIRE FIRE AUTHORITY REPORT

COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	5 APRIL 2022
SUBJECT	IMMEDIATE DETRIMENT FRAMEWORK
LEAD OFFICER	BECCI JEFFERIES, HEAD OF HUMAN RESOURCES AND LEARNING AND DEVELOPMENT
LEAD MEMBER	N/A
EXEMPT INFORMATION	N/A
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

- 1.1 This report outlines the latest position in relation to immediate detriment cases under the McCloud/ Sargeant ruling and provides an update on the legislative position.
- 1.2 On 8 October 2021, the Local Government Association (LGA) and Fire Brigades Union announced that they had reached agreement on a Memorandum of Understanding and Framework for addressing such cases.
- 1.3 A report was presented to the Management Committee on 7 December 2021 on the Immediate Detriment Framework, which included a supplementary report detailing information received from the HM Treasury on the processing of immediate detriment cases and the withdrawal of its guidance on the management of immediate detriment cases. At the meeting on 7 December, Management Committee agreed the partial adoption of the Framework for 'Category 1' individuals only at that time.
- 1.4 It was agreed on 7 December, that following assessment and consideration of any further information on how best to proceed and support individuals affected, the Fire Authority would be invited to further consider and agree the full adoption of the Framework to include 'Category 2' individuals (those who have had benefits brought into payment).

2. RECOMMENDATION

That Management Committee:

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- 2.1 **NOTE** the contents of the report; and
- 2.2 **AGREE** that the Immediate Detriment Framework be adopted by the Authority for Category 2 members.

3. **REPORT**

Background

- 3.1 On 8 October 2021, the LGA and FBU announced that they had reached agreement on the Memorandum of Understanding (MoU) and Framework for dealing with Immediate Detriment cases.
- 3.2 Information received from the HM Treasury (HMT) on the 29 November 2021, stated that the Home Office had withdrawn its guidance in relation to immediate detriment cases and that immediate detriment cases should not be processed due to emerging complexities regarding, in the main, issues of taxation. At the time of writing, no additional guidance from the Home Office on this matter has been provided.
- 3.3 The background information regarding the Immediate Detriment Framework was presented to Management Committee on 7 December 2021, together with a supplementary report addressing the impacts of the withdrawal of guidance. This report set out the complexities associated with the situation, the detail and impact of adopting the Framework.
- 3.4 Following consideration of the 7 December 2021 papers, Management Committee resolved to partially adopt the Framework for Category 1 individuals only, on the basis that not doing so, would create significant issues for the health and wellbeing of individuals, for employee relations and risk costly legal action.
- 3.5 An evaluation of the position for Category 2 individuals i.e. those members who have had benefits brought into payment, has been undertaken. Having considered the overall position, impacts to individuals, the Service, and the ability/resource to undertake calculations and actions by HR and the pension administrator West Yorkshire Pension Fund, it is recommended that the Immediate Detriment Framework is now adopted for Category 2 members.
- 3.6 Full adoption of the Framework will help to ensure consistency of treatment of members in Category 1 and Category 2.
- 3.7 On adoption of the Framework, both the administrator and affected members will be made duly aware of the Authority's position. This will enable individuals to request consideration, and be processed in accordance with the timescales set out in the Framework document.

Legislation

- 3.8 On 8 March 2022 the Home Office published its consultation response on prospective remedy. This confirms the amendments to the pension regulations

delivering the first set of changes to remove transitional protections from the Firefighter Pension Scheme 2015. This document also confirms provision of the ill health underpin and treating cases no less favourable where they are being processed prior to 31 March 2022 and determination is after that date. It also allows members purchasing service in legacy schemes by periodical contributions entered into before 1 April 2022 to contribute after that date.

- 3.9 Changes enact policy announced in February 2021 and are consequential to the Public Services Pensions and Judicial Offices Bill (PSPJO) currently before Parliament which, subject to approval and Royal Assent, will come into force effective from 1 April 2022.
- 3.10 The consultation response only covers amendments to the first phase, i.e. removing the discrimination found in the McCloud/ Sargeant case by closing legacy schemes and ensuring all members are treated as members of the reformed career average scheme from 1 April 2022. The second phase will address the retrospective remedy, move all members' service back into the legacy final salary scheme for the remedy period (1 April 2015 – 31 March 2022) and allow a choice of benefits for this period. This aspect is both technical and complex and will subject to consultation in 2022.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 6 – We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

