THAMES VALLEY FIRE CONTROL SERVICE

Thames Valley Fire Control Service Joint Committee Annual General Meeting

Monday 25 July 2016 at 2.00pm

Meeting Room 1
Buckinghamshire and Milton Keynes Fire Authority,
Brigade Headquarters, Stocklake, Aylesbury, Buckinghamshire
HP20 1BD

AGENDA

	Item	Start time
1.	Appointment of Chairman	**14.00**
2.	Appointment of Vice-Chairman	**14.05**
3.	Apologies	**14.10**
4.	Introductions (including changes of membership, if any)	**14.12**
5.	Declarations of Interest	**14.15**
6.	Minutes of the meeting held on (a) 10 December 2015 and (b) 21 March 2016 *(Pages 5-26)*	**14.17**
7.	Matters Arising *(Pages 27-30)*	**14.20**

	• To agree the amended Joint Committee Standing Orders – Schedule 3 of Legal Agreement.		
8.	Questions from Members (Written Questions)	**14.30**	
9.	Transition Plan Recommendations *(Pages 31-48)* Purpose: To receive the Transition Plan and recommendations following the Gateway Review.	**14.31**	
10.	TVFCS Annual Report *(Pages 49-52)* Purpose: To agree the annual report.	**15.10**	
11.	Control Performance Report Update *(Pages 53-78)* Purpose: To provide the Joint Committee with an update report on the performance of the Thames Valley Fire Control Service (TVFCS) for 2015/16.	**15.20**	
12.	Update on Delivery of Outstanding Elements of Capital Systems *(Pages 79-92)* Purpose: To receive an update on the delivery of outstanding elements of Capital Systems and their impact on performance /workloads.	**15.30**	
13.	Issues Log Progress Update Purpose: To receive for note a verbal update on the Issues Log.	**15.40**	
14.	Forward Plan *(Page 93)* Purpose: To note the Forward Plan.	**15.45**	
15.	Any other business:	**15.50**	
16.	Date of Next Meeting(s)	**16.00**	
	• September 2016 • December 2016 • March 2017 Date and times to be confirmed. The above meetings will be held at Buckinghamshire and Milton Keynes Fire Authority, Brigade Headquarters, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.		
17.	Exclusion of the Public	**16.01**	

	To consider excluding the public from the meeting by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the Minutes contains information relating to the financial or business affairs of a person; and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information:	
18.	Part II Minutes of the meeting held on 3 May 2016	**16.02**

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Thames Valley Fire Control Service
Joint Committee Meeting

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

Minutes

Present: Councillor Paul Bryant, Royal Berkshire Fire Authority
Councillor Andy Dransfield, Buckinghamshire and Milton Keynes Fire
Authority
Councillor Judith Heathcoat, Oxfordshire County Council
Councillor Roger Reed (Vice-Chairman), Buckinghamshire and Milton
Keynes Fire Authority
Councillor Rodney Rose, Oxfordshire County Council
Councillor Angus Ross (Chairman), Royal Berkshire Fire Authority

In Attendance: Conor Bryne (Chief Financial Officer, RBFRS)
Mat Carlile (TVFCS Senior Responsible Owner / Area Manager,
Oxfordshire FRS)
Samantha Chapman (Programme Manager, TVFCS)
Andy Fry (CFO, RBFRS)
Bryan Morgan (TVFCS Senior Responsible Owner / Area Manager,
RBFRS)
Greg Smith (TVFCS Senior Responsible Owner / Area Manager, BMKFRS)
Paul Southern (ACFO, RBFRS)
Jason Thelwell (CFO, BMKFRS)
Fayth Rowe (Committee Officer, RBFRS)

Public: Mark Gaskarth (Gateway Review; Area Manager, Wiltshire FRS)
Control Staff
FBU Representatives

25. **APOLOGIES**

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

26. **INTRODUCTIONS**

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

27. **DECLARATIONS OF INTEREST**

None.

28. **MINUTES OF THE LAST MEETING ON 9 SEPTEMBER 2015**

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

- (page 2) Councillor Andy Dransfield pointed out although the Joint Committee Terms of Reference states a member of the public shall interrupt or take part in the proceedings at any meeting, he suggested the Terms of Reference to be amended to receive questions from the public. The TVFC Joint Committee agreed to receive questions from the public at future meetings. In addition, the Chairman requested for an amendment to be made to the Terms of Reference to reflect this.   BM

- (page 3) Amended misspelling of Crystal reporting   FR

- (page 5) Amended misspelling of Anne-Marie Scott   FR

- (page 7) Amended day of the December 2015 meeting to Thursday 10 December 2015   FR

29. **MATTERS ARISING**

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

Publication of agendas and minutes – The Chairman reported he was able to locate TVFCS Joint Committee papers on RBFRS website and BMKFRS   SC

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

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

FR

30.   QUESTIONS FROM THE PUBLIC

There were no questions from the Public.

31.   QUESTIONS FROM MEMBERS

There were no questions from Members.

32.   TVFCS PERFORMANCE AND CHANGES SINCE SEPTEMBER MEETING

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

-   Percentage of admin calls answered in 15 seconds had been a gradual improvement 82.71% in October 2015 compared to 83.56% in May 2015.

-   Another improvement in the percentage of emergency calls answered within 5 seconds was 91.10% in October 2015 compared 89.01% in May 2015.

-   MC reported all calls (emergency and calls received from alarm receiving centres) had been included in the percentage of emergency calls answered within 10 seconds which indicated a slight improvement of 97.28% in October 2015 compared to 96.95% in May 2015. Prior to TVFCS, only 999 calls had been counted.

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

MC

-   Another graph showed the percentage of mobilisation in 60 seconds which illustrated the time a call had been received from the time the resource was alerted. In terms of ways of working in the control room, OFRS used a method of pre-alert. RBFRS did not adopt this method prior to go-live and BMKFRS started using this method prior to go-live. MC reported TVFCS had been training staff to deal with pre-alert.

MC informed the meeting that OFRS were changing their Response Standards for the first time which would assist in alerting the quickest resource. He gave Members the current and previous figures of the percentage of mobilisation in 90 seconds. MC reported that pre-alert should improve the figures presented in the report.

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

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

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

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

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

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

In referring to the percentage of mobilisations in 120 seconds, MC reported he expected to see an improvement in figures due to pre-alert. Members felt the above comment should be applied to all of the data presented in the report.

Co-Ordination Group

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

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

BM

Resolved:

That the report be noted.

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

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

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

In going through the list above, SC reported they did not have a direct impact on the ability of TVFCS to call handle or mobilise. In outlining incentives for Capita to deliver, she reported the retention of the full milestone payment £96,311.81 would be withheld until CSI interface for DGNA, Attaching 999 audio to incident log and Risk information for Astrium MDT had been delivered. Out of the milestone payment listed above, £25,000 would also be retained until Interface to Firewatch had been delivered.

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

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

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

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

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

In discussing the specific content of a possible session, SC agreed to arrange a separate session detailing the process of call handling. The session was proposed to be held prior to the next TVFCS Joint Committee on 21st March 2016.

SC

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

Members expressed their concerns on disruptions to the service.

Resolved:

That the presentation be noted.

34.   ISSUES LOG PROGRESS REPORT

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

Since go-live on 23rd April 2015 there were:
- 2081 issues
- 672 closed
- 355 new items
- 129 closed. No of issues relate to patch releases
- 19 change requests were dealt with
- Making sure secondary control in Kidlington went to plan. Adopting mobilising procedures agreed within the three services.

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

35.   STAFFING UPDATE AND RECOMMENDATIONS

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

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

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

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

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

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

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

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

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

The Vice-Chairman queried the suitability of 7 members of staff offered permanent roles as there had been absence due to sickness. PS reported staff offered permanent positions were suitable and it was not the same members of staff that were absent due to ill health.

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

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

BM

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

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

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

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

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

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

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

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

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

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

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

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

BM

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

BM

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

BM

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

Resolved:

- That the current situation within the TVFCS affecting staffing levels be noted.

- That the actions by Officers to support TVFCS staffing arrangements be noted.

- That the introduction of a Training Support Officer for a maximum of 12 months, at a cost of up to £44,443.00 be agreed.

BM

- That the introduction of an admin support post for a maximum of 12 months, at a cost of up to £25,000.00.

BM

- That a strategic staffing plan be brought to the next TVFCS Joint Committee be agreed be agreed.

BM

- That subject to the agreement of term 'steady state' at the next TVFCS Joint Committee meeting, not to implement alternative staffing models until 'steady state' has been achieved for at least 6 months be agreed.

36. **PROPOSED PERFORMANCE TARGETS**

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

SC

37. **GATEWAY REVIEW UPDATE**

Members were informed the Gateway Review would commence in January

FR

2016 and the review would be carried out by colleagues from neighbouring FRS's. Findings from the review would be presented at the next TVFCS Joint Committee in March 2016.

38. 2015/16 BUDGET UPDATE AND EXPECTED OUTTURN

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

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

BM

Resolved:

That the report be noted.

39. PROPOSED 2016/17 BUDGET

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

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

In answer to the Vice-Chairman regarding whether it was wise to reduce the overtime budget in 2016/17, BM reported TVFCS did not forecast the same levels of absence would continue and had highlighted an improvement in the levels of absence in November 2015.

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

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

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

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

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

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

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

Resolved:
- That the TVFCS budget for the 2016/17 financial year of £2,084,607 be agreed.

- That it was agreed the three respective Fire Authorities recommend the above TVFCS budget for steady state operation for the financial year 2016/17, and the individual Fire Authorities' contributions to this budget.

- That the posts in Item 11 (2.3 Training Support Officer) and (2.4 Admin Support post) be funded for a maximum of one year from the predicted underspend arising from year one of TVFCS be agreed.   BM

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

40.   FORWARD PLAN

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

FR

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

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

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

BM

42. ANY OTHER BUSINESS

None.

43. DATE OF NEXT MEETING (S)

- Monday 21st March 2016, 2.00pm at RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

- July 2016 – Date and time to be confirmed.

    The meeting will be held at Buckinghamshire & Milton Keynes Fire and Rescue Service, Headquarters, Stocklake, Aylesbury, Buckinghamshire HP20 1BD.

    The meeting ended at 4.20pm

Thames Valley Fire Control Service
Joint Committee Meeting

Monday 21 March 2016 2.00 pm
Royal Berkshire Fire and Rescue Service, Newsham Court, Pincents Kiln, Calcot,
Reading RG31 7SD

Minutes

Present:	Councillor Paul Bryant, Royal Berkshire Fire Authority
	Councillor Andy Dransfield, Buckinghamshire and Milton Keynes Fire Authority
	Councillor Judith Heathcoat, Oxfordshire County Council
	Councillor Roger Reed (Vice-Chairman), Buckinghamshire and Milton Keynes Fire Authority
	Councillor Rodney Rose, Oxfordshire County Council
	Councillor Angus Ross (Chairman), Royal Berkshire Fire Authority
In Attendance:	Neil Boustred (AC, BMKFRS)
	Conor Byrne (Chief Financial Officer, RBFRS)
	Mat Carlile (TVFCS Senior Responsible Owner / Area Manager, Oxfordshire FRS)
	Samantha Chapman (Programme Manager, TVFCS)
	Andy Fry (CFO, RBFRS)
	Mark Gaskarth (Area Manager, RBFRS)
	Katie Nellist (Democratic Services Officer, BMKFRS)
	Fayth Rowe (Committee Officer, RBFRS)
	Paul Southern (ACFO, RBFRS)
	Lynn Swift (Director of People and Organisational Development, BMKFRS)
	Nathan Travis (DCFO, Oxfordshire Fire and Rescue Service)
Public:	Control Staff
	FBU Representatives

44. APOLOGIES

Apologies for absence were received from Jason Thelwell (CFO, BMKFRS) and Mick Osborne (DCFO, BMKFRS).

45. INTRODUCTIONS

All Members and Officers present introduced themselves. The Chairman reported that TVFCS Senior Responsible Officers Bryan Morgan and Greg Smith had recently left the organisation and from 1 April 2016, DCFO Nathan Travis would be moving to Hereford & Worcestershire FRS on a six month secondment from OFRS.

Members welcomed Neil Boustred from BKMFRS.

46. DECLARATIONS OF INTEREST

None.

47. MINUTES OF THE LAST MEETING ON 10 DECEMBER 2015

There were a number of inaccuracies raised by Members and it was agreed that the Chairman sign the minutes at the next Joint Committee meeting in July 2016.

48. MATTERS ARISING

TVFCS Performance and changes since September meeting – Paul Southern (PS) reported the action to circulate comparable figures of the average hours sick per Control FTE had been carried out by Bryan Morgan and had been forwarded to Samantha Chapman and BMKFA Members.

Staffing Update and Recommendations - Steady State definition – Item to be covered later on in the agenda as part of the Gateway Review.

2015/16 Budget Update and Expected Outturn – PS reported TVFCS were not given the best national call rate from Thames Valley Police. He advised they were finalising information which may lead TVFCS to receive a rebate.

Proposed 2016/17 Budget – One Member requested officers look into the increase in maintenance referenced in the minutes.

MG

Proposed amendment to the Joint Committee Standing Orders – Schedule 3 of Legal Agreement – In referring to the proposed amendment, PS reported Officers had put forward alternative wording to invite members of the public to

ask questions at Joint Committee meetings. He asked Joint Committee
Members to determine the proposed amendments.

One Member queried the reference made to the Secretary. The Chairman felt   PS
that it was best to clarify who the Secretary was and requested that it was
defined in the legal agreement.

One Member felt it was not necessary to specify the criteria of two clear working
days to receive written notice from the public.

One Member expressed their concern in providing a time limit for questions and
advised their local council did not impose a time limit on questions from the
public. They felt paragraph 10.1 of the proposed amendment had covered the
protocol on questions from the public and paragraphs 10.2-10.4 were not
required. It was also expressed Committee Members should have the
opportunity to ask a question of the speaker.

One Member felt it was right to specify a time limit and the Chairman had the
right to waive that time limit.

One Member stated they would like to see the proposed amendment as
guidance and queried the reason why the public could not ask more than one
question.

The Chairman requested a shortened version of the proposed amendments to   PS
be circulated before the next Joint Committee meeting in July 2016.

Members were reminded once agreed by the Joint Committee the amended
legal agreement would be recommended to each Fire Authority (RBFA, BMKFA
and OCC) for approval.

49. QUESTIONS FROM THE PUBLIC

There were no questions from the Public.

50. QUESTIONS FROM MEMBERS

There were no questions from Members.

51. GATEWAY REVIEW PRESENTATION

Mark Gaskarth (MG) presented the Gateway review. He outlined the review brief
and names, organisation and area of focus of each review team member, which
were 8 in total. The presentation covered the following:
- Findings
- Programme Management

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- Rational for TVFCS
- Culture and relationships
- Is TVFCS in Steady State?
- Contract Management
- Operational alignment
- System support
- System assurance
- Governance
- Communications and Engagement, Branding and Investment
- Training Management
- Control Management
- Conclusion
- Next Steps

The Chairman asked to record his thanks to all members of the Gateway Review Team and asked Members not to spend too much time looking backwards during the discussion.

Following a lengthy discussion on the presentation, Members requested for a Part II meeting to be arranged for further discussion and questions.

Resolved:

- That a Part II briefing is arranged with Joint Committee Members in the coming weeks
- That CFO's (Andy Fry, Jason Thelwell and Dave Etheridge) proposals are brought to a future Joint Committee meeting to include transition plan and timetable, and
- That engagement is held with stakeholders detailing the process in the development of the transition plan

CFO Andy Fry

52. STAFFING REVIEW

PS presented the report and outlined an enquiry had been made via Fire Internetworking Data Service (FINDS) to all Fire and Rescue Services to determine staffing levels and services they provided within their Control Rooms.

The returns received indicated the majority of other Control Rooms had low call rates and carried out a host of other functions, for example arranging Home Fire Safety Check appointments.

PS outlined the proposal to utilise an external company to develop staffing options estimated at £5,000.00. He added a procurement process would be held. Taken from existing resources, the above figure included the initial estimate to undertake the review was approximately £36,000.00. He also suggested combining the staffing review with the transition plan.

One Member identified the report outlined expenditure, although there were no references made to expenditure in the recommendations.