5. FINANCIAL IMPLICATIONS

- 5.1 It is not possible at this stage to identify the specific costs associated with the recommendations of this report as these will be identified on a case-by-case basis. Using the Immediate Detriment Framework now will not increase any direct amounts payable to individuals, it will simply bring some of those costs forward.
- 5.2 Fire and Rescue Authorities (FRAs) will bear the costs associated with any unauthorised tax charge which arise as a result of adjustments to pensions which are paid 12 months after the initial payment was made. Category 2 members processed after adoption of the Framework may benefit from forthcoming changes to tax exemptions, indicated in 7 December 2021 paper where cases are processed after 6 April 2022. The processing of Immediate Detriment cases before this date will mean FRAs are liable for any unauthorised tax charge and this will not be met centrally by Government in the period before tax provisions are amended effective 6 April 2022.
- 5.3 It is expected that the costs associated with the administration of the remedy will be borne by FRAs whilst monies owed to members will be met by Government. However, there remains some uncertainty regarding the recovery of these costs and the short term impact on the revenue account. Clarity on this matter is awaited from the Home Office.
- 5.4 In not applying the guidance, further legal action could be taken by the Fire Brigades' Union and result in further litigation costs.

6. LEGAL IMPLICATIONS

- 6.1 The MoU contains a 'Compensation Record' (Annex 3 of the MoU) which the member signs and which is signed on behalf of the FRA, recording the benefits provided to the member under the Framework process. In addition, the Compensation Record also states that the benefits provided are in full and final settlement of the relevant issues noted in the Compensation Record, and the member agrees not to issue proceedings in respect of them against the FRA either as employer or as scheme manager, other than if there is a failure to abide by the agreement.
- 6.2 The MoU covers compensation as set out in the Framework. It does not cover any additional remedies as that is currently under consideration in the Employment Tribunal, such as injury to feelings. Therefore, the Compensation Record does not seek to settle those claims.
- 6.3 Although the Compensation Record states it is in full and final settlement of the Framework issues, it is not a formal settlement agreement or ACAS (Advisory Conciliation and Arbitration Service) COT3 agreement which would prevent an employee bringing a tribunal claim in respect of the issues.
- 6.4 The Local Government Association (LGA) provided advice to FRAs regarding the MOU and the position of the FBU on not supporting members to pursue claims against the Authority where the Framework and MOU are adopted. This position is detailed at para 6.4 of the first Management Committee report on 7 December 2021.

7. DIVERSITY AND INCLUSION IMPLICATIONS

- 7.1 To reduce the risk of discrimination, this report proposes that in applying the Immediate Detriment Framework, individuals who meet the eligibility criteria are provided a choice of which scheme they would like to be in for the remedy period regardless of whether they are a claimant or non-claimant.
- 7.2 The public sector equality duty requires public bodies to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010. The resolution in this report aims to meet this duty.
- 7.3 The Service has already received a number of enquiries from retired members in relation to the MoU and Framework for Category 2 adoption. They have been advised that further information will be provided regarding the adoption of the Framework in due course. If the Framework is adopted, scheme members will be made aware of their right to apply under the Framework and the local process for doing so.

8. RISK IMPLICATIONS

- 8.1 As indicated in section 5 above, clarity is awaited on the recovery of costs. It is understood that the processing of Immediate Detriment cases before the forthcoming changes to tax exemptions, will mean FRAs are liable for any unauthorised tax charge and this will not be met centrally by Government in the period before tax provisions are amended effective 6 April 2022.

- 8.2 There are significant changes to firefighter pension schemes and the outcomes of the changes to the legislation will result in wide ranging impacts for the administration of firefighter pension schemes for many years to come.
- 8.3 There are likely to be challenges in undertaking calculations for some Immediate Detriment cases because the legislation and guidance on some technical aspects do not exist.
- 8.4 The pension administrator cannot guarantee meeting the timeline if there is a high number of pension calculations required from all FRAs at the same time. To minimise this risk as much as possible FRAs and payroll providers will be required to provide more information to assist, creating additional pressure for HR and the payroll provider.
- 8.5 There is a risk that individuals may make decisions based on information at the time the decision is confirmed but later find themselves responsible for a tax charge linked to that decision. To try and mitigate the risk, individuals will be made aware of the proposed taxation changes, effective from 6 April 2022.
- 8.6 The impact of changes to firefighter pension schemes is noted as a risk on the Corporate Risk Register. While the MoU and Framework do not directly address any of the budgetary or resourcing impacts, it does reduce the risk of a potential failure to comply with legal requirements.
- 8.7 The communication from HM Treasury has highlighted further risk and uncertainty, which the Service is seeking to evaluate. Whilst it is clear that there remains significant financial risks and burdens (see section 5), there is a lack of clarity on the wider impacts of this latest communication. The LGA Pension Team are considering the various aspects within the Treasury Note and will write to fire and rescue authorities with further information as soon as possible.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 The Memorandum of Understanding and Framework are available for all fire and rescue services to adopt.
- 9.2 Buckinghamshire and Milton Keynes FRS share the same pension administrator. The Authorities have sought to understand the position jointly, seeking advice and sharing information.

10. PRINCIPAL CONSULTATION

- 10.1 The Chief Fire Officer/ Chief Executive has been consulted on the contents of this paper.
- 10.2 The Monitoring Officer has been consulted on the contents of this paper.
- 10.3 The Chief Finance Officer has been consulted on the contents of this paper.

11. BACKGROUND PAPERS

- 11.1 Management Committee report and Appendices - Immediate Detriment Framework - 7 December 2021

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11.2 Management Committee report - Immediate Detriment Framework Revised Recommendation – 7 December 2021.

12 APPENDICES

12.1 None.

13 CONTACT DETAILS

13.1 Becci Jefferies, Head of HR and Learning and Development 07776 225975

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	5 APRIL 2022
SUBJECT	INTEGRATED COMMUNICATIONS CONTROL SYSTEM (ICCS) WAIVER – THAMES VALLEY FIRE CONTROL SERVICE (TVFCS)
LEAD OFFICER	JIM POWELL, AREA MANAGER COLLABORATION AND POLICY
LEAD MEMBER	COUNCILLORS ANGUS ROSS AND DAVID CANNON
EXEMPT INFORMATION	NONE
ACTION	FOR DECISION

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to request approval to award a contract to Secure Systems and Solutions (SSS) Public Safety for the provision of technical maintenance and support for the Integrated Communications Control System (ICCS); a safety critical system used in Thames Valley Fire Control Service (TVFCS).
- 1.2 The request for a waiver is that the service is unique to a single supplier in that the proprietary product is necessary for the requirements of operational alignment and there is no satisfactory alternative.
- 1.3 Further, in the event that this service could not be provided, there could be a risk of danger to life or property as set out at CR 16 of the Royal Berkshire Fire Authority (RBFA) Contract Regulations.

2. RECOMMENDATION

That the Management Committee:

- 2.1 **AGREE** an award of contract for ICCS technical maintenance and support for Royal Berkshire Fire Authority to SSS Public Safety for a one (1) year extension from 10 April 2022 to 9 April 2023.

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3. REPORT

- 3.1 The ICCS is a safety critical system that manages all 999 calls as well as operational radio traffic, paging systems and all other telephony that touches the control room. RBFA lead on procurement for this system on behalf of its partners in TVFCS.
- 3.2 The ICCS works in tandem and is integrated with the Mobilising system (Vision 4) and both systems work on platforms provided by a single supplier, SSS Public Safety.
- 3.3 This integration between the two systems is essential for the effective running of the control function as a whole and they are designed to operate together. Due to legacy arrangements the two contracts have been procured separately and do not run concurrently. The proposed contract extension, in addition to ensuring continued optimal service provision, is the first step to aligning the ICCS and Vision contracts.
- 3.4 This is part of a longer term strategic approach to systems management within TVFCS that will lead up to a full systems replacement in the next 5-7 years. RBFA will undertake a tender process in 22/23 in relation to the ICCS contract to support this approach beyond the proposed extension end date of April 2023.
- 3.5 The maintenance and support contract will provide continued technical support that will ensure the delivery of this critical system. Loss of this system would have a significant impact on the effectiveness of TVFCS to manage emergency calls that would potentially create a risk to life or property.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 2 – We will ensure a swift and effective response when called to emergencies
- 4.2 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5. FINANCIAL IMPLICATIONS

- 5.1 Costs identified to extend support for the ICCS System for the one (1) year is in line with previous years and funded from the baseline TVFCS revenue budget.

6. LEGAL IMPLICATIONS

- 6.1 The cost associated with approving a one (1) year extension to the contract is below the Finder a Tender (FTS) value of £213,000. As a result, Voluntary Ex Ante Transparency Notice (VEAT) is not required.

6.2 This paper complies with the Authority contract regulation CR16 Waiver of Contract Regulations approved by the Fire Authority in November 2020.

- the supply or service is unique to a single supplier such as proprietary or patented goods or is deemed necessary due to the requirements of operational alignment and there is no satisfactory alternative;
- if the goods or services are not procured there is a risk of danger to life or property

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 There are no identified equality and diversity implications as this is a technical support contract to an existing system.

8. RISK IMPLICATIONS

8.1 Should we be unable to secure a suitable maintenance and support contract a number of key areas of functionality may be compromised resulting in a potential risk to delivering an effective control function that may result in risk to life or property.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 This is a collaborative contract across the Thames Valley Partners.