PS reported there were no financial implications other than officer time. In referring to the recommendations of the report, the Chairman made an amendment.

One Member discussed the potential payback period and savings that could be made and also stated the review should include timescales.

In response to the Chairman in relation to a training programme, Nathan Travis (NT) advised the vision for TVFCS was to look for additional work and it was important Joint Committee Members had a view on this; however, he advised caution due to TVFCS could find itself under resourced.

Lynn Swift (LS) advised of her thoughts on linking the review to the transition plan.

One Member reiterated the need to develop a business plan/case.

Resolved:

- That the actions taken thus far to commence the review of staffing levels within the Thames Valley Fire Control Service (TVFCS) be noted, and

- That it be noted the project will be further studied by officers internally and will be brought back to the Joint Committee before resources have been allocated by the three Services, in parallel with the development of the action plan and business case.   PS

53.   CONTROL PERFORMANCE REPORT

In taking Members through the report, PS outlined the following:

- Two members of staff had tendered their resignation – one received at Crew Manager Level. Appointment at this level would be made from the pool of Firefighters (Control) who had recently completed the promotion process.

- There had been an increase in sickness absence and, increase in overtime payments to ensure crewing is maintained to the required TVFCS levels

- Increase of co-responder calls since go-live

- Incidents of Interest – Didcot Power Station – On 23 February TVFCS received a call to Didcot Power Station building where resources were mobilised by TVFCS

- TVFCS Managers overview – significant time, effort and resources have

been made to support staff

The Chairman queried whether co-responder calls were likely to be built into TVFCS. PS reported that due to co-responding having been a national pilot it had not been factored in. NT advised using the Erlang C model it would be possible to do a comparison on the number of calls.

The Chairman felt that the report was unclear whether there was an impact on the workload of calls.

In referring to page 46 of the report which identified a line graph of co responder number of incidents between BMKFRS, OFRS and RBFRS, a Member stated BMKFRS took co-responder calls from South Central Ambulance Service (SCAS) and other calls were handled by TVFCS.

In answer to a question, PS reported that BMKFRS had a different vehicle from RBFRS and OFRS and it was dependent on the type of co-responding incident.

Neil Boustred (NB) explained the process of co-responding calls and reported BMKFRS received co-responding calls directly from SCAS. He advised those calls were not handled by TVFCS. Officers contact TVFCS to inform them of the co-responding call, whereby each call was logged by TVFCS.

One Member stated they felt the above process should be included into the workforce outlined on page 26 of the report. They queried whether a bar chart detailing the number of concurrent calls were available and added that it should feed into resilience need.

In response to the Chairman's request to receive further information on number of calls, impact of co-responding, concurrent calls and average time of day, PS advised that he believed the report presented at the last meeting detailing the Erlang C model had covered the above, and accepted that all of the above should be taken into account.

In answer to a question from a Member regarding the possible reason why a number of sickness days were lost to mental health, Lynn Swift (LS) reported mental health stress had been the number one cause of sickness absence across the UK. All three Fire Services had been following the MIND programme.

In answer to a question regarding overtime payments, PS reported he would confirm whether overtime paid for essential call handling had been flat rate.

PS

Resolved:

- That the report be noted.

54.   TVFCS PERFORMANCE TARGETS

Samantha Chapman (SC) reported the paper had been deferred from the last Joint Committee meeting. She advised the background of the report went through targets set by the Programme Sponsoring Group to the targets included in the Steady State Partnership Agreement.

One Member stated that TVFCS were not meeting the targets set due to the number of calls that had dropped and asked what the current level was.

The Chairman stated the report was looking backwards and requested an update report at a future Joint Committee meeting.

SC

Resolved:
* That the report be noted.

55. UPDATE OF OUTSTANDING ELEMENTS OF CAPITA SYSTEMS

SC reported the final milestone payment had been withheld and advised TVFCS should be getting maximum service credit measured against issues logged since going live.

Since October / November 2015 a Capita Engineer has been on site to resolve issues. Capita are seeking to apply the next major software release.
One Member expressed their concern and requested reassurance that the problems relating to the last software release would not occur again.

SC reported Capita were going to test the software release prior to TVFCS tests to try to avoid previous problems.

In response to a question from a Member, SC advised North Yorkshire, Kidlington and TVFCS were going to receive the same software release at the same time. She further advised that the monitoring solution for Control would be installed by the end of April 2016.

One Member expressed their concern on the risks to Fire Control with all three control rooms (North Yorkshire, Kidlington and TVFCS) all receiving the software release at the same time and was concerned that there would be no back up if something went wrong.

SC reported substantial testing would be carried out prior to go-live.

One Member requested reassurance from Capita. NT reported North Yorkshire was going to receive version 18 software releases before TVFCS.

SC reported the mobilising contract with Capita had 6 years remaining.

56. ISSUES LOG PROGRESS UPDATE

SC provided an update on the issues log, she outlined as of 11 March 2016 2,500 issues had been received and 35% had been closed. Control staff has been asked to review the issues log to identify whether there were outstanding issues, which would start to close multiple issues.

In response to a Member, SC reported issues were being categorised into the following:

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- Technical
- Ways of working in service
- TV Control specific ways of working

Eddie Cardoso (EC) TVFCS Control Support Manager reported technical issues relating to Capita had been a concern.

One Member stated they were concerned on the number of issues and requested that an update was brought back to the next meeting.

SC

57.   2016/17 FIRE AUTHORITY'S BUDGET APPROVAL

It was reported all three Fire Authorities (BMKFA, RBFA and OCC) had approved the 2016/17 budget.

58.   DRAFT TVFCS ANNUAL REPORT

The Chairman presented the draft TVFCS Annual report and had formally thanked Bryan Morgan and Paul Southern for the original draft.

In referring to 3.8 of the draft report, a Member requested further explanation on the Gateway Review.

Regarding the above request, the Chairman confirmed that a section on the Gateway Review would reflect lessons learned. He stated a final draft of the report would be presented at the next Joint Committee meeting in July.

PS

On Member suggested the following amendments to the report.
- 3.2.1 reference to the inaugural meeting on the 28th May since 'go live'...
- quotation marks to be added to 'go live' in paragraph 3.2.4, and
- statistics up to the end of April 2016

59.   FORWARD PLAN

The Forward Plan was noted.

60.   ANY OTHER BUSINESS

It was agreed Katie Nellist; BMKFRS Democratic Services Officer, email Members the date of the next meeting in July 2016.

KN

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61. DATE OF NEXT MEETING

- Monday 25 July 2016, 2.00pm at Buckinghamshire & Milton Keynes Fire and Rescue Service, Headquarters, Stocklake, Aylesbury, Buckinghamshire HP20 1BD.

The meeting ended at 4.25pm

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THAMES VALLEY FIRE CONTROL SERVICE

| | | | REPORT TITLE: | AMENDMENT TO STANDING ORDERS |

REPORT TITLE: AMENDMENT TO STANDING ORDERS

PRESENTED TO: JOINT COMMITTEE

DATE OF MEETING: 25 JULY 2016

OFFICER PRESENTING REPORT: AREA MANAGER MARK GASKARTH

1.   PURPOSE AND SUMMARY OF REPORT

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

2.   RECOMMENDATIONS

That the Joint Committee:-

2.1.   **Approve** the proposed wording at Appendix 'A' for insertion into the Joint Committee Standing Orders.

3.   BACKGROUND AND SUPPORTING INFORMATION

3.1.   At the Joint Committee meeting of the 10 December 2015, Members requested that the Terms of Reference be amended to allow for questions from members of the public and the representative bodies.

3.2.   Officers have identified that the Terms of Reference do not apply to agenda and reports for the Joint Committee, they only apply to the remit and objectives. As such Officers propose that an amendment is made to the Standing Orders.

3.3.   A proposed form of wording is attached at Appendix 'A' for Member consideration with the amendment in italics and _underlined_.

3.4.   The Appendix references the proposed addition at Standing Order 9 to account for the amendment.

3.5.   The proposed amendment to Standing Order 9 allows for questions from members of the public or representative bodies.The proposed amendment to Standing Order 15 (shown _underlined_) provides for such questions in the

order of business after written questions from members (if any) submitted under Standing Order 26.

3.6. The proposed wording has been derived from referring to other standing orders relating to this matter and also by way of seeking the views of Members of this Committee.

3.7. If approved the Steady State Legal Agreement will require amendment at Schedule 3 Part B – Joint Committee Standing Orders.

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

4.1. There are no financial impacts arising from this report. There are no risk, environmental or equality implications arising from the report.

5. COMPLIANCE WITH THE TVFC PARTNERSHIP AGREEMENT

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

5.2. Paragraph 38.1 of the Steady State Legal Agreement requires that*: 'This Agreement, including the Schedules, may only be varied by written agreement of the Fire Authorities.'* The scope of the proposed amendment is minor and does not warrant referral for such approval.

6. CONTRIBUTION TO SERVICE AIMS

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

7. BACKGROUND PAPERS

7.1. Joint Committee Minutes – 10 December 2015

Author:	Mark Gaskarth
	Royal Berkshire Project Manager
Sponsored by:	Paul Southern
	Assistant Chief Fire Officer
	0118 938 4800
Date of report:	30 June 2016

                           Part B

<center>**Joint Committee Standing Orders**</center>

[…]

Part 1 Joint Committee Meetings

9   ADMISSION OF PUBLIC AND PRESS

9.1   The public and press shall be admitted to all the meetings of the Joint Committee unless excluded by resolution in accordance with the provisions of the Local Government Act 1972 as amended by the Local Government (Access to Information) Act 1985.

9.2   The Chairman may give the Secretary directions as to arrangements for the admission of the public.

9.3   No member of the public shall interrupt or take part in the proceedings at any meeting. If any member of the public interrupts or behaves in a disorderly manner at any meeting, the Chairman may, after warning, order his removal from the room, or may order that the part of the room open to the public shall be cleared.

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

9.5   At a Joint Committee meeting, a member of the public and any individual acting on behalf of a Trade Union recognised by the Authorities, may ask questions relating to the business of the Thames Valley Fire Control Service, provided that written notice has been given of the questions to the Secretary of the Joint Committee no later than two clear working days before the meeting at which the question is to be asked.

9.6   Questions shall be asked and answered without discussion. The Chairman may decline to answer a question, provide a written reply or nominate another Member or Officer to answer on his behalf.

9.7   A person asking a question may ask one supplementary question arising directly from the answer given, provided that it is relevant to the original question and does not introduce any new subject matter. The same options relating to the manner of response in 9.6 apply.

9.8   The time allowed for written and supplementary public questions shall not exceed 25 minutes. Questions not answered within that period shall be the subject of a written reply.

[…….]

Part 2   Rules of Debate

[…]

15.   ORDER OF BUSINESS

15.1.   The order of business at a meeting of the Joint Committee shall be:

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15.1.1.   election of a member of the Joint Committee to preside at the meeting, in the absence of the Chairman and Vice Chairman;

15.1.2.   appointment of Chairman of the Joint Committee, at its AGM or when a vacancy exists for the post;

15.1.3.   appointment of Vice Chairman of the Joint Committee, at its AGM or when a vacancy exists for the post to appoint a Vice Chairman;

15.1.4.   where necessary, to note changes in membership of the Joint Committee;

15.1.5.   members' interests;

15.1.6.   to consider whether the minutes of the last meeting of the Joint Committee are a correct record;

15.1.7.   to deal with business specially brought forward by the Chairman as urgent;

15.1.8.   to deal with any business required by statute to be done at the meeting;

15.1.9.   to deal with business remaining from the last meeting, if any;

15.1.10.   to deal with written questions from Members;

15.1.11   to deal with questions submitted under Standing Order 9.5

15.1.112.   to deal with other business specified in the agenda.

THAMES VALLEY FIRE CONTROL SERVICE

REPORT TITLE: TRANSITION PLAN

PRESENTED TO: JOINT COMMITTEE

DATE OF MEETING: 25 JULY 2016

OFFICER PRESENTING REPORT: AM MARK GASKARTH

1.   PURPOSE AND SUMMARY OF REPORT

1.1.   To present details of a Transition Plan which is intended to move TVFCS to a point of achieving the vision and key objectives agreed at the start of the programme.

1.2.   In summary the report:

- Provides background to a decision that was taken at the last Joint Committee meeting to commission the preparation of a phased Transition Plan for moving TVFCS to a position of it having achieved the Vision and Key Objectives originally agreed for the programme;

- Presents details of the Action Plan; and

- Seeks agreement from Joint Committee members for a number of recommendations associated with delivering the first phase of the Transition Plan.

2.   RECOMMENDATIONS

That the Joint Committee:-

2.1.   **APPROVE** a draft Future Blueprint for TVFCS, which describes what the Programme Vision Statement and Associated Programme Objectives will look like in practice, once achieved (see Section 3 of the attached report).

2.2.   **AGREE** to seek approval from the three Thames Valley fire authorities at the earliest opportunity, to make a number of initial, priority changes to the Legal Agreement (see section 6, Sub-Section 2 of the attached report), pending a more thorough review of the Agreement and Concept of Operations document (see section 6, Sub-Section 2 of the attached report).

2.3.　**NOTE** that, in order to facilitate delivery of the draft Blueprint, a number of further substantive changes will be required to the TVFCS Legal Agreement, and that that the changes in question will be drafted and brought forward for consideration by Joint Committee members in due course, before being submitted for consideration by the three Thames Valley fire authorities.

2.4.　**APPROVE** the draft Phase 1, (Operational) Transition Plan for moving TVFCS into "Steady State" (see Appendix II of attached report).

2.5.　**AGREE** that responsibility for strategic oversight of Phase 1 Transition Plan delivery be assigned to a Director/Principal Officer from one of the three fire and rescue services.

2.6.　**APPROVE** the temporary appointment of a Group Manager (0.5 FTE) to support delivery of the Phase1 Transition Plan.

2.7.　**AGREE** that authority be given to the Co-ordination Group to close down the programme working group and Issues Resolution Team, when members of the Group are satisfied that technical support arrangements are in place and an appropriate transfer of responsibility has taken place.

2.8.　**NOTE** that details of Phase 2 (Optimise) and Phase 3 (Expand) Transition Plans will be brought forward to future Joint Committee meetings for consideration and approval.

3.　BACKGROUND AND SUPPORTING INFORMATION

3.1.　At the last Joint Committee meeting on March 21 2016 Members were presented with the findings of a Gateway Review and the Committee broadly agreed its recommendations.

3.2.　One of the recommendations was for a Transition Plan to be developed. In response, members agreed to the formulation of a jointly agreed Transition Plan against a specific timeline for moving TVFCS into "Steady State".

3.3.　In response to that position an assignment brief was drafted as the basis of engaging a consultant to develop the Transition Plan in question. A draft version of the brief was then circulated for comment. Once agreed, it provided the terms under which a consultant was engaged, with Oxfordshire County Council operating as the contracting organisation.

3.4.　Appended to this covering report (Appendix A) is a document prepared by the consultant which sets out details of a Blueprint for the future of TVFCS. The document then summarises three phases of transition which will be required to achieve the Blueprint, before providing specific details associated with the first of these phases and an action plan for completing it, against a clear timeline.

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

4.1.　Paragraph 38.1 of the TVFCS Legal Agreement requires that "This agreement, including the schedules, may only be varied by written agreement of the Fire Authorities." To deliver the Blueprint and associated Transition Plan, changes to the Legal Agreement will be required.

4.2.　There are no environmental or equality implications arising from this report.

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4.3. Agreement on the Blueprint and systematic planning for its delivery will assist in enabling effective medium term financial planning to take place for TVFCS.

4.4. To support the delivery of the Phase 1 Transition Plan, a proposed interim structure for TVFCS includes a 0.5 full time equivalent (FTE) Group Manager post to fulfil the role of the Head of the Fire Control. This post would incur costs for TVFCS totalling £30,535 per annum. The budget for TVFCS includes an amount for contingencies of £150,000 per annum before fire authority approval is required for additional expenditure. The cost of the post in question could be absorbed from within this provision.