9.2 This collaboration position supports our duty to collaborate as per the Police and Crime Act 2017.

10. PRINCIPAL CONSULTATION

10.1 Chief Fire Officer

10.2 Head of Finance and Procurement

10.3 Monitoring Officer

11. BACKGROUND PAPERS

11.1 None

12. APPENDICES

12.1 None

13. CONTACT DETAILS

13.1 Jim Powell – HQ Collaboration Change and Finance powellj@rbfrs.co.uk

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT

COMMITTEE	MANAGEMENT COMMITTEE
DATE OF MEETING	5 APRIL 2022
SUBJECT	THAMES VALLEY COLLABORATION REPORT
LEAD OFFICER	WAYNE BOWCOCK, CHIEF FIRE OFFICER
LEAD MEMBER	COUNCILLOR DAVID CANNON
EXEMPT INFORMATION	NONE
ACTION	TO NOTE

1. EXECUTIVE SUMMARY

- 1.1 To receive for note the current Thames Valley collaboration arrangements and priorities, the achievements to date and a look forward to develop a five-year business plan.

2. RECOMMENDATION

That Management Committee:

- 2.1 **NOTE** the report.

3. REPORT

- 3.1 The Thames Valley Collaboration report is attached as Appendix A. The report recommends revised governance arrangements to ensure oversight and decision-making evolves at the same pace as the maturity of the collaboration relationships.
- 3.2 The report resets and underlines the vision, mission and values of the collaboration partners to role model and support the achievement of collaborative outcomes.
- 3.3 The report outlines how the collaboration arrangements should have clearly identified benefits to be community, efficiency and effectiveness focussed.
- 3.4 Projects arising as a result of the Thames Valley Collaboration business plan 2022-2027 will be monitored within the existing Royal Berkshire Fire and

Agenda Item 10

Rescue Service (RBFRS) Programme Board (PMB) governance arrangements and at Senior Leadership Team (SLT) meetings by highlight or exception.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 It is likely that over the life of the business plan, projects will arise which will contribute to all or multiple strategic commitments.
- 4.2 The duration of the business plan will cross over into the next Community Risk Management Plan (CRMP).
- 4.3 Commitment 4 – We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 4.4 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 4.5 Commitment 6 – We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

5. FINANCIAL IMPLICATIONS

- 5.1 Funding for ongoing collaboration governance is contained within existing budgets.
- 5.2 Projects already running have received authorisation for the funding required.
- 5.3 Future projects will proceed through the Thames Valley Collaboration governance arrangements which include financial implications on a project by project basis. Therefore, each project will come to SLT, as required, after agreement through the Thames Valley Collaboration governance.

6. LEGAL IMPLICATIONS

- 6.1 Supports the Royal Berkshire Fire Authority duty to collaborate as defined in the Police and Crime Act 2017.

7. EQUALITY DIVERSITY AND INCLUSION IMPLICATIONS

- 7.1 Contained within the body of the Thames Valley Collaboration Report (Appendix A).
- 7.2 Specific objectives within the business plan directly support the achievement of the RBFRS EDI objectives.

8. RISK IMPLICATIONS

- 8.1 Collaborative projects should by their nature contribute to the mitigation of corporate risks.
- 8.2 Each collaborative project will contain specific risks which will be monitored through collaboration governance and RBFRS PMB.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 The nature of the report and its entirety is a direct contribution to the duty to collaborate.

10. PRINCIPAL CONSULTATION

- 10.1 CFO's Buckinghamshire and Oxfordshire.
- 10.2 Thames Valley Police Chief Constable
- 10.3 South Central Ambulance Service Director of Operations

11. BACKGROUND PAPERS

- 11.1 None.

12. APPENDICES

- 12.1 Thames Valley Collaboration Report – Appendix A

13. CONTACT DETAILS

- 13.1 Wayne Bowcock, Chief Fire Officer.

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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

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 and this report will be made available to the public.

Part 1

Thames Valley Collaboration Review

Context

The programme (as detailed in the [Thames Valley Collaboration report](#)) 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

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Appendix A

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.