5. COMPLIANCE WITH THE TVFC PARTNERSHIP AGREEMENT

5.1. This report complies with the "Principles of Collaboration".

6. CONTRIBUTION TO SERVICE AIMS

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

7. BACKGROUND PAPERS

7.1. Joint Committee Minutes – 21 March 2016

7.2. Gateway Review Report - 2016

8   APPENDICES

8.1   TVFCS Briefing Document

Author: AC Neil Boustred
                       Chair, TVFCS Joint Coordination Group

Sponsored by: CFO's Jason Thelwell, Dave Etheridge and Andy Fry

Date of report: 11 July 2016

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Thames Valley Fire Control Service

JOINT COMMITTEE BRIEFING DOCUMENT

GOLDFINCH CONSULTING

js@goldfinchconsulting.co.uk

0.1   Contents

1.0 Purpose of the Briefing Document

This briefing document aims to give the TVFCS Joint Committee a high-level overview of the findings of the Goldfinch Consulting assignment (May-June 2016) and a detailed set of actions of the recommended first phase of activity in moving TVFCS into 'steady-state' and toward the Vision. The document also expands on the future state of the service building out from the Vision through a series of statements about the operation, organisation and culture of TVFCS in the future.

This Briefing Document sits within a portfolio of programme documentation which has already been generated by the TVFCS programme team:

- Legal Agreement
- Programme Mandate
- Concept of Operations (ConOps) documents
- Vision Statement

1.1 Goldfinch Consulting assignment

The three CFO's developed an assignment specification and commissioned Goldfinch Consulting to complete a number of elements of the brief (in standards, emboldened font below):

- **Review the Vision for TVFCS and reach agreement on a revised version, if required**;
- **Develop** *and facilitate the agreement of* **a blueprint for the future of TVFCS**;
- **Develop** *and facilitate the agreement of* **a transition/action plan to set TVFCS up for its future operation** *and close down the project*;
- **[Confirm]***Select and appoint* **appropriate resources to deliver the transition plan***;*
- *Co-ordinate the development of branding for the TVFCS that will be fit for purpose for future fire and rescue service collaboration across the Thames Valley area;*
- *Manage the delivery of the transition plan;*
- **Discharge recommendations from the Gateway Review**;
- **Work with the senior user to [develop a plan for closing]** *close* **down the TVFCS project**;
- *Support/facilitate the delivery of further collaborative work across the Thames Valley fire and rescue services as required.*

2.0   Background

The Thames Valley Fire Control Service programme was initiated following the collapse of the national FireControl programme. TVFCS went live in April 2015 and is successfully handling calls for the three FRS's. Goldfinch does not believe that the achievement and success of this initial phase of the programme have been fully recognised or celebrated either internally or nationally. It remains almost unique in successfully bringing together 3 control rooms and delivering common emergency call-handling and mobilising. The programme has introduced beneficial new technology such as dynamic mobilising through the use of AVLS. It has also demonstrated its ability to provide excellent support in effectively resolving significant and/or complex incidents such as the recent major flooding in Buckinghamshire, the building collapse at the Didcot Power Station in Oxfordshire, and a number of large fires in Berkshire. As well as demonstrating the ability to handle these critical functions effectively, the cost of the service when compared to running the previous three control rooms has reduced massively.

The programme delivered against a challenging backdrop. It is a backdrop which also goes a considerable way to explaining why the TVFCS is not seen as fulfilling its full potential. Some of the factors in this are;

- The future state of TVFCS was never articulated in any detail or agreed upon by all parties and therefore it was difficult for participants to know what they were aiming for.
- There remains noticeable cultural difference between the three Services which has led to differences of opinion about the outcomes and the pace of change.
- In a desire to promote equity in the partnership, one of the unintended consequences was a level of 'management by committee' and unanimous decision-making which has eroded leadership, ownership and empowerment. This was enshrined with the Legal Agreement which has limited the scope of individual initiative and a clear sense of ownership.
- Whilst operational alignment activities continue, there appear to be Officers at middle-management level who still feel that the control room needs to operate in a way which supports the existing working practises within their Service and do not grasp the necessity to align across all three Services to become truly effective and efficient.
- The supplier provided a product which was not at an appropriate state of maturity and had an extremely high level of defects. It was also a highly configurable product (without a clear 'recommended configuration') and had elements of bespoke coding to meet specific requirements in the TVFCS tender. The 'bedding-in' process has consequently been long and arguably continues to date.

That the Control Room operation went live should be a cause of celebration, as it represents perhaps the key foundation-stone of success in the broader business change programme that is focused on greater collaboration between the three Thames Valley fire and rescue services.

Nonetheless, the project has yet to be closed down and the Control Room could not be said to be in steady-state. The support arrangements are only just now transitioning, and staff morale is low. Whilst Control Room performance in some areas exceeds pre-go-live levels, a number of KPIs are below those levels or have not demonstrably improved. There is an almost universal perception that TVFCS is not yet functioning as a "world class" facility or meeting its full potential.

2.1   The Programme Vision Statement

The original programme vision statement was:

'Thames Valley Fire Control Service: A strategic partnership between Oxfordshire, Buckinghamshire & Milton Keynes and Royal Berkshire's fire and rescue services, which will provide a world class, resilient and cost effective emergency call handling, mobilising and resource management service, enhancing firefighter and public safety.'

2.2   Programme Objectives

The original programme objectives were defined as:

The proposed Thames Valley Fire Control Service (TVFCS) programme will benefit all three Fire and Rescue Services (FRS's) by:

- Progressively increasing individual and collective resilience through a phased approach
- Securing in the short, medium and longer term increased functionality for all partners
- Creating in the medium term a single, joint, fully sustainable call receipt, emergency mobilising and resource management function
- Securing in the medium and long term increased interoperability
- Generating efficiencies based around economies of scale
- Providing a flexible platform for increased sharing of resources and partnership working
- Offering opportunities for expansion and income generation streams
- Securing efficient, effective and resilient arrangements for emergency call handling, mobilising and resource management for the three FRSs

3.0   TVFCS Future State Blueprint

This section describes the proposed "future state" delivery model for the TVFCS.   In accordance with the principles of MSP, this has been scoped using the "POTI" model:
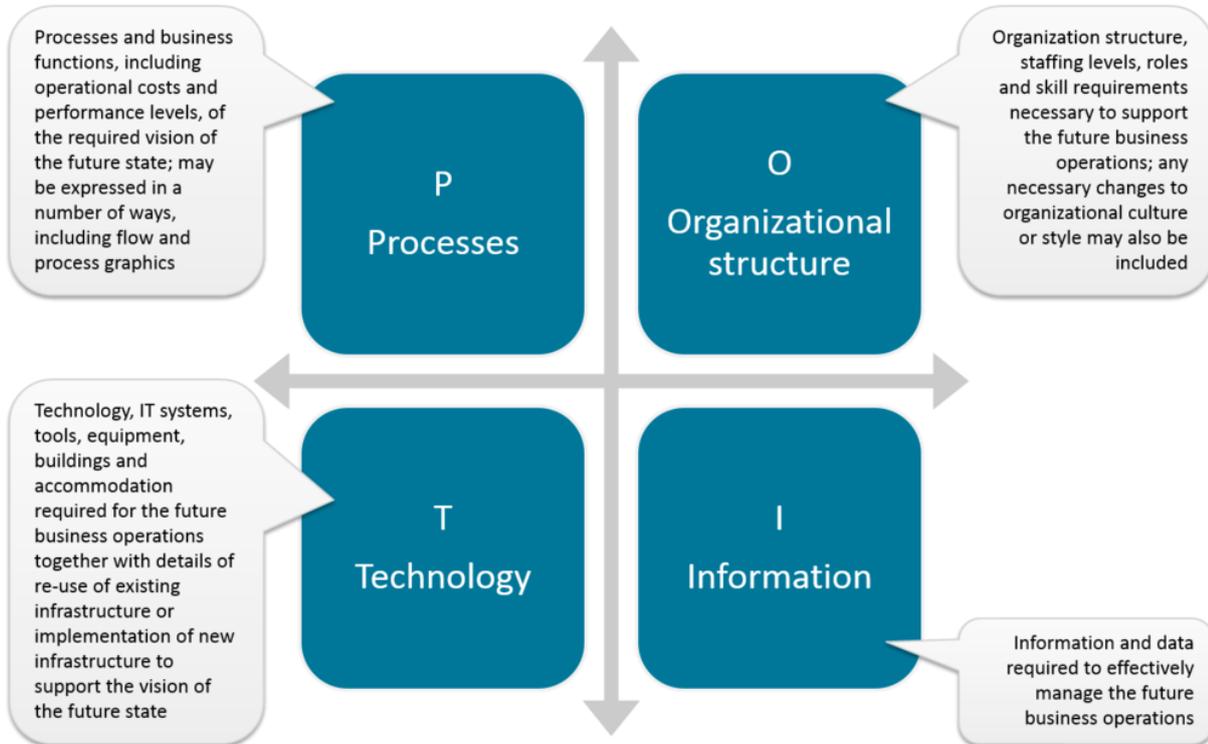
Statement of intent

The Chief Fire Officers and Fire Authority members of the Thames Valley Partnership wish to continually increase the levels of alignment between the three Services in order to deliver ever more effective and efficient services to the communities of the Thames Valley. As such, they see the success of the Thames Valley Fire Control Service as the first and founding element of a burgeoning relationship. They therefore wish to put in place an organisation, capability and capacity to expand the services offered by a 'Thames Valley Fire Services' organisation into other areas of their statutory responsibilities as well as delivering outsourced services to other organisations in the future.

3.1   Processes

TVFCS will provide an efficient and effective emergency call handling, mobilising and resource management service which enhances public and firefighter safety to Oxfordshire FRS, Buckinghamshire & Milton Keynes FRS and Royal Berkshire FRS.

We want to respond to the public effectively and sympathetically in their time of greatest need, ensuring that we give them clear advice which saves lives. We want to mobilise the correct resources in a swift manner and to give

those resources the information which will help them to do their jobs. We want to play our part in the management of any incident to its successful conclusion.

The Thames Valley Partnership recognises the need for the individual services to align ways of working, process, procedure, terminology, incident types, resources and attributes as far as is practical whilst meeting the individual needs within the IRMPs of each service. All three Chief Fire Officers will challenge their organisations to maximise the level of alignment, even where this requires changes to policy and ways of working.

Our processes, organisation, technology and use of information will be arranged such that we deliver an effective common service whilst meeting those specific needs and also anticipating the requirement to meet individual needs of other organisations who might join the Partnership or buy a service from TVFCS in future.

We wish to reduce our net costs to the minimum commensurate with our commitment to continually enhancing public and firefighter safety. We believe that we can achieve that by delivering services for other fire and rescue services and associated organisations and also in looking to save costs where it is appropriate to do so.

TVFCS will have a crucial role in responding to incidents both large and small but will not neglect its duty to simultaneously dynamically monitor and reduce risk across the entire Thames Valley area.

The Authority Members, Chief Officers and all staff within the Services will have confidence in TVFCS to do a great job in all situations. Other Services will aspire to meet our standards. TVFCS will be a valued part of the individual Services.

3.2 Organisational Structure

TVFCS will have a clear chain of command which provides strong leadership and high quality management. All staff will have well-articulated roles and responsibilities which will encourage empowered decision-making within a broader governance framework.

The TV Partnership will support the agreed governance structure which will provide strategic direction, oversight, and constructive challenge to TVFCS whilst devolving day-to-day decision-making.

The TV Partnership recognises that the heart of the TVFCS is the staff who work in the team. The Partnership hugely values the contribution of the team, and will work to ensure that it is visibly and vocally recognised by the Senior Leadership Teams across all three Services.

TVFCS will have its own identity, culture and branding which will celebrate what it does and the Services and communities that it serves. Each of the Services recognises that, whilst unique, TVFCS is an integral part of their organisation and success and will work to engender a sense of 'belonging'.

TVFCS wants to be world-class and to meet this standard we must improve faster than everybody else. We will work with energy, focus and with a sense of urgency to achieve that aim. Where we need help, we will use the command and governance structures to swiftly request support; we will be joined in our desire to be world-class by the three Services who will remove obstacles to our progress which exist in their organisations wherever they can.

TVFCS wants to be a place where people are well-motivated and gain satisfaction from coming to work. TVFCS will have a vibrant and positive culture which takes pride in itself, its staff and our achievements. We recognise

that the roles can be challenging and stressful at times, but these should be brief periods only and the organisation and structures will support staff at those times.

Good training is a crucial part of the efficiency of TVFCS. Training will receive the appropriate level of management attention and there will be a published training plan. Training will be independently assured by RBFRS L&D department.

All of our staff will have a development plan and receive regular training to maintain efficiency. All staff recognise that they have a personal responsibility, along with their manager and the training organisation for their development and training.

The organisation will be flexible and adaptable to keep pace with as yet unknown challenges. This will allow us to exploit new opportunities as they arise.

We will develop and encourage a culture of continuous improvement at all levels of the organisation. We will not be tolerant of mediocrity. We will embrace change as a way to improve future performance both individually and as a team. We will structure ourselves so as to be able to deliver this change without conflicting with the need to deliver our primary purpose. We will maintain a continuous improvement plan.

We will be a learning organisation that objectively looks at our performance to learn lessons and improve. In doing this, we will be constructive, supportive, challenge assumptions and avoid blame. We will be able to receive constructive challenge without becoming defensive.

We will be inquisitive and seek out ideas and learning from as broad a range of other organisations and sectors as possible. Researching new methodologies and technologies will be an ongoing activity.

We are conscious that we serve the public and our local communities and we will be proactive in developing our customer care skills and ways of team working, so that in their time of need we can stay on the line with the member of the public whilst concurrently mobilising resources, ensuring that they get the survival advice and reassurance that they need until our crews arrive.

The structure and staffing will be demand-led but sufficiently robust to deal with major incidents or spate conditions 24 hours per day, 365 days per year. This demand-led approach may entail new models of manning the control room, new ways of working and new contracts of employment.

TVFCS recognises that control room manning is often set to cope with a major incident which (thankfully) does not happen and therefore we will actively seek out opportunities to undertake other specialisms and low-volume activities for the three Services which will add value or reduce cost for them. As a first step, we will explore if a Thames Valley Operational Support Room would be viable and effective.

We envisage working more closely with other emergency services in the future, particularly as co-responding develops in the near term, and the organisation must be prepared for and able to cope with that.

3.3   Technology

TVFCS recognises the critical importance of the technology that we use. It is imperative to us that it functions consistently and reliably.

Our technology will support dynamic attribute-based mobilising, ensuring that the nearest and most appropriate resources are mobilised, irrespective of cap-badge.

Our technology will automate response and information-sharing where an operator can add no value to the communication.

The elements of our overall solution will be fully integrated so as to eliminate double-entry of data and minimise no-value-add jobs. As a priority we will press our supplier to implement the DGNA and the Firewatch interfaces as well as automatically importing ICCS call log data into the Vision system and synchronisation of the telephone directories. We will press RBFRS to put in place status messaging on appliance MDTs.

Our technology will provide a clear, visible and intuitive view of both resources and risks across all three Service's areas.

Our systems will be configured such that call taking and mobilising can take place in both our primary and secondary sites as well as the control room within our buddy Service (North Yorkshire FRS) from our primary system.

Call overflow will automatically be passed to our buddy Service who will be able to mobilise as if they were in our primary site.

Should our primary control room fail, then our buddy Service will be able to take calls and mobilise effectively whilst we transition to our secondary site. We will test this regularly.

TVFCS recognises that our work will increasingly be collaborative, working with other FRS, emergency services, national resilience assets and other agencies, therefore we will ensure that our system has DEIT and MAIT interfaces in place and we will actively pursue data sharing with relevant organisations.

We will seek to provide visibility of major incident response to partners such as local authorities, Highways Agency and Environment Agency.

TVFCS will develop a positive, constructive and mutually beneficial relationship with our major suppliers.

There will be a clear 'owner' of the relationships with our key technology suppliers.

We will have a training system which is very closely representative of our live system.

We will look to make use of technological advances as they become available and in the near term will look at products such as 999-Eye to enhance the information that we are able to gather from the public and pass onto crews through their MDT's. We also wish to explore video calling as a way to aid communication within the three Services.

3.4 Information

Data, whether regarding risks, resources, gazetteer information or procedures, is a critical element in our ability to respond effectively. We will therefore actively work to ensure that all data is accurate, up to date and consistent. There will be a published schedule of updates to key data-sets.

TVFCS therefore sees itself as having prime responsibility in matters relating to data across all three Services, defining standards and protocols and ensuring that appropriate standards are set, met and maintained. All three Services will actively work to align to these standards and protocols.

We will seek to develop a broad and comprehensive set of performance measures which covers all aspects of our work from call and mobilisation speed to staff welfare and from productivity and financial performance to feedback from the public that use our service.

We will routinely publish TVFCS performance statistics along with any improvement initiatives that we are taking or proposing.

We will actively gather data on the call profile (both emergency and admin) into the call centre and seek to identify patterns which will allow us to more accurately match resource with demand. We will use analytical analysis tools such as ErlangC to help in profiling resource requirements.

TVFCS will work with our support partners to gather information which will support problem resolution.

We will collate information on the performance of our support partners and use this to (constructively) assist them in delivering a good service to us.

TVFCS recognises that our systems contain a considerable amount of sensitive data and will work in line with RBFRS Information Security Policies to ensure that this is appropriately safeguarded.

4.0 Achieving the Vision – Three phased approach

It is recommended that TVFCS moves toward the Vision and Blueprint in three phases; Operational, Optimise and Expand.

- Phase 1 – Operational: This will move TVFCS into steady-state, i.e. to a position where TVFCS is capable of operating over a lengthy period of time, in the absence of any significant intervention, without detrimental changes to levels of performance.
- Phase 2 – Optimise: Making changes to the operation of TVFCS to optimise its performance as a fire control room servicing the needs of Berks, Bucks and Oxon FRS's.
- Phase 3 – Expand: Expand the scope of operation for TVFCS, so that it can deliver fire control and, potentially, other services, to organisations beyond the 3 Thames Valley FRS's.

It is likely that activities in future phases will commence before all activities in the preceding phase are complete.

5.0 Phase 1 - Operational

The detailed plan for Phase 1 showing tasks, ownership, timescales and dependencies is at Appendix II and at a high level comprises the following activities:

- Agree Phase 1 arrangements
- Recruit for key roles
- Develop revised management structures and governance principles for Phase 2
- Review application of existing HR policies
- Establish performance management metrics
- Integrate TVFCS into existing RBFRS service management processes
- Undertake systems healthcheck
- Contracts management
- Review arrangements for overflow, business continuity and resilience
- Capita system issue resolution and upgrade to v4.19

## 6.0 Recommendations and decisions required from Joint Committee

1. Approval to proceed with the Phase 1 activities as documented or as amended by the Joint Committee in the meeting on 25th July 2016.
2. Agreement to seek approval from the three fire authorities at the earliest opportunity to make a number of initial, priority changes to the Legal Agreement pending a more thorough review of the Agreement and Concept of Operations. These changes are intended to facilitate delivery of the Phase 1 Transition Plan and specifically pertain to:
   a. Revised terms of reference of the Co-ordination Group, such that it retains its role in governance and oversight, but direct day-to-day management of the control room, via the Control Room Manager, is removed from their duties and passed to the Area Manager responsible within RBFRS.
   b. That the clauses related to the Concept of Operations document be revised such that the Concept of Operations document is used as a guide, with responsible managers being permitted to use

professional judgement in deviating from the Concept of Operations if, in their opinion, it is in the best interests of TVFCS. All instances of such deviation to be reported the Co-ordination Group, and necessary associated changes made to the Concept of Operations document, in accordance with Schedule 13 of the Legal Agreement.

3. That two new temporary posts be approved, to support delivery of the Phase 1 Transition Plan;
    a. A Director of Thames Valley Fire Services, appointed from within one of the three Services to provide leadership to the TVFCS activities, reporting into Joint Committee. This is felt to be c. 0.2 FTE.
    b. A Head of Control Room. A Group Manager level role at 0.5FTE to give a more strategic approach to the management of the Control Room and to provide additional management bandwidth to undertake the necessary improvements during implementation of the Phase 1 Transition Plan.

4. Authority is given to the Co-ordination Group to close down the Programme Working Group and the Issues Resolution Team when they are satisfied that technical support arrangements are in place and appropriate transfer of responsibilities has taken place.

7.0   Appendices

7.1   Appendix I Suggested Phase 1 Organisational structure
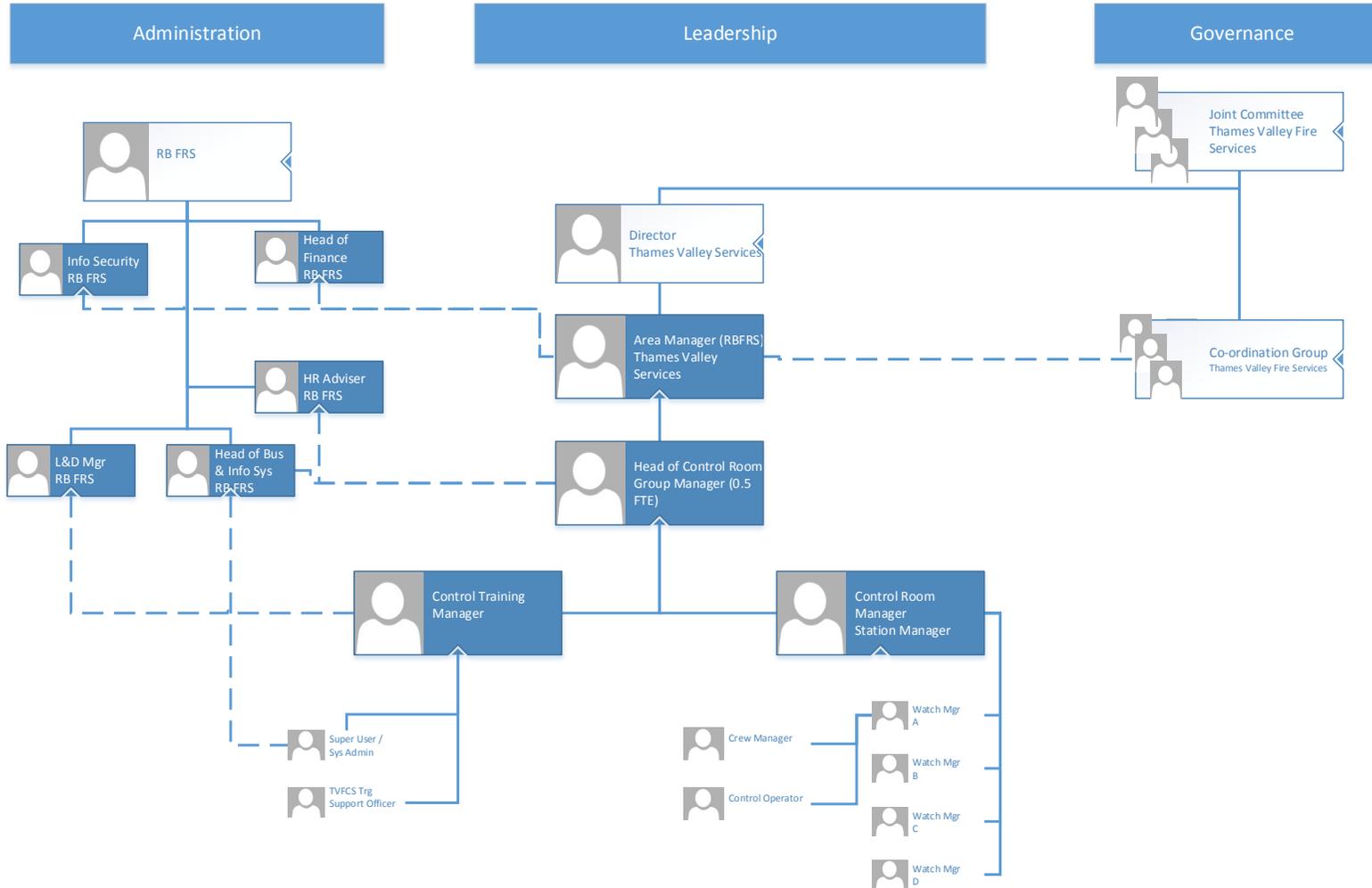
7.2   Appendix II – Phase 1 Programme Plan (extract)

Phase 1 - Operational	101d	07/25/16	12/12/16		Head of Control Room
In principle agreement to proceed with transition plan and other key recommendations	0	07/25/16	07/25/16		TVFCS Joint Committee
Identify / appoint Programme Manager pending recruitment of other key roles	5d	07/25/16	07/29/16	5	TVFCS Joint Committee
Recruit for key roles	58d	07/25/16	10/12/16	5	Head of HR, RBFRS
Appointment of TVFS Director of Services	30d	07/25/16	09/02/16		TVFCS Joint Committee
Head of Control Room (6 mth secondment)	30d	07/25/16	09/02/16		Area Manager, TVFS
Recruit Control Room Manager	58d	07/25/16	10/12/16		Area Manager, TVFS
Amend Job role & description for Control Room Manager	10d	07/25/16	08/05/16		Area Manager, TVFS
Advertise for role	14d	07/25/16	08/11/16		Head of HR, RBFRS
Testing, interview and medical	14d	08/12/16	08/31/16	12	Head of HR, RBFRS
Control Room Manager (notice period)	30d	09/01/16	10/12/16	13	Area Manager, TVFS
Develop revised management structure and governance principles for Phase 2	69d	09/05/16	12/08/16	9	TVFCS Joint Committee
Develop high-level overall, administrative, leadership and governance structure for TVFCS	8d	09/05/16	09/14/16	8	Programme Manager
Agree / amend the proposal on governance	10d	09/15/16	09/28/16	16	TVFCS Joint Committee
Develop detailed roles and responsibilities	10d	10/13/16	10/26/16	16, 19	Area Manager, TVFS
Agreement of budgetary, legal and organisational implications with individual Authorities	20d	09/15/16	10/12/16	16	TVFCS Joint Committee
Design Job role and description	3d	10/27/16	10/31/16	18	Programme Manager
Consultation with rep bodies	28d	11/01/16	12/08/16	20	Head of HR, RBFRS
Review the application of existing HR policies	20d	07/25/16	08/19/16	5	Control Room Manager
Sickness and absenteeism	5d	07/25/16	07/29/16		Head of HR, RBFRS
Performance management and appraisal	5d	07/25/16	07/29/16		Head of HR, RBFRS
Review existing contracts for consistency and practicality	15d	07/25/16	08/12/16		Head of HR, RBFRS
Review management completion and frequency of staff 1-1s	20d	07/25/16	08/19/16		Area Manager, TVFS
Review staff development plans and team training plan	20d	07/25/16	08/19/16		Area Manager, TVFS
Establish performance management metrics	20d	09/05/16	09/30/16	9	Head of Control Room
Establish robust measurement of KPIs	5d	09/05/16	09/09/16		Programme Manager
Develop operational measures to support operational decision making and performance	20d	09/05/16	09/30/16	9	Programme Manager
Set KPIs for continuous improvement	5d	09/12/16	09/16/16	29	Programme Manager
Develop operational measures around productivity	10d	09/05/16	09/16/16		Programme Manager
Gather historic data and collate so as to create a weekly cyclical predictive model of call volumes and assess variability	20d	09/05/16	09/30/16		Programme Manager
Integrate TVFCS into existing RBFRS service management processes	100d	07/25/16	12/09/16	5	Head of Bus & Info Sys
Identify secondments/transferees in FRS support teams	10d	07/25/16	08/05/16		Head of Bus & Info Sys
Amend RBFRS ITIL-based service management processes, if appropriate	15d	07/25/16	08/12/16	5	Head of Bus & Info Sys
Agree revised service management processes with Capita	20d	08/08/16	09/02/16	35	Head of Bus & Info Sys
Agree methods and responsibility for measuring and reporting Capita service performance	20d	09/05/16	09/30/16	37	Head of Bus & Info Sys
Agree a relationship map with Capita, both technical and functional, as well as escalation path	30d	09/05/16	10/14/16	37	Head of Bus & Info Sys
Security, AV & patching methodology & schedule agreed with Capita	20d	09/19/16	10/14/16	45	Head of Bus & Info Sys
Gazetteer update methodology & schedule agreed with Capita	20d	11/14/16	12/09/16	47	Head of Bus & Info Sys
Review and transfer responsibility for issues log	5d	08/15/16	08/19/16	36	Head of Bus & Info Sys
Formal closedown of Issues Resolution Team	1d	08/22/16	08/22/16	42	Head of Bus & Info Sys
Undertake systems health check process	60d	08/22/16	11/11/16	42	Head of Bus & Info Sys
Infrastructure	20d	08/22/16	09/16/16		Head of Bus & Info Sys
Configuration	20d	09/19/16	10/14/16	45	Head of Bus & Info Sys
Data	20d	10/17/16	11/11/16	46	Head of Bus & Info Sys
IT access control & info security	20d	10/17/16	11/11/16	46	Head of Bus & Info Sys
Contracts Management	70d	07/25/16	10/28/16		Head of Business Services RB
Identify existing contracts for all TVFCS-used systems and document in a contracts log	10d	07/25/16	08/05/16	53SS	RBFRS Contracts Mgr
Start novation of contracts required for TVFCS support from OFRS	30d	08/08/16	09/16/16	50	RBFRS Contracts Mgr
Identify any gaps in contract provision and start negotiation with suppliers to achieve coverage	60d	08/08/16	10/28/16	50	Head of Bus & Info Sys
Establish focused supplier management team	35d	07/25/16	09/09/16	5	Head of Bus & Info Sys
Establish clear pathway for resolution of supplier issues	15d	07/25/16	08/12/16		Programme Manager
Agree timeline for negotiation	5d	08/15/16	08/19/16	54	Programme Manager
Engage with key supplier	20d	08/15/16	09/09/16	54	Head of Bus & Info Sys
Review arrangements for overflow, business continuity and resilience	20d	09/05/16	09/30/16		Head of Control Room
Visit N Yorks FRS and review overflow arrangements and working practises	15d	09/05/16	09/23/16	9	Head of Control Room
Test overflow / spate arrangements	5d	09/26/16	09/30/16	58	Control Room Manager
Full desk-top review of fallback arrangements and technical architecture	10d	09/05/16	09/16/16	9	Head of Control Room
Undertake a DR test in 'real life' conditions (ie minimal warning / pre-planning by CR)	10d	09/19/16	09/30/16	60	Head of Control Room
Formal close down of Programme Working Group	1d	12/12/16	12/12/16	34, 49	TVFCS Co-ordinating Group
Capita system issue resolution plan	165d	06/10/16	01/26/17		Head of Bus & Info Sys
Vision version v4.19 released and available on Reference system	1d	06/10/16	06/10/16		Capita
Vision v4.19 test cycle, results and recommendation as to final sign off of the system	123d	06/13/16	11/30/16	64	Head of Bus & Info Sys
Agree 'closedown' items not delivered in Vision v4.19	50d	07/25/16	09/30/16	65SS +3	Head of Bus & Info Sys
Accept system from Supplier	1d	12/01/16	12/01/16		TVFCS Joint Committee
Reconcile final payments with Capita	20d	12/30/16	01/26/17		Head of Bus & Info Sys
Final payment milestone achieved	0	12/30/16	12/30/16		Head of Bus & Info Sys

THAMES VALLEY FIRE CONTROL SERVICE

REPORT TITLE:		**TVFCS ANNUAL REPORT**
PRESENTED TO:		**JOINT COMMITTEE**
DATE OF MEETING:		**25 JULY 2016**
PRESENTING REPORT:		**COUNCILLOR ANGUS ROSS**

1. PURPOSE AND SUMMARY OF REPORT

1.1. To provide an overview of the activities and work undertaken in relation to Thames Valley Fire Control Service during 2015/16.

2. RECOMMENDATIONS

That the Joint Committee:-

2.1. **Note** the report.

3. BACKGROUND AND SUPPORTING INFORMATION

3.1. The TVFCS became fully operational at 19:08 hrs on the 23 April 2015. This is the first Annual Report. Chairmanship of the Joint Committee will rotate through the three constituent authorities annually.

3.2. **Governance**

3.2.1 The Joint Committee held its inaugural meeting on the 28 May 2015, at which Cllr Ross of RBFA was elected as the first Chairman and Cllr Roger Reed of Bucks & MK FA was elected as Vice-Chairman. The 22 April 2015 Legal Agreement relating to the Steady State Operation of TVFCS is currently the basis for operation and governance of the Joint Committee.

3.2.2 There have been three public and one confidential meetings to date, with all meetings being fully attended and quorate, for which all Members are thanked.