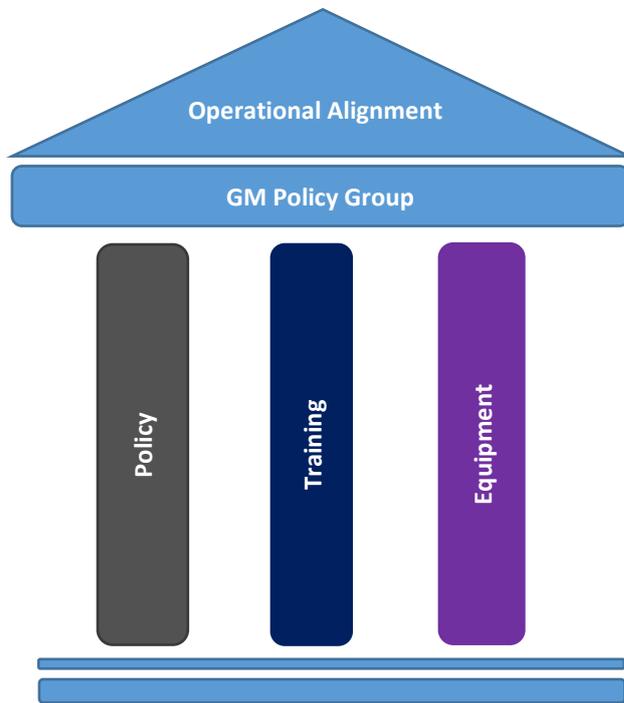
The suggestions were not discarded and can be revisited at a time when the programme is reviewed.

More details on the considerations can be found [here](#).

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 (RBFRS) 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.

Part 2

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.

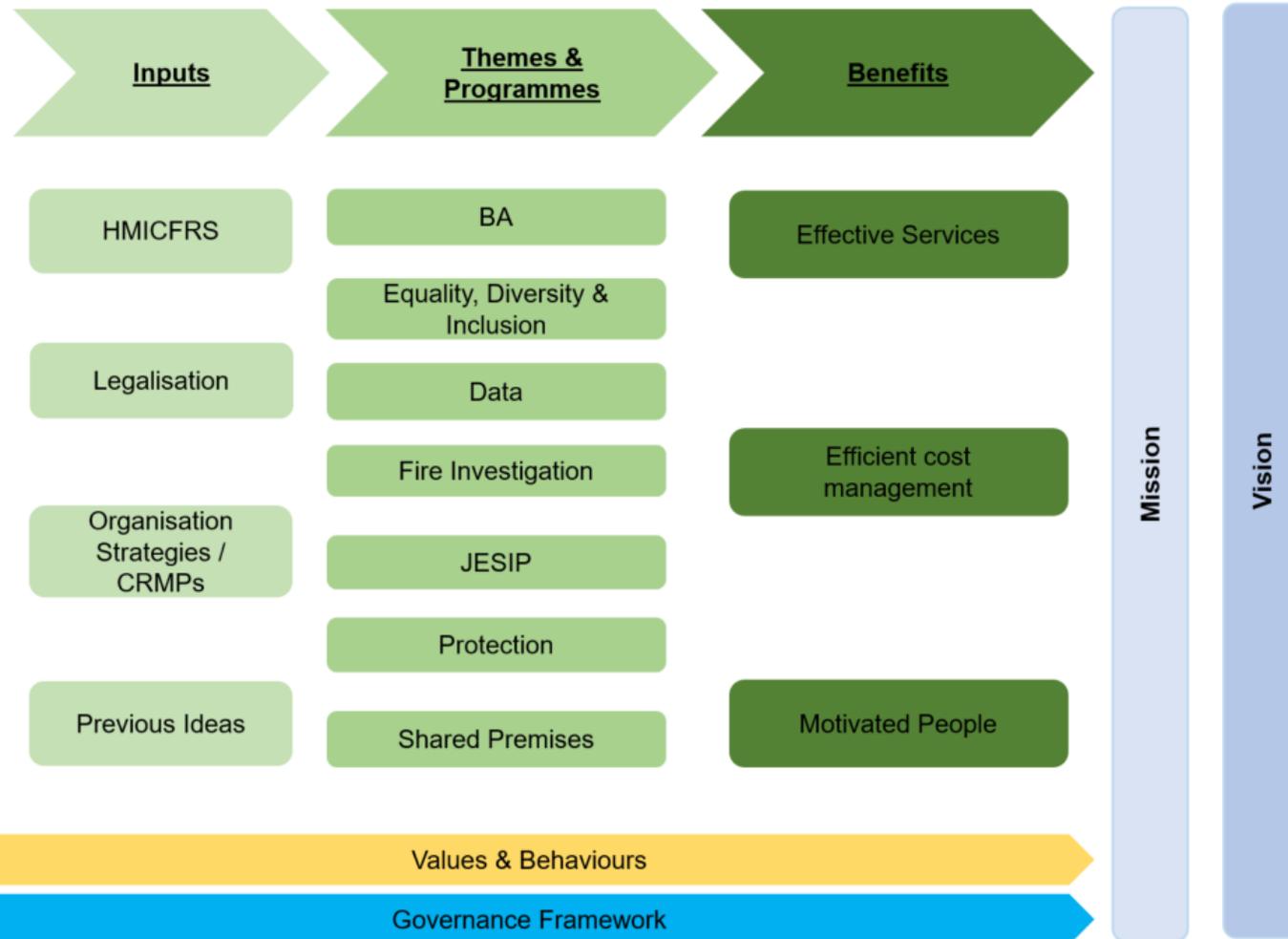
Governance / Accountability – a robust system allows understanding of the issues affecting the region. It also creates accountability and helps the team to focus on key priorities. This in turn will introduce initiatives to fit with organisational strategies and which benefit the public the most.