3.2.3 Agendas and papers are now available on all partner websites, which supports clarity of governance and process.

3.2.4 The Officer Coordination Group has met monthly since "go live" with Area Manager Matt Carlile (OFRS) taking the role as Chairman. All meetings have been undertaken within the parameters of the Steady State Legal Agreement.

3.3. Programme Team

3.3.1 As the programme has yet to conclude, there are still members of the programme team working on issues and finalising programme actions.

3.3.2 The outcomes of the Gateway Review will inform progress going forwards.

3.3.3 The commitment of officers and their colleagues toward the programme should be commended by Members of the three Authorities.

3.3.4 Some officers have now left their posts and this is to place on record our thanks for their efforts before and since cut-over. Nathan Travis (OCFS), Bryan Morgan (RBFRS) and Greg Smith (B&MKFS) all had prominent roles.

3.4. Technical Issues

3.4.1 Work is still ongoing to complete the contractual delivery requirements and until these are all complete the mobilising system will not be considered to be fully functional. The continuing delays are regrettable but much pressure continues to be put on Capita to complete their initial installation contract.

3.5. Staffing

3.5.1 A full complement of staff has yet to be achieved, despite several recruitment campaigns. Since go live, there has been a consistent staff shortage which, together with greater than anticipated training requirements, has had an impact on both staffing levels and associated performance.

3.5.2 Staff absence rates have been higher than anticipated and intervention measures have been and continue to be taken in an attempt to reduce absence rates.

3.5.3 A Control Resolution Team was formed, which was attended by members of control, to identify and propose solutions to issues arising in the control room and its systems. The team has now been replaced by regular control management team meetings.

3.6. Performance

3.6.1 Since go live there has been a marked improvement in Control Room emergency call performance and now generally exceeds performance in the three Control Rooms before cutover.

3.6.2 Until the end of March 2016 a total of 28,060 emergency calls have been answered.

3.6.3 A total of 17,623 emergency mobilisations have been made.

3.6.4 A total of 78,963 administrative calls have been answered.

3.7. Operational Incidents

3.7.1 There have been several significant incidents over the last 11 months including:

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- ● The Randolph Hotel, Oxford

- ● Wokefield Park Hotel, Reading

- ● Lakeside Hotel, Reading

- ● Didcot Power Station, Oxfordshire

- ● Concurrent 6 pump incidents in Bucks/MK

3.8 Gateway Review

3.8.1 In November 2015, the Chief Fire Officers of Buckinghamshire and Milton Keynes, Oxfordshire and Royal Berkshire Fire and Rescue Services commissioned a Gateway Review of TVFCS. The review was conducted in January 2016. The headlines arising from the review are;

- Thames Valley has a functioning fire control system, but it is not in steady state.
- The Programme Team project can be closed down once a transition plan has been put in place and is sufficiently underway.
- The objectives and deliverables have been partially delivered.
- Much effort has been put in to getting TVFCS to its current state. The achievement should be recognised and as confidence in TVFCS grows it should be celebrated.
- A properly resourced transition plan is needed to take TVFCS forward so that the Vision can be delivered.
- Leadership at the strategic level is needed to agree the future direction for TVFCS.
- Good communication, internally and externally, will be needed and the users of the system need to be engaged to take ownership of TVFCS and drive improvements.

4. JOINT COMMITTEE

4.1 The Committee in its meetings has reviewed and commented on progress of the project, reviewed the spend and prepared the budget for 2016/7 which was submitted to the constituent authorities for agreement. It has been particularly concerned at the contract progress and staff issues. Also it was concerned at the consequent slow progress towards performance at least equal to pre-cutover. It has recognised the longer period necessary to reach 'Steady State' which will then enable future progress better to be agreed and planned. It fully supports the efforts made by the residual officer Project Team and awaits the findings of the Gateway Review and Transition Plan, called by the three CFOs, to assist in the essential short and medium term planning.

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

5.1. There are no financial, legal, risk, environmental or equality implications arising from this report

Thames Valley Fire Control Service
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6.   COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

6.1.   This report complies with the Steady State Legal Agreement – see 3.2.1

7.   CONTRIBUTION TO SERVICE AIMS

7.1   The report provides performance information to support the Service aims.

8.   BACKGROUND PAPERS

8.1.   None.

Authors: Paul Southern
                      Assistant Chief Fire Officer, RBFRS
                      and
                      Cllr Angus Ross
                      Chairman, Joint Committee

Date of report: 23 June 2016

THAMES VALLEY FIRE CONTROL SERVICE

REPORT TITLE:	**CONTROL PERFORMANCE REPORT**
PRESENTED TO:	**JOINT COMMITTEE**
DATE OF MEETING:	**25 JULY 2016**
OFFICER PRESENTING REPORT:	**MARK GASKARTH**

1. PURPOSE AND SUMMARY OF REPORT

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

2. RECOMMENDATIONS

That the Joint Committee:-

2.1. **Note** the report.

3. BACKGROUND AND SUPPORTING INFORMATION

3.1. Since 'Go Live' on the 23 April 2015 performance reports have been provided to the Joint Committee in accordance with the benefits measures agreed by the Programme Sponsoring Group in April 2013.

3.2. Between April 2013 and February 2015 the data for individual Control Rooms was collected to enable a comparison between current TVFCS performance and previous performance.

3.3. The Control Manager's Report (Appendix A) provides a detailed narrative on TVFCS performance together with the agreed set of performance information to enable comparisons to be made month-by-month and with the situation prior to go-live.

4. SUMMARY OF PERFORMANCE

4.1 Performance within the Control Room continues to improve and in a number of areas emergency response performance is better than when the stand alone Control Rooms were live in Buckinghamshire and Royal Berkshire FRSs.

4.2   The measure for mobilisations within 60 seconds shows a marked improvement and continues to demonstrate progress compared to the stand alone Control Rooms in Buckinghamshire and Royal Berkshire FRSs. The combined FRS data for June indicates that the 60 and 90 second call handling averages now exceed the pre go-live figure of 35.82% for 60 seconds and 67.79% for 90 seconds with the figure for 120 seconds being marginally lower. TVFCS management is working hard to improve performance in this area (as demonstrated in the table within the TVFCS Control Manager's report).

4.3   The answering of emergency calls within 5 seconds in June was 91.36% and therefore continues to exceed the pre go-live average of 71.45%. This target has been exceeded month-on-month achieving an average of 89.08%.

4.4   Although performance is improving, further progress is needed to achieve the Oxfordshire Control Room performance prior to go-live. It is anticipated that this upward trend will continue (as staff become more settled and familiar with the systems, and as the mobilising system issues are resolved) until levels previously achieved in Oxfordshire are attained or exceeded. It also should be noted that RBFRS and BMKFA did not have the pre-alerting function that OFRS employed in the stand alone Control Room.

4.3   The number of emergency calls received and answered has increased as have the number of incidents requiring mobilisations. The number of admin calls received decreased in June. Other areas of performance are broadly consistent.

4.5   The percentage of admin calls answered within 15 seconds has decreased slightly and this is being looked into so that the reasons can be identified.

4.6   TVFCS is consistently dealing with approximately double the number of co-responding calls experienced by the 3 FRSs prior to go-live.

4.7   The key system issue affecting the performance of TVFCS identified in the December 2015 Joint Committee papers was the lack of a suitable monitoring solution. This has now been addressed. A system has been installed and is working. Busy lights have also been installed to aid TVFCS staff.

4.8   The new Watch Manager Training Support Officer position is making a big difference by providing a much greater focus on individual and team performance improvement within TVFCS. Performance improvements is analysed to identify where improvements are required and where support is needed.

4.9   There have been a number of instances of high levels of demand on the TVFCS teams since the last Joint Committee meeting. TVFCS staff have

performed very well at these times as recognised in letters of thanks from a senior officer from Oxfordshire FRS and the CFO of Buckinghamshire FRS.

4.10   Much work has taken place to reduce absence levels in TVFCS. This has focused on both long and short term sickness. Attendance levels have improved as a result. Absence rates had shown a significant increase during February and March but this has since reduced monthly to a current figure of 0.44 shifts per Full Time Equivalent (FTE) post.

4.11   The accounts for the year-end for 2015-16 have been finalised following a meeting of senior officers and finance personnel from the 3 FRSs.

4.12   The maintenance of the system and the management of the contract for TVFCS have now been taken on by RBFRS in accordance with the legal agreement and Concept of Operations.

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

5.1.   There are no implications within this report.

6.   COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

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

7.   CONTRIBUTION TO SERVICE AIMS

7.1.   The Committee provide oversight on behalf of the three Thames Valley Fire and Rescue Authorities of the performance of TVFCS in fulfilling their statutory duty to make arrangements for dealing with calls for help and summoning personnel (Fire and Rescue Services Act 2004).

8.   BACKGROUND PAPERS

8.1.   Programme Sponsoring Group Benefits Paper – 11 April 2013.

9.   APPENDICES

9.1   Appendix A: TVFCS Control Manager's Report

Author: Mark Gaskarth, Area Manager, Royal Berkshire FRS
Sponsored by: Paul Southern, Assistant Chief Fire Officer, 0118 938 4800
Date of report: 8 July 2016

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Thames Valley Fire Control Service

Control Performance Report
Appendix A: TVFCS Control Manager's Report

Joint Committee

25 July 2016

Areas covered within this report include:

Part 'A'

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

Control Report June 2016

Establishment

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

A) Role	B) Authorised Establishment	C) Actual Number of Substantive (permanent) Staff and (FTE)	D) Temporary Variation to Contract (Temporary Promotions)	E) Number of Fixed Term (Temporary) Staff and (FTE)	F) Substatnive Vacancies
Control Manager	1	1 - (1 FTE)	0	0	0
Control Training Manager	1	1 - (1 FTE)	0	0	0
Training Support Officer	1 (Temp)	0	0	1 - (1 FTE)*	0
Watch Managers	4	4 - (4 FTE) *3 – (FTE 3 currently due to WM on temp contract to TSO – Col E)*	*1 - (1 FTE)**	0	0
Crew Managers	12	8 - (7.88 FTE) *7 – (6.88 FTE currently due to CM temp promotion to WM – Col D)*	*4 - (4 FTE)**	0	3.12
Firefighter	20 (including 4 additional staff for first year of operation)	21 - (19.88 FTE) *17– FTE (15.88 currently due to FF temp promotions to CM – Col D)*	0	3 - (3 FTE)**	0.12
Total	38 39 (inc Temp TSO role)	34 - (32.76 FTE) *30 - (27.76 FTE)*	0 5 - (5 FTE)	4 – (4 FTE) 4 – (4 FTE)	0 0
Current staffing establishment			**39 – (36.76**		

	FTE)		
Current staffing establishment (incorporating substantive staff with temp. variations and fixed term staff)	**39 – (36.76)**		
Non Uniformed Administrative Assistant	1 (Temp)	0	0	1	0

* substantive staff on temporary promotions / secondment
**new recruits on fixed term contracts

39 members of permanent and fixed term staff currently form the total authorised TVFCS establishment totalling 36.76 FTE (40 members (37.76 FTE) including the newly appointed Administration Assistant).

When incorporating temporary variations to permanent contracts (temporary promotions / temporary change in hours) the actual figure equates to 36.76 FTE.

Four Firefighters have been temporarily promoted to Crew Manager positions (following successful completion of the promotions process) and will now be substantiated in post to fill vacancies at this level. The three allocated to Watches are continuing with training and development and have successfully integrated into their Watch. They continue to demonstrate good progress.

The Administration Assistant (appointed on a 12-month fixed term contract) continues to work through the induction period.

The Training Support Officer has commenced in post on a six month fixed term contract (secondment) which is subject to review regarding a continuation to total of 12 months, at the end of this initial period.

Sickness
The table below illustrates the break down between long and short term sickness for uniformed staff during June:

Long Term Duty Days Lost	**Number of Long Term Episodes**	**Short Term Duty Days Lost**	**Number of short term episodes**
12	**2**	**4**	**3**

Sickness absence for uniformed staff decreased in May & June 2016, both in terms of number of duty days lost and episodes of sickness absence.

Comparison to TVFCS uniformed staff attendance for the previous month shows a further reduction in the number of days lost from 48 in May to 16 in June.

The number of episodes has also further decreased. Long term absence reduced from 3 episodes to 2, and short term absence from 4 episodes to 3. Total episodes of sickness reduced from last month from 7 to 5 in June. One episode of long term absence was resolved in June. An average of 0.44 days were lost per FTE. The decline in days lost to sickness absence has continued from previous months, absence levels are at their lowest point since January 2016.

Formal sickness absence review meetings, and welfare meetings, continue to take place in accordance with relevant organisational policy and procedure. Appropriate management actions are being undertaken to resolve the incidents of absence and support staff back to work in a healthily and sustainable manner. Referral rates to support services such as the Musculo-Skeletal Specialist and Health and Fitness Adviser have increased. Appropriate referrals to the Employee Assistance Programme, Occupational Health and specialist supports services are being undertaken as and when required.

Occupational Health Referrals

The number of Occupational Health referrals for May 2016, are indicated in the table below:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
New	4	2	1	0	1	1	0	3	3	0	2	1
Recall	2	2	1	1	1	1	1	1	2	1	2	0
TOTAL	6	4	2	1	2	2	1	4	5	1	4	1

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

Overtime Claims and Payments

	Number of Employees that claimed OT	Hours Worked	Total of Overtime Paid
June	25	312.50	6623.49

Overtime payments are being made to ensure crewing is maintained to the required TVFCS levels. This is in the main due to sickness absences and in particular to cover Watch Officer shortages. The mobilising officer of each on coming shift is also paid 15 mins overtime for essential handing over where staff are expected to report for duty 15 mins before the start of their shift, overtime is paid as per agreements with TVFCS management. There are also overtime payments for personnel attending the knowledge transfer training and also for attending management meetings.

Annual Performance Development Interview (PDI's)

The Control Manager's PDI took place in late May in accordance with RBFRS PDI processes. The remainder of the TVFCS PDIs followed. Documentation is in the

process of being finalised. (N.B. 4 members of staff are exempt at this time as they have recently joined the service).

Turnover

One resignation of a Crew Manager has taken effect in June 2016. No further requests for voluntary demotion or resignations were received during the month of June.

TVFCS Performance

Observations of note:

The mobilisations in 60 and 90 seconds have exceeded the pre go live average and this level of performance has been maintained consistently over consecutive months, which is encouraging.

The answering of emergency calls within 5 seconds in June was 91.36% and therefore continues to exceed the pre go live average of 71.45%. This target has been exceeded month on month achieving an average of 89.08%.

The number of emergency calls received has increased as have the number of incidents mobilised to. The number of admin calls received decreased in June. There was an increase in emergency calls answered. Other areas of performance are broadly consistent.

In June, an average of 143 Co Responder incidents were dealt with by TVFCS across the three FRSs. The base line go live figure was an average 70 average across the three FRS's. TVFCS is consistently dealing with almost double the comparator target.

Technical and systems issues

Technical issues are sent directly to Capita as they arise. The system is fairly stable at this time but upgrades to fix known system problems are due in September 2016. Work has been ongoing with the TVFCS issues log; management are now in a position to close down this log. This is a big step forward and is indicative that good progress has been made with ways of working and that systems and technology are now working more harmoniously. All issues associated with TVFCS are now being managed by TVFCS management and personnel.

Incidents of interest

TVFCS dealt with several large incidents since the last reporting period notably covering all three geographical areas within the partnership. Each service experienced several large fires and incidents requiring specialist units from each organisation. Notably TVFCS dealt with several of adverse weather events that affected most of Buckinghamshire and Oxfordshire. This involved TVFCS entering spate conditions (high call volumes from members of the public requesting assistance) this was coordinated and managed effectively by TVFCS through collaborative working with Operational Support Rooms in Oxfordshire and

Buckinghamshire resulting in the successful resolution of numerous incidents. Several letters of thanks were received from Senior Officers across the two Fire Rescue Services, as summarised below:

During the evening of 12 June 2016. Due to a very intense and localised thunder storm in the Milton Keynes area numerous calls were received to flooding, AFAs and lightning strikes in the area placing and instant and large demand on TVFCS. As a knock-on numerous standby moves were needed to maintain effective fire cover from as far as Maidenhead and Oxford. Fortunately this occurred just before shift change and a number of the outgoing Watch were able to stay on duty and occupied all working positions within the Control Room. The Watch Manager was able to step back and assume a strategic role in devising amended responses and closely liaise with Buckinghamshire Officers. Their support was vital and much appreciated with this being the first time that adverse weather had caused such numbers of spate calls in the Buckinghamshire and MK area. It was an excellent team effort with all personnel carrying out their nominated roles and providing an excellent service to the members of public calling for help. A letter of appreciation was received from CFO Jason Thelwell (BMKFRS) commending all personnel involved for their professionalism and positive contribution to the successful outcome. This was very well received and testament to TVFCS working together to provide an excellent service to the public and their Fire service colleagues.