Introductions in legalisation - (e.g. related to the environment, safeguarding etc.), compliance and guidance from national councils and similar 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.



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

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.

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 RBFPS 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.

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.

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

Table 5 – Summary of Suggested Thames Valley Collaboration Opportunities

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 current 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 1 – New Functions of Collaboration Committees

The new governance arrangement will:

- a) Set the commissioning of projects at the Interoperability level for projects with:
 - A total budget up to £500k
 - 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. If an organisation is not able to participate the remaining members should nominate a proxy for the affected year. The Chair of the Interoperability Board will also changeover 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 committee in the same period.

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.

Terms of Reference for Executive Board and Interoperability Board would be updated to reflect the changes in consultation with the Monitoring Officer.

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.

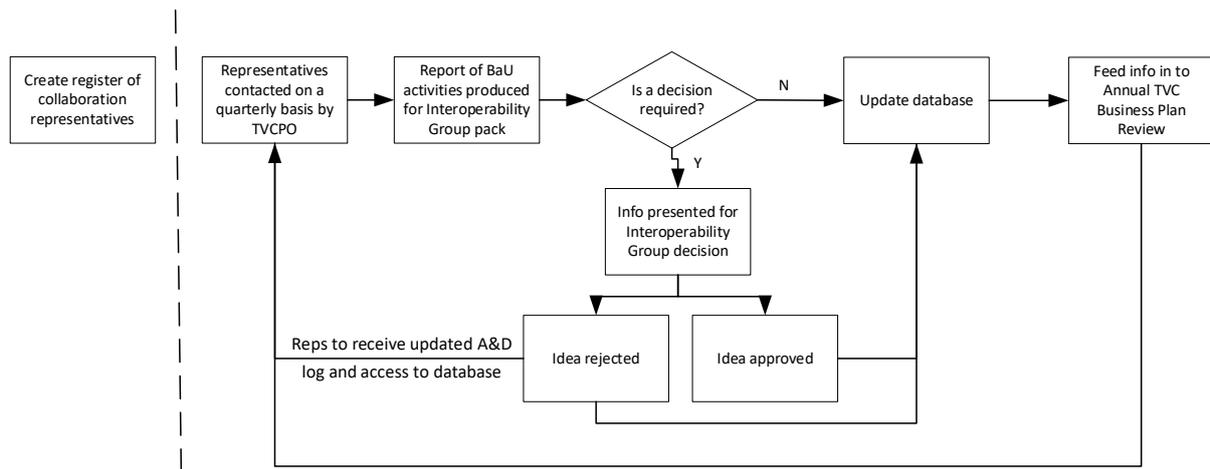


Figure 2- Collection of BaU activities process

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.

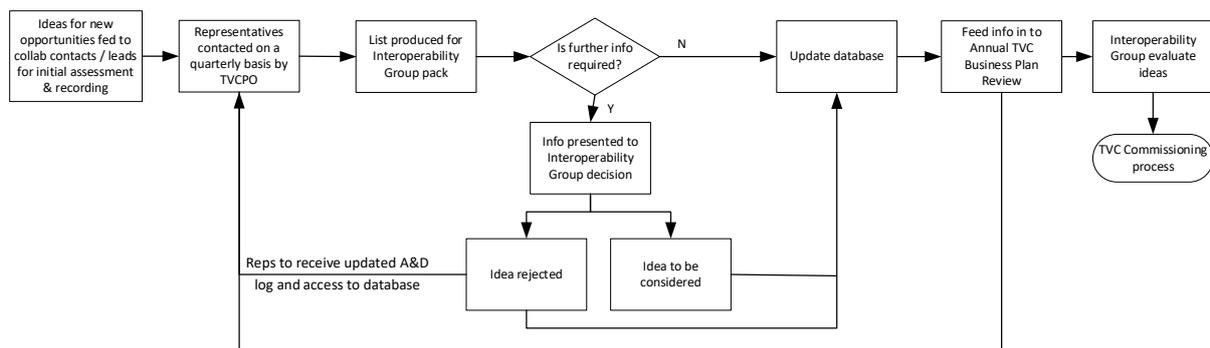


Figure 3 - Process for capturing collaborative suggestions

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.