I have also received an email from GM Mike Adcock from Oxfordshire FRS who expressed his gratitude for the assistance that TVFCS provided to him and the duty group officer. Oxfordshire were experiencing a high number of calls (as were the other two counties) and Mike has expressed that managers and crews were very supportive and professional throughout:

 "I felt very well informed from the outset and the few times I needed to contact Control I felt that the manner in which they assisted me while dealing with a heavy workload was excellent".

TVFCS Managers' overview

Watch configuration exercises are now complete with personnel being placed on Watch to help balance the crewing in terms of ability, experience, technical competence, attendance and attitudinal variables.

Of the 12 established Crew Manager positions, there are only 2 competent Crew Managers in role (one of whom has been temporarily promoted to backfill the Watch Manager position made vacant by filling the Training Support Officer post). Six Crew Managers are in development.

In order to bring TVFCS to full establishment, four Firefighters, who have successfully passed the promotions process are to be substantiated into vacant posts, having been temporarily promoted into these roles. Although the experience in

a CM role of these personnel is limited; the ability of these individuals compensates for the lack of experience. The knowledge that they possess regarding the TVFCS systems and Vision itself is excellent. The TVFCS Crew Manager Development programme aims to deliver the people and management skills to newly promoted personnel; this will ensure that Crew Managers both have the ability and also the knowledge and skills to attain competent status and will enable effective succession planning.

All new CM's are engaged in the CM NVQ and this is being managed by the TVFCS Training Manager and the Training Support Officer in order to ensure that support and guidance is present to enable the candidates to reach competent status. Watch Managers continue to support the assessment process and guide their crew in progressing to full competency within reasonable timeframes.

The Control Training Support Officer is now in post to offer hands-on training and support both to individual and across each Watch. The initial focus is performance improvement (specifically call handling) including how calls are processed to ensure that maximum efficiency is achieved. It is evident that after these two weeks of input there are already indications improvements to the call handling, as supported by the 60 second and 90 second call handling data.

Following some initial issues with the Control Resolution Team (due to fluctuating membership and availability of staff), CRT consists of TVFCS Watch Managers who are attending knowledge transfer training. Issues are being dealt with as they are presented. It is anticipated that the knowledge acquired from the TVFCS technical team that were responsible for the implementation of the systems, will be passed to TVFCS personnel in order to cascade the training to other members of TVFCS.

The ability and confidence of TVFCS staff is improving month on month with technical issues being addressed and good working practices being adopted over the four Watches. This has been continuously improving since go live. In the subsequent months following go live, personnel are gaining knowledge and skills to enable them to understand and rectify technical issues more quickly. The monitoring solution is now installed and fully operational allowing the Junior Officers to monitor calls where required. Busy lamps have now installed in Primary and Secondary Control.

The TVFCS control continues to work towards a steady state of operations and continues to develop systems and ways of working. The system upgrades will make for a more stable operation and it is the view of the TVFCS Manager that a more stable system will further enhance the ability to manage calls more efficiently and therefore leading to quicker call handling times.

Part 'B'

Performance Reporting

Overview

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

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

Please note:

Updates to the way that incidents are recorded and corrected within the Vision system have resulted in a slight change the data figures recorded over the last 12 month period. This has allowed for a more accurate measure of data and categorisation of call handling across the three FRS's.

Incidents that were recorded as unknown due to missing data either presented by the Vision system, system omitted information or correct completion of incident information. These have now been correctly categorised, and added the respective FRS or over the border as statistics. Data is therefore different to that previously submitted in the Control Managers Report for the measurement for mobilisations within 60, 90 and 120 seconds, however these amendments have been made to more accurately represent the data as detailed. This is due to work that has been carried out over the last few months to establish clear ways of working and understanding how data is presented to TVFCS and this will continue to be developed.

| Metric	Pre 'Go Live' Average (Dec 2014)	Last Month	June 2016
Admin calls answered within 15 seconds	98.24%	78.71%	**76.14%**
Emergency calls answered within 5 seconds	71.45%	89.75%	**91.36%**
Emergency calls answered within 10 seconds	96.31%	95.90%	**96.20%**
Mobilisations within 60 seconds	35.82%	38.59%	**42.00%**
Mobilisations within 90 seconds	67.79%	68.75%	**69.50%**
Mobilisations within 120 seconds	85.19%	82.57%	**83.36%**
No of times Emergency fallback instigated	0	0	**0**
Average shifts sick per FTE	1.13	1.27	**0.44**
Number of mobilisations	N/A	1,998	**2,052**
Total Emergency calls answered	N/A	3,031	**3,066**
Total Admin calls answered	N/A	6,097	**5,477**
Number of Co-responding incidents	N/A	391	**431**

% admin calls answered in 15 seconds
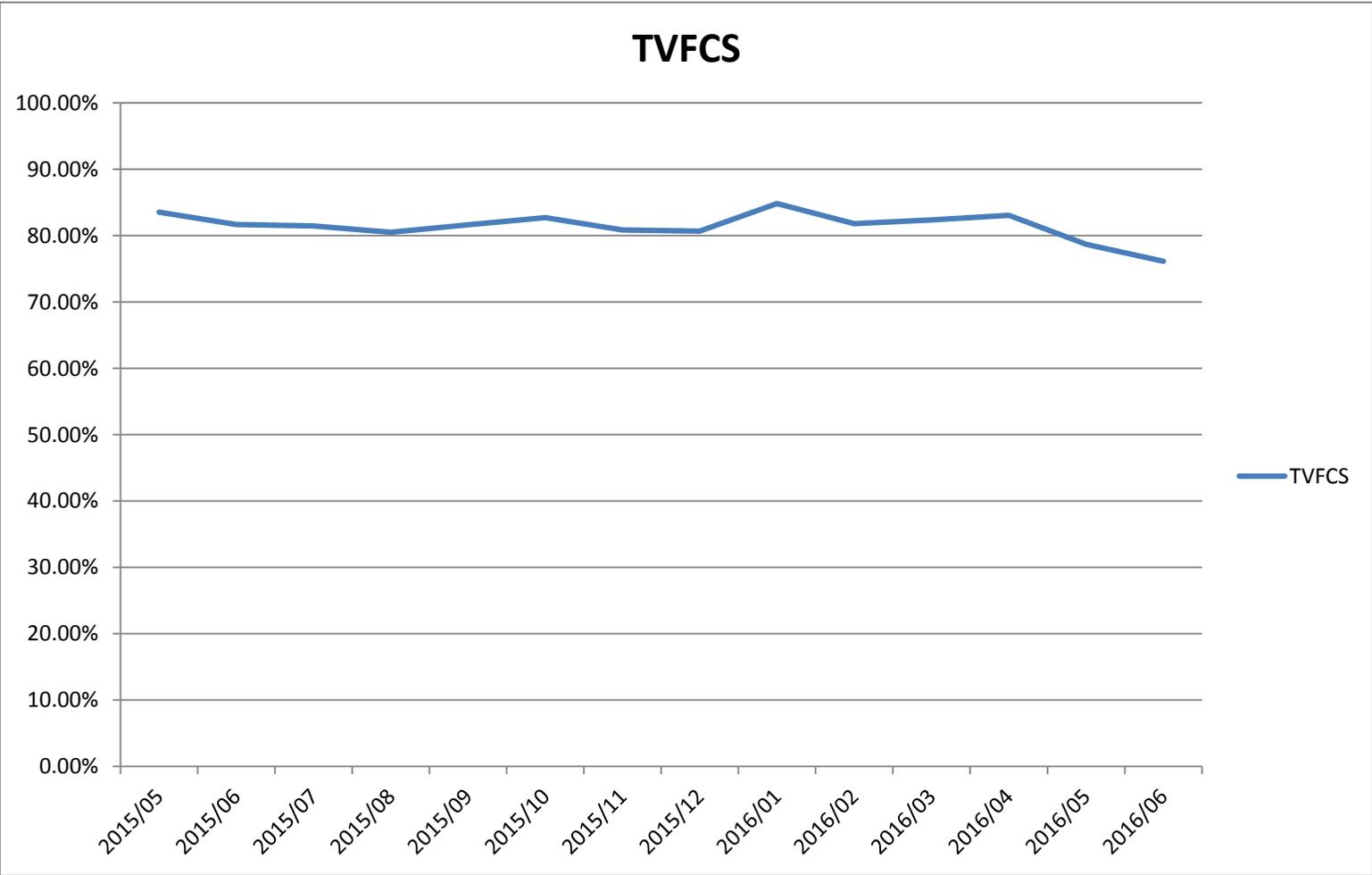
TVFCS

	TVFCS
2015/05	83.56%
2015/06	81.66%
2015/07	81.46%
2015/08	80.52%
2015/09	81.64%
2015/10	82.71%
2015/11	80.85%
2015/12	80.69%
2016/01	84.85%
2016/02	81.81%
2016/03	82.37%
2016/04	83.07%
2016/05	78.71%
2016/06	76.14%
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

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

% emergency calls answered within 5 seconds
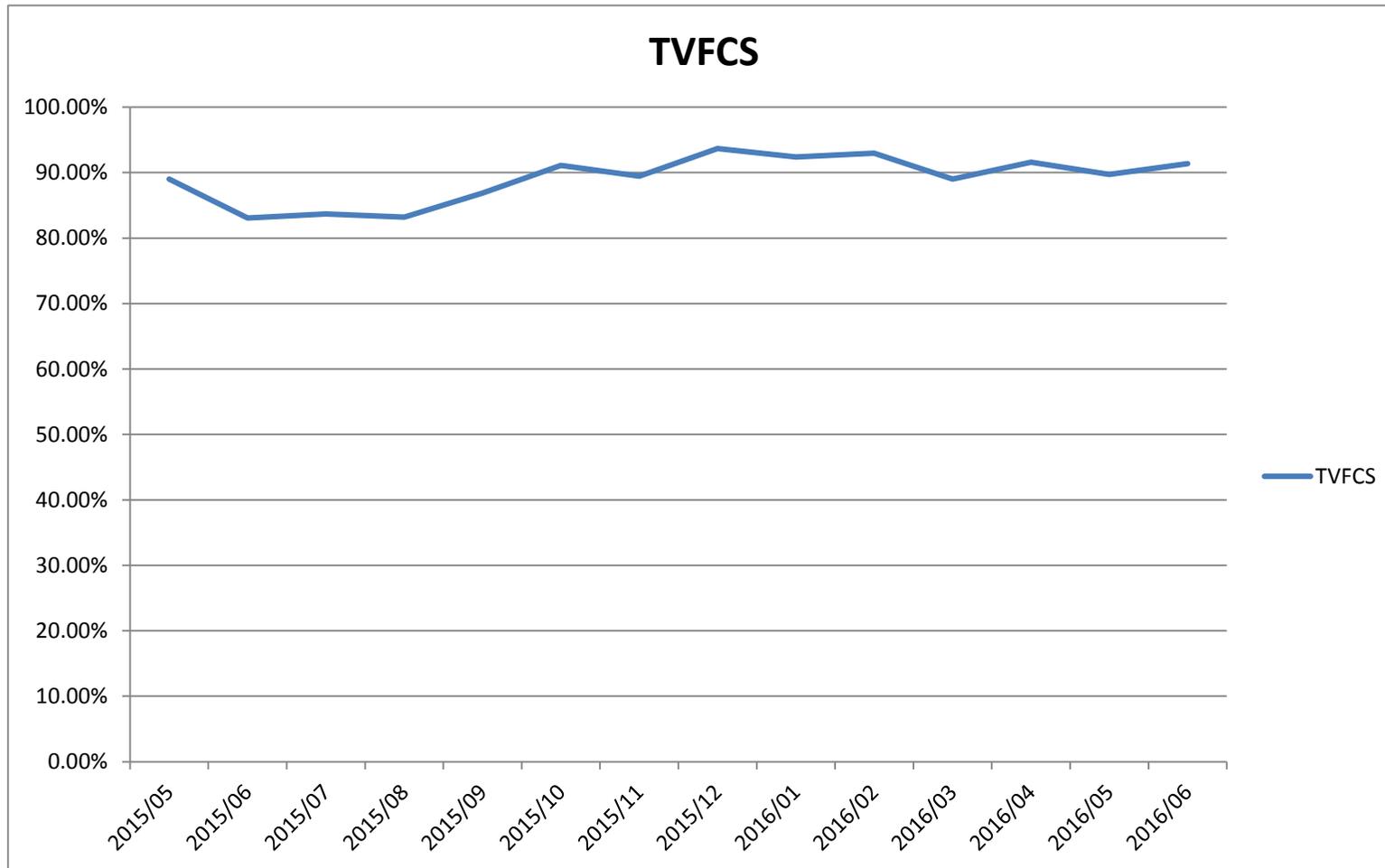
TVFCS

	TVFCS
2015/05	89.01%
2015/06	83.06%
2015/07	83.70%
2015/08	83.20%
2015/09	86.88%
2015/10	91.10%
2015/11	89.47%
2015/12	93.70%
2016/01	92.38%
2016/02	92.97%
2016/03	89.02%
2016/04	91.58%
2016/05	89.75%
2016/06	91.36%
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

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

% emergency calls answered within 10 seconds
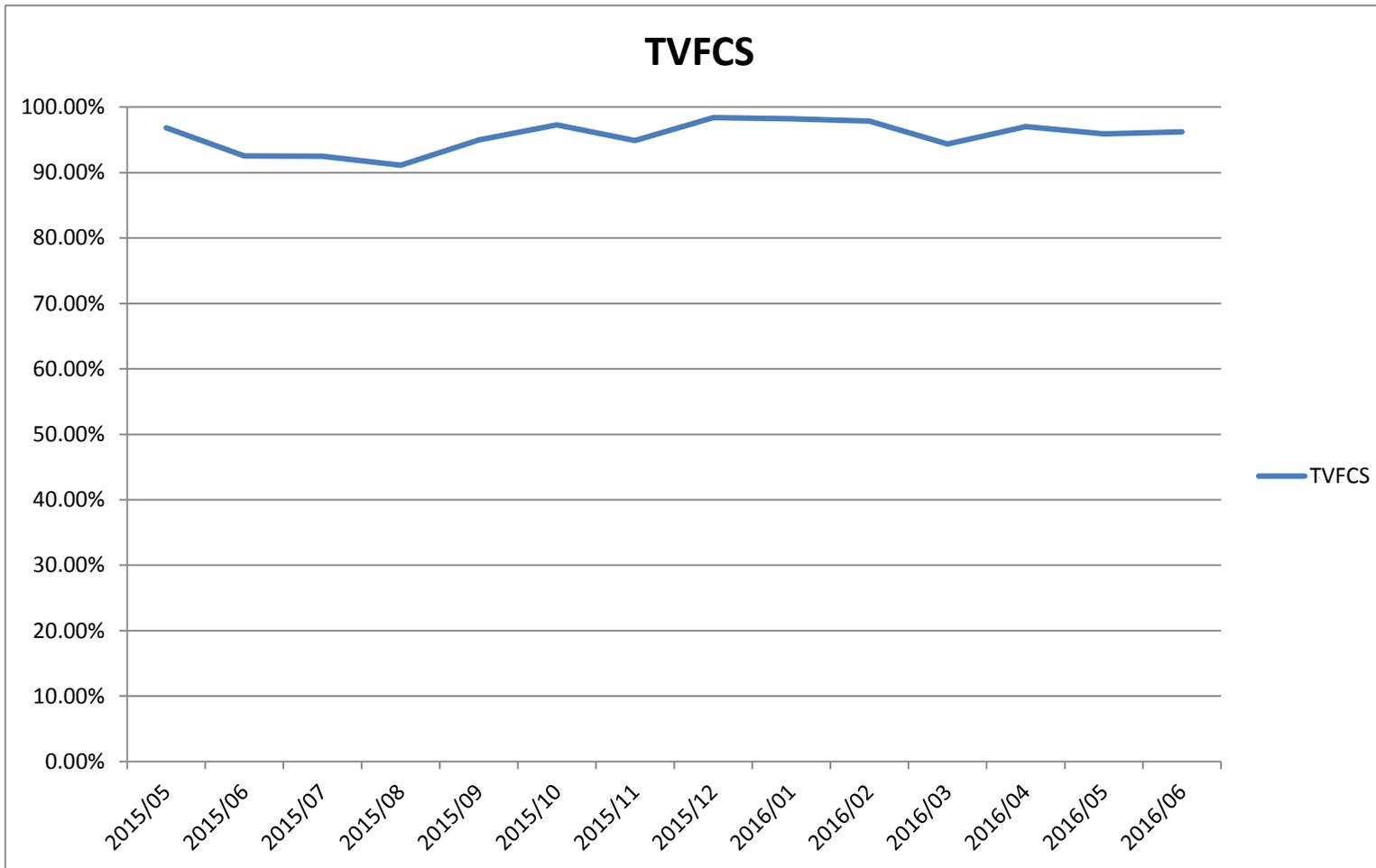
TVFCS

	TVFCS
2015/05	96.85%
2015/06	92.54%
2015/07	92.48%
2015/08	91.13%
2015/09	94.98%
2015/10	97.28%
2015/11	94.89%
2015/12	98.40%
2016/01	98.23%
2016/02	97.84%
2016/03	94.36%
2016/04	97.01%
2016/05	95.90%
2016/06	96.20%
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

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

% mobilisations in 60 seconds
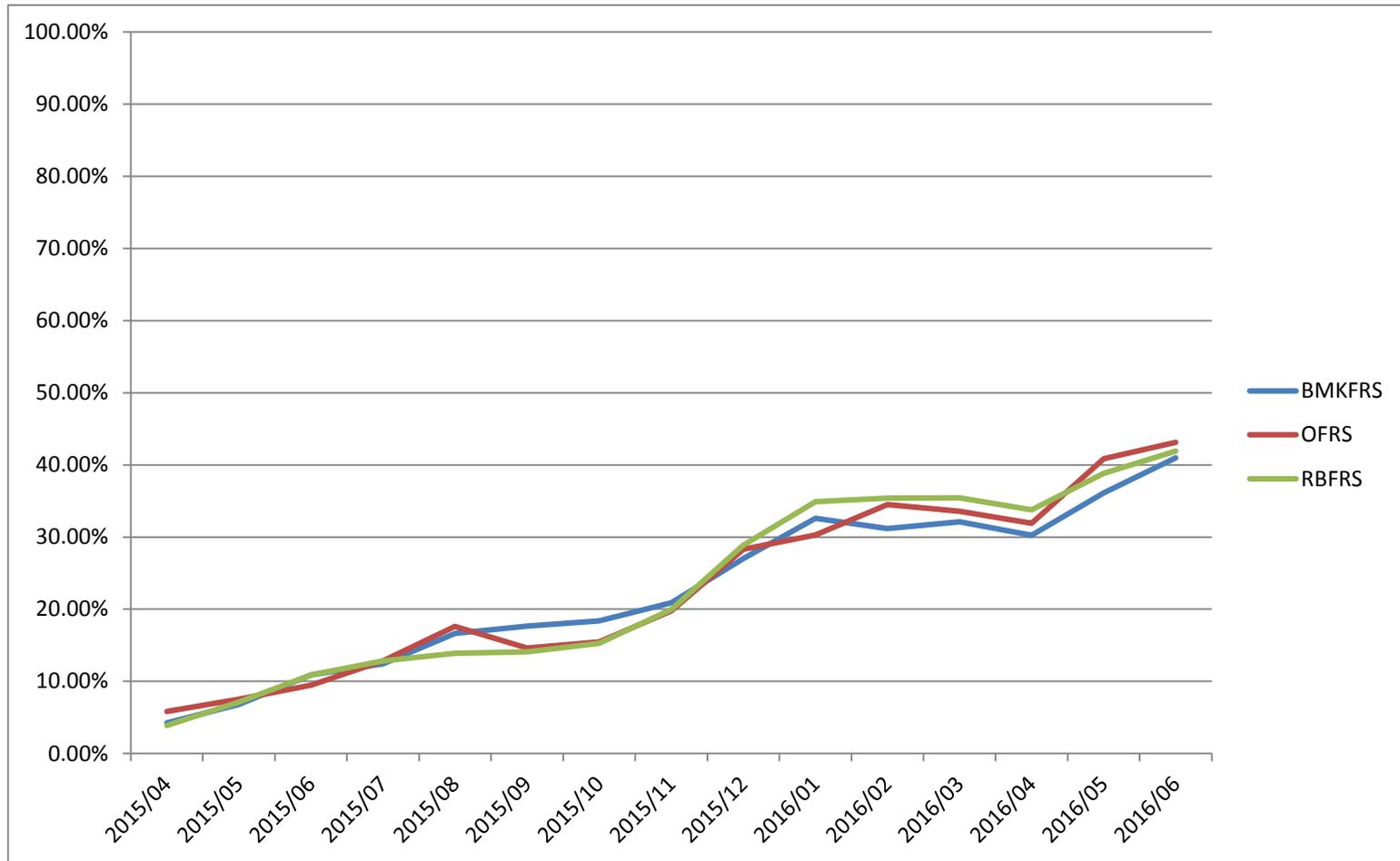
	BMKFRS	OFRS	RBFRS
2015/04	4.26%	5.83%	3.88%
2015/05	6.79%	7.51%	7.10%
2015/06	10.90%	9.45%	10.87%
2015/07	12.43%	12.82%	12.82%
2015/08	16.64%	17.60%	13.88%
2015/09	17.66%	14.60%	14.10%
2015/10	18.36%	15.48%	15.25%
2015/11	20.87%	19.75%	19.96%
2015/12	27.00%	28.28%	28.86%
2016/01	32.61%	30.27%	34.91%
2016/02	31.17%	34.48%	35.38%
2016/03	32.09%	33.57%	35.43%
2016/04	30.26%	31.91%	33.76%
2016/05	36.12%	40.85%	38.82%
2016/06	40.98%	43.11%	41.91%
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

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

% mobilisations in 90 seconds
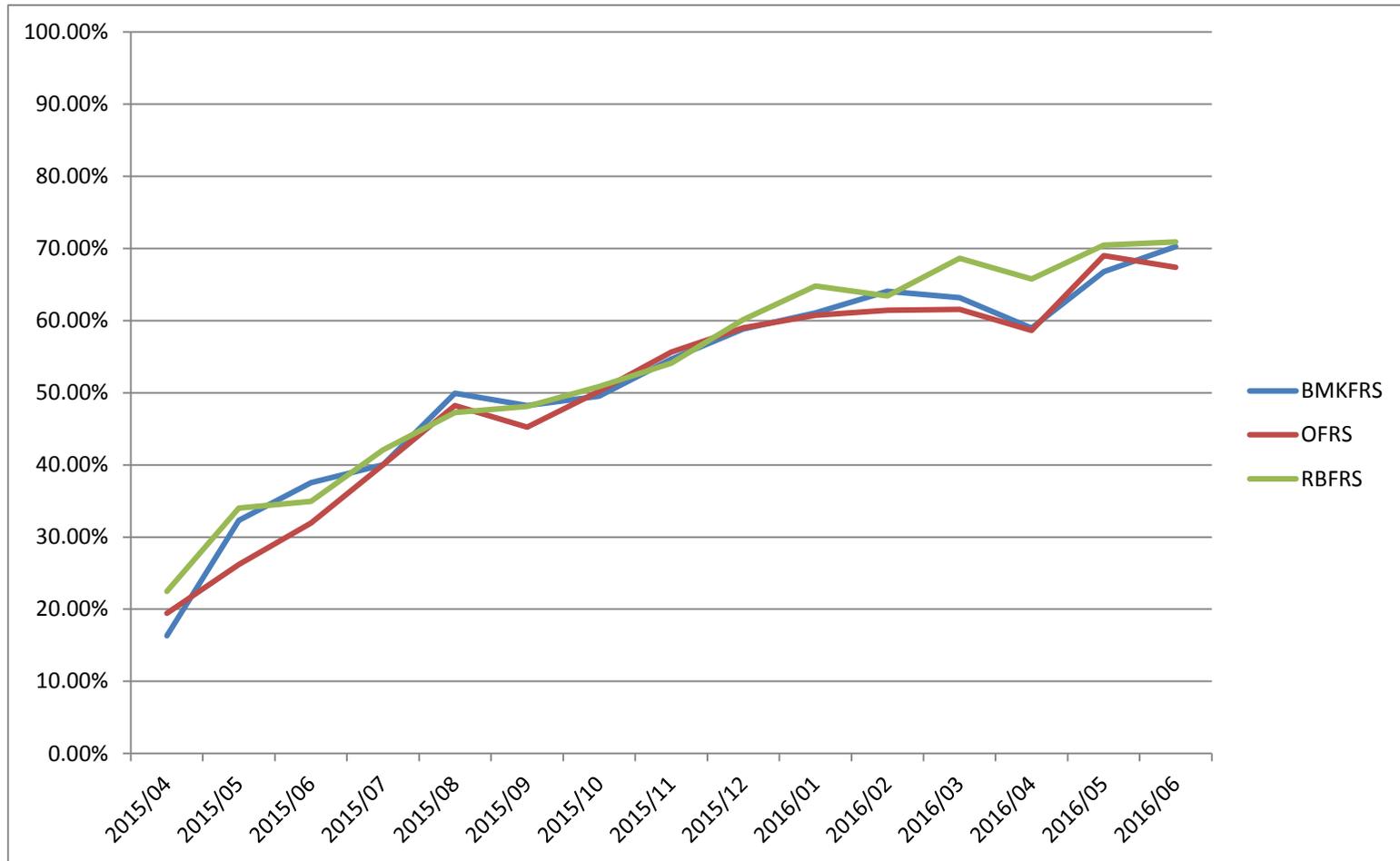
	BMKFRS	OFRS	RBFRS
2015/04	16.31%	19.42%	22.48%
2015/05	32.32%	26.18%	34.02%
2015/06	37.54%	31.93%	34.95%
2015/07	40.00%	40.00%	42.08%
2015/08	49.92%	48.24%	47.27%
2015/09	48.21%	45.23%	48.12%
2015/10	49.52%	50.20%	50.85%
2015/11	54.65%	55.62%	54.08%
2015/12	58.85%	59.02%	60.14%
2016/01	61.05%	60.73%	64.81%
2016/02	64.05%	61.42%	63.42%
2016/03	63.19%	61.55%	68.62%
2016/04	58.94%	58.65%	65.77%
2016/05	66.79%	69.01%	70.46%
2016/06	70.24%	67.37%	70.89%
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

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

% mobilisations in 120 seconds
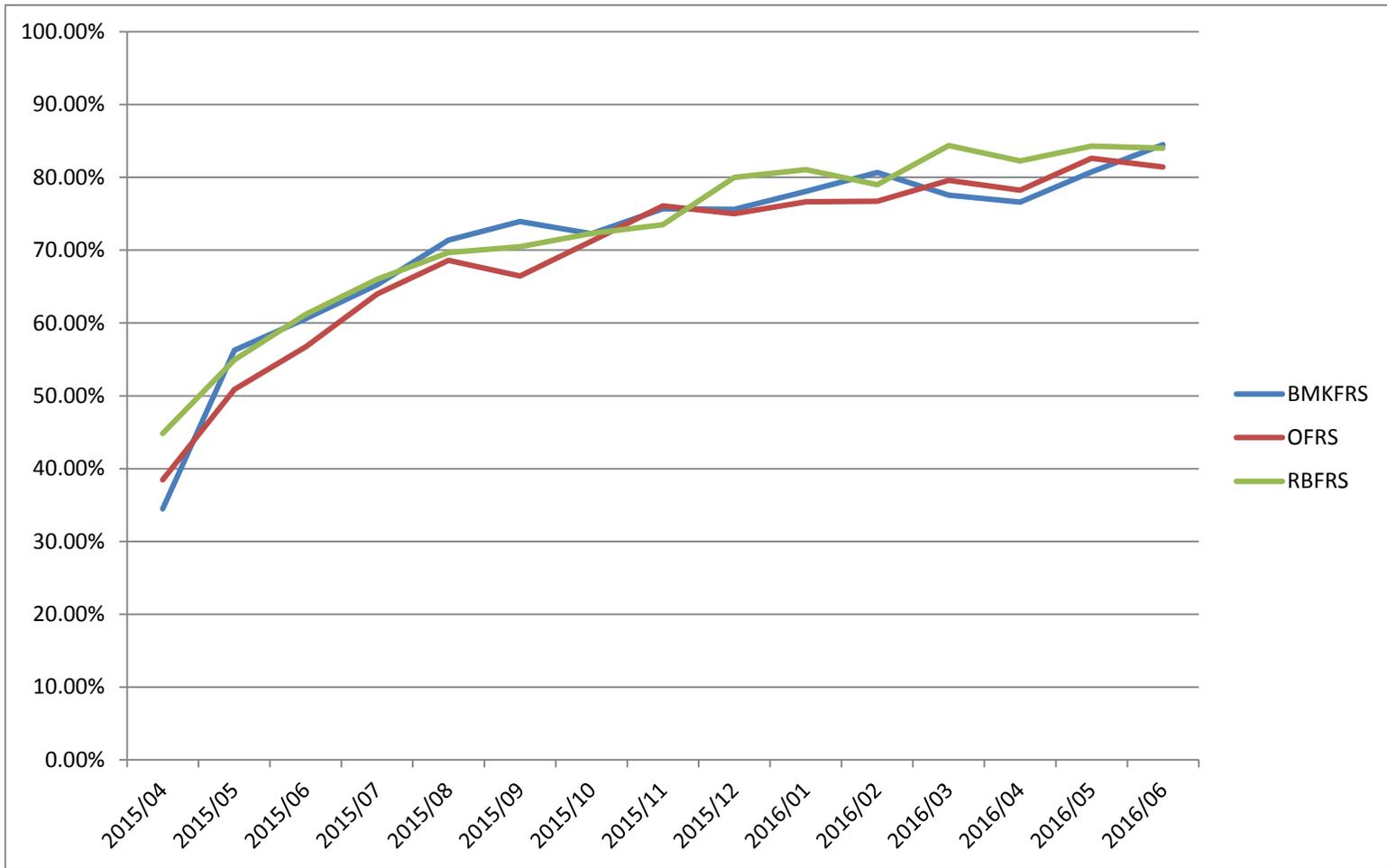
|	BMKFRS	OFRS	RBFRS
2015/04	34.46%	38.46%	44.81%
2015/05	56.25%	50.86%	54.95%
2015/06	60.59%	56.72%	61.20%
2015/07	65.25%	63.97%	66.03%
2015/08	71.40%	68.61%	69.67%
2015/09	73.94%	66.46%	70.47%
2015/10	72.28%	71.23%	72.32%
2015/11	75.71%	76.09%	73.50%
2015/12	75.61%	75.00%	80.00%
2016/01	78.08%	76.63%	81.08%
2016/02	80.69%	76.72%	79.01%
2016/03	77.56%	79.60%	84.38%
2016/04	76.62%	78.25%	82.25%
2016/05	80.76%	82.63%	84.31%
2016/06	84.23%	81.89%	83.96%
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