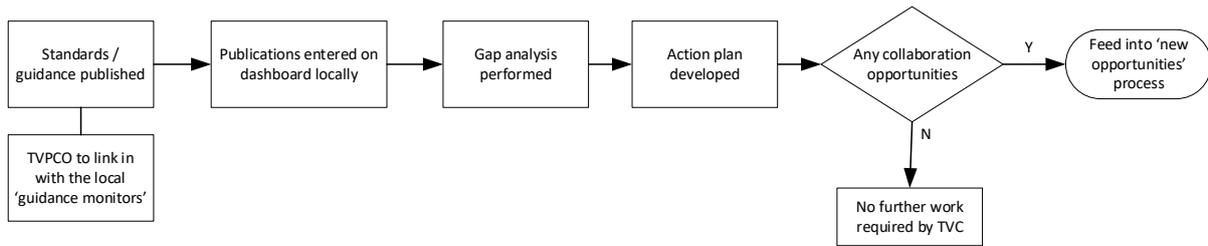


Figure 4 - Principle of joint monitoring process

Review Period

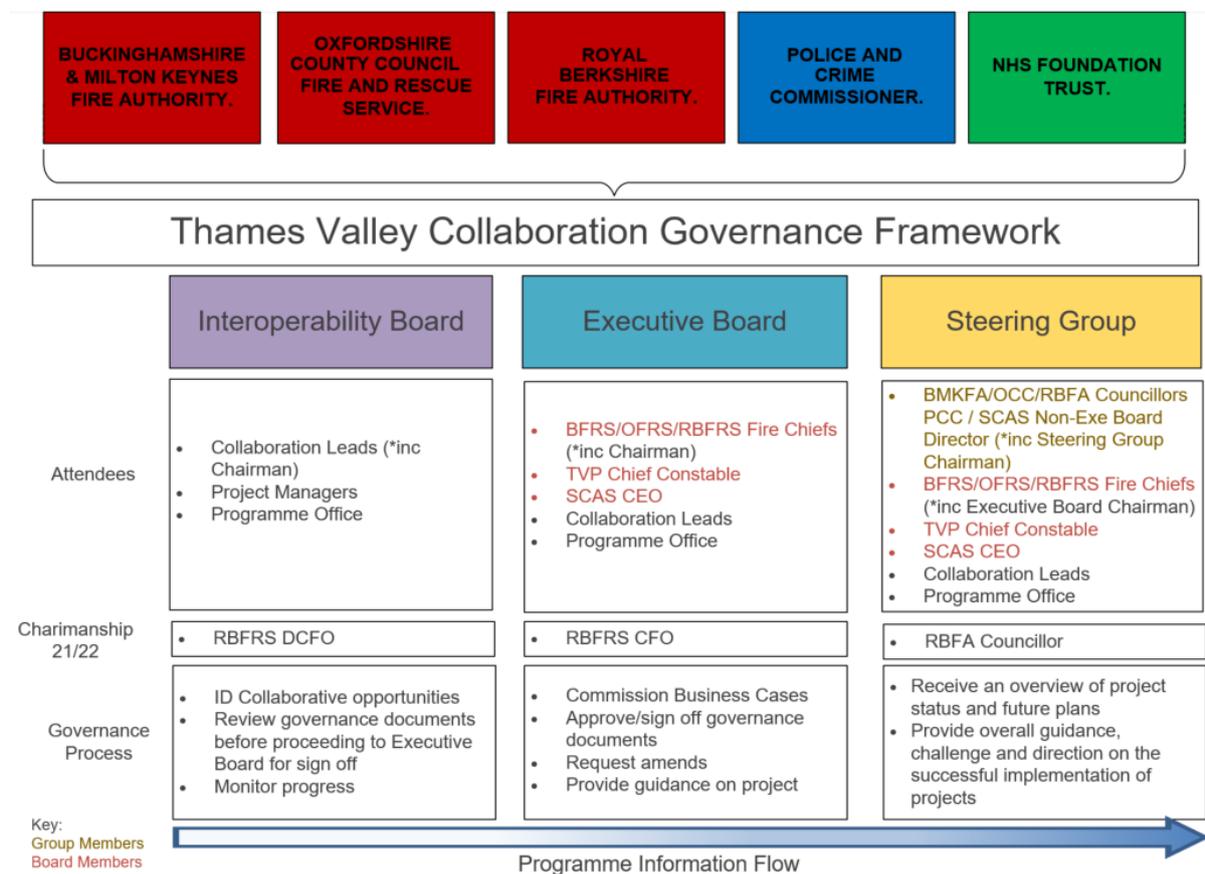
This plan will be subject to review on an annual basis, in Q4 of the financial year to accommodate budget submissions, and any updates agreed by the Interoperability and Executive Board.

Appendix B

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



Current Terms of Reference - to be updated to reflect governance changes

Emergency Services Thames Valley Collaboration Interoperability Group Terms of Reference

1 Preamble

1.1 This document sets out the terms of reference for the **Thames Valley Collaboration Interoperability Group** ('the Group'). The Group 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 Group will be responsible for ensuring that the work commissioned by the Board is delivered and for the management of the projects and work streams.
- 3.2 The group 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 Group will report to and update the **Executive Board**, which will in turn direct the activities of the Group.

3.4 The Group 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 group. 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 Group to be quorate representatives from four bodies must be in attendance.

6 *Meetings*

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

6.2 Additional meetings may be scheduled if required.

7 *Chairman*

7.1 The Group shall choose a member to take the chair at the commencement of each meeting.

V2 13th July 2021

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 Group** and shall from time to time direct the activities of the **Collaboration Interoperability Group**.
- 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 a member to take the chair at the commencement of each meeting.

Appendix C - Horizon Scanning Map



Further information on each of the entries on the horizon scanning can be accessed [here](#).





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ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Corporate Calendar 2022/23 and Member Development courses	Fire Authority	28.04.22	Annual	Agree	HCS	N/A	Part I
AFA Consultation Presentation and results	Fire Authority	28.04.22	Ad-hoc	Agree	AM C&P	N/A	Part I
Core Code of Ethics for Fire and Rescue Services (England) - Presentation	Fire Authority	28.04.22	Ad-hoc	Note	DChEx	N/A	Part I
Lead Members Annual Reports	Fire Authority	28.04.22	Bi-annual	Note	Lead Officers	Lead Members	Part I
EDI Objectives	Fire Authority	28.04.22	Ad-hoc	Agree	HR&L&D	A&GC Chairman	Part I
Code of Conduct	Fire Authority	28.04.22	Ad-hoc	Agree	MO	A&GC Chairman	Part I
Built Environment Presentation	Fire Authority	28.04.22	Ad-hoc	Note	DCFO	N/A	Part I
Member Champion Annual Reports	Fire Authority	28.04.22	Annual	Note	Lead Officers	Member Champions	Part I
Annual Plan 2022/23	Fire Authority	28.04.22	Annual	Agree	HCS	N/A	Part I

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**Categories of “Exempt Information”
under Schedule 12A of the Local Government Act 1972**

	Category
	[For each of nos 1 - 7, see <u>Qualification 1</u> below]
1	Information relating to any individual
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information). [see <u>Qualification 2</u> below]
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority purposes: (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Qualifications:

- (1) Information falling within paragraph 3 is not exempt information by virtue of that paragraph if it is required to be registered under -
 - (a) the Companies Act 1985;
 - (b) the Friendly Societies Act 1974;
 - (c) the Friendly Societies Act 1992;
 - (d) the Industrial and Provident Societies Acts 1965 to 1978;
 - (e) the Building Societies Act 1986; or
 - (f) the Charities Act 1993.
- (2) Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
- (3) Information which -
 - (a) falls within any of paragraphs 1 to 7 above; and
 - (b) is not prevented from being exempt by virtue of the two preceding paragraphs
 is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest

Agenda Item 13

in disclosing the information.

Interpretation:

- (4) "*Employee*" means a person employed under a contract of service;
- (5) "*Financial or business affairs*" includes contemplated, as well as past or current, activities;
- (6) "*Labour relations matter*" means -
 - (a) any of the matters specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992[10] (matters which may be the subject of a trade dispute, within the meaning of that Act);
or
 - (b) any dispute about a matter falling within paragraph (a) above;and for the purposes of this definition the enactments mentioned in paragraph (a) above, with the necessary modifications, shall apply in relation to office-holders under the authority as they apply in relation to employees of the authority;
- (7) "*Office-holder*", in relation to the authority, means the holder of any paid office appointments to which are or may be made or confirmed by the authority or by any joint board on which the authority is represented or by any person who holds any such office or is an employee of the authority;
- (8) "*Registered*" in relation to information required to be registered under the Building Societies Act 1986, means recorded in the public file of any building society (within the meaning of that Act).

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