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

times Control revert to emergency fallback
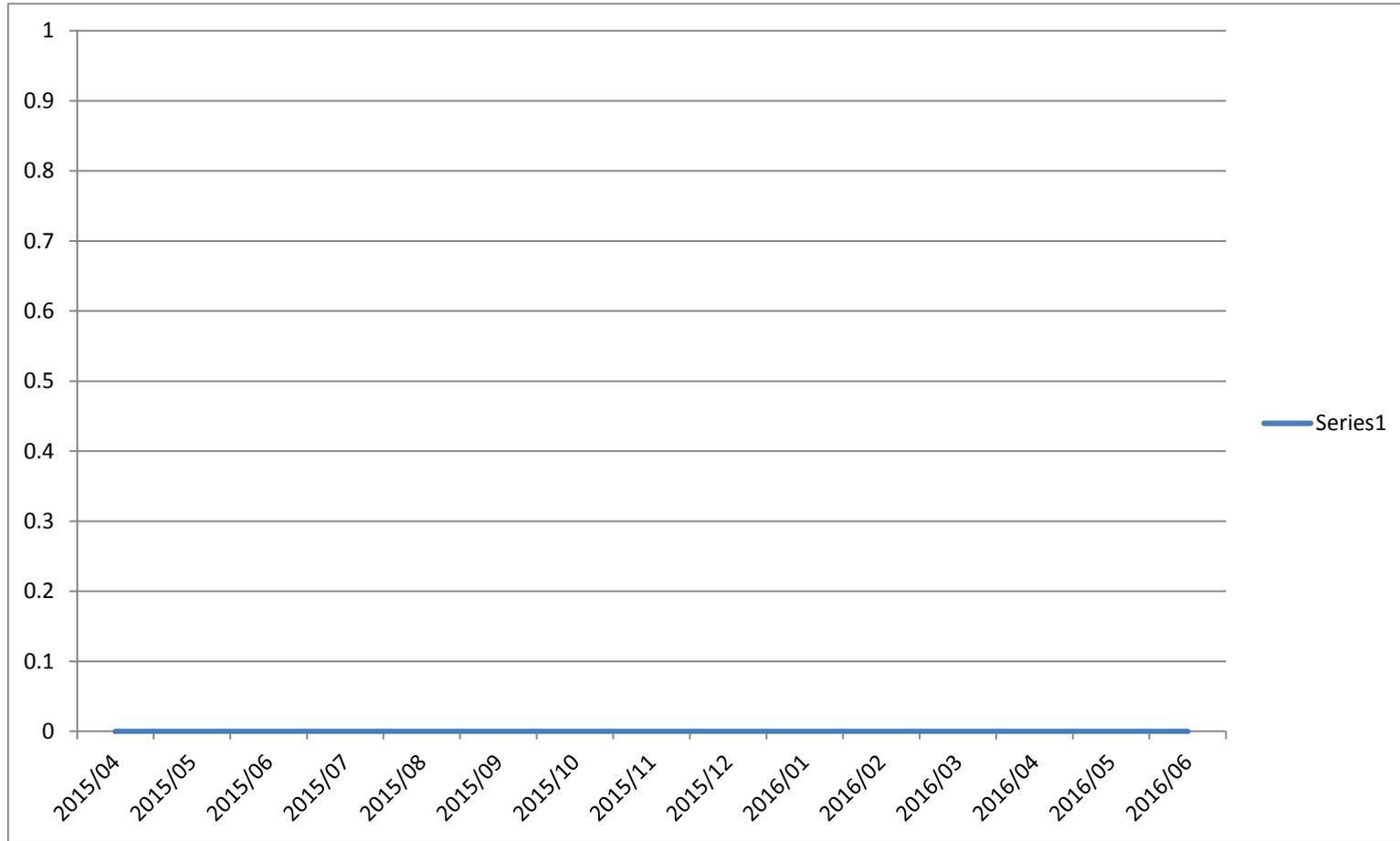
|	TVFCS
2015/04	0
2015/05	0
2015/06	0
2015/07	0
2015/08	0
2015/09	0
2015/10	0
2015/11	0
2015/12	0
2016/01	0
2016/02	0
2016/03	0
2016/04	0
2016/05	0
2016/06	0
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

Series1

Average shifts sick per Control FTE
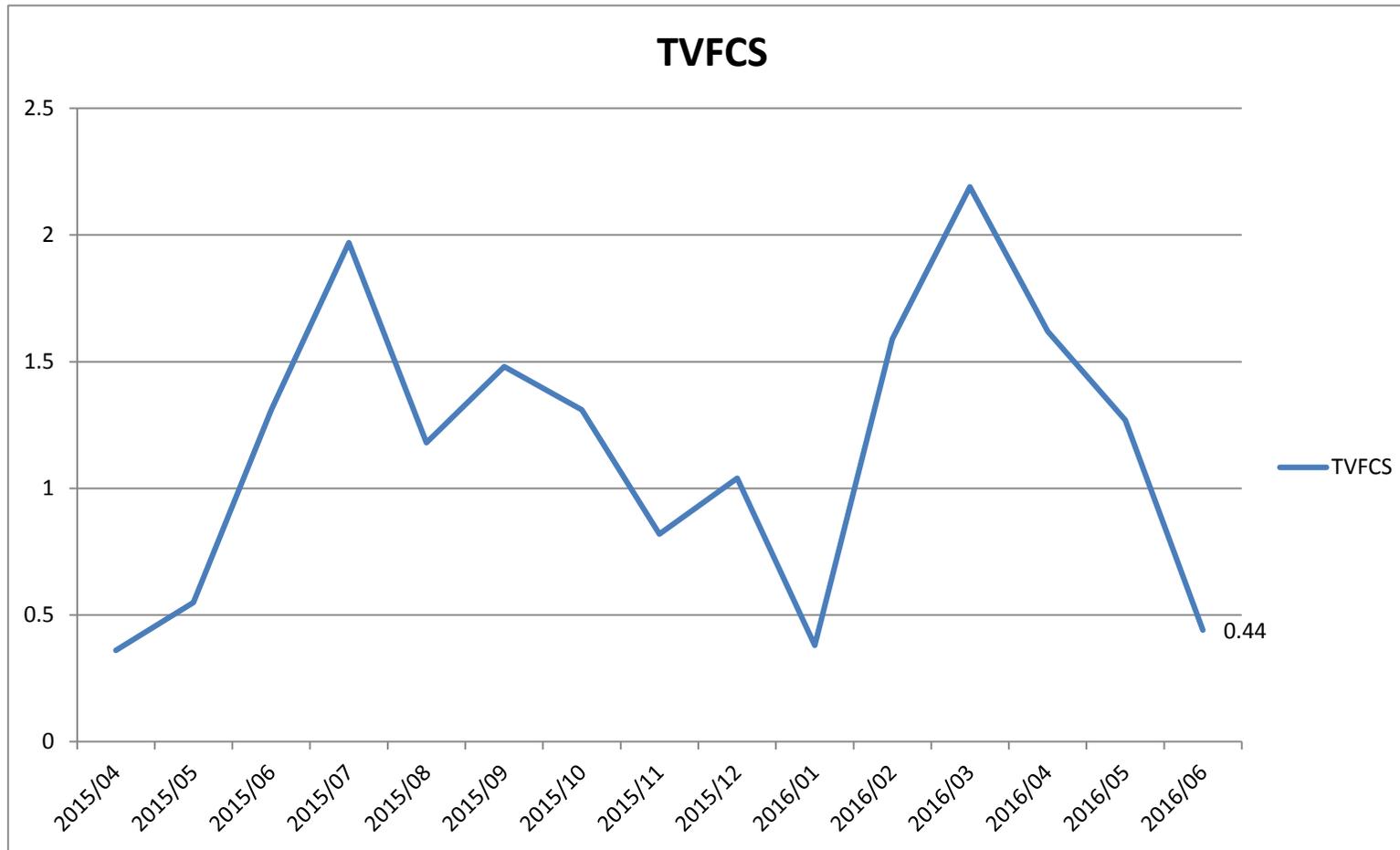
TVFCS

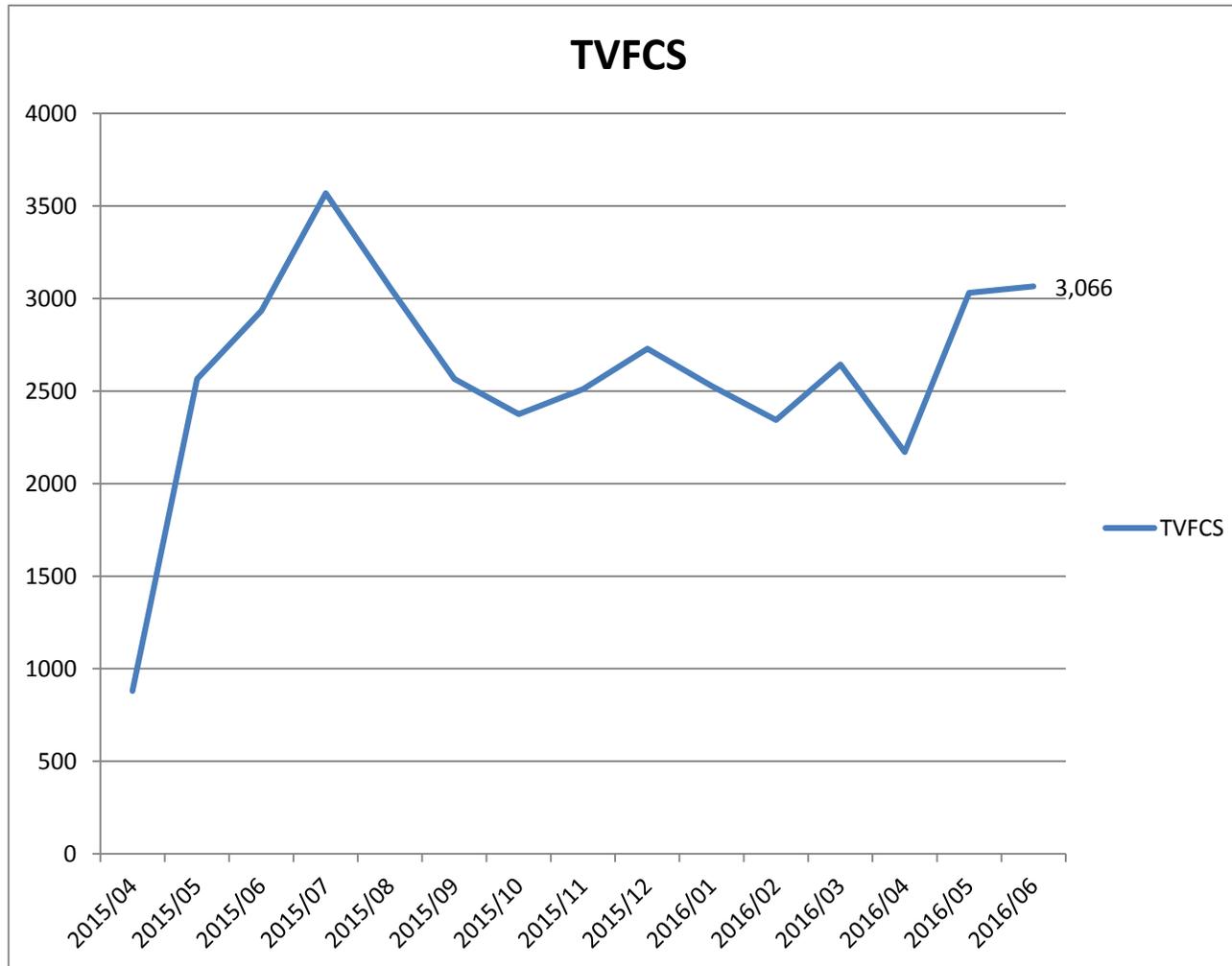|	TVFCS
2015/04	0.36
2015/05	0.55
2015/06	1.31
2015/07	1.97
2015/08	1.18
2015/09	1.48
2015/10	1.31
2015/11	0.82
2015/12	1.04
2016/01	0.38
2016/02	1.59
2016/03	2.19
2016/04	1.62
2016/05	1.27
2016/06	.44
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	

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

Number of incidents resources assigned to per FRS
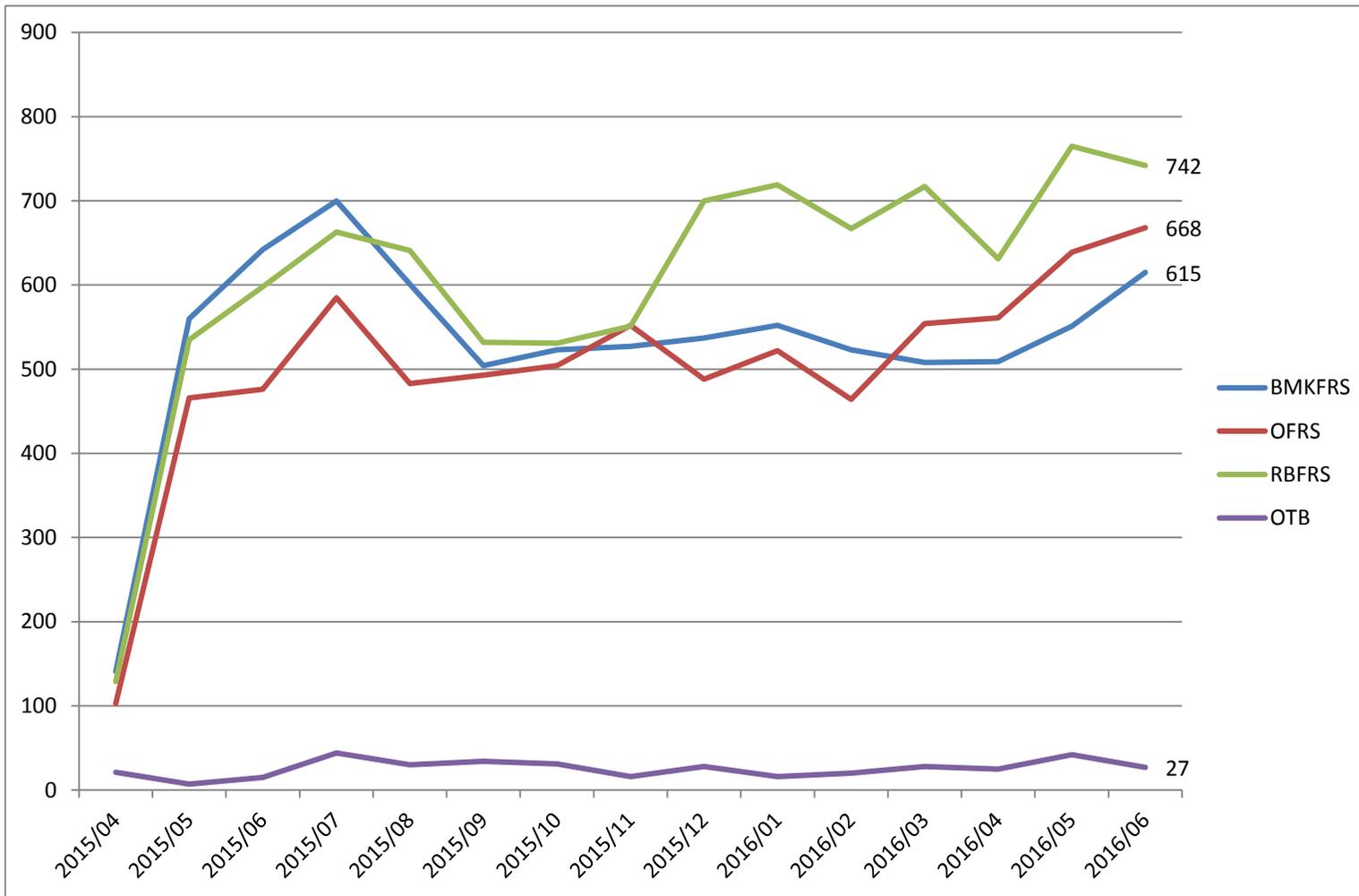
|	BMKFRS	OFRS	RBFRS	OTB
2015/04	141	103	129	21
2015/05	560	466	535	7
2015/06	642	476	598	15
2015/07	700	585	663	44
2015/08	601	483	641	30
2015/09	504	493	532	34
2015/10	523	504	531	31
2015/11	527	552	551	16
2015/12	537	488	700	28
2016/01	552	522	719	16
2016/02	523	464	667	20
2016/03	508	554	717	28
2016/04	509	561	631	25
2016/05	551	639	765	42
2016/06	615	668	742	27
2016/07				
2016/08				
2016/09				
2016/10				
2016/11				
2016/12				
2017/01				
2017/02				

Total number of Emergency calls answered

TVFCS

	TVFCS
2015/04	880
2015/05	2,565
2015/06	2,934
2015/07	3,569
2015/08	3,060
2015/09	2,565
2015/10	2,376
2015/11	2,510
2015/12	2,729
2016/01	2,528
2016/02	2,344
2016/03	2,644
2016/04	2,171
2016/05	3,031
2016/06	3,066
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	
	28060

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

Total number of Administrative Calls answered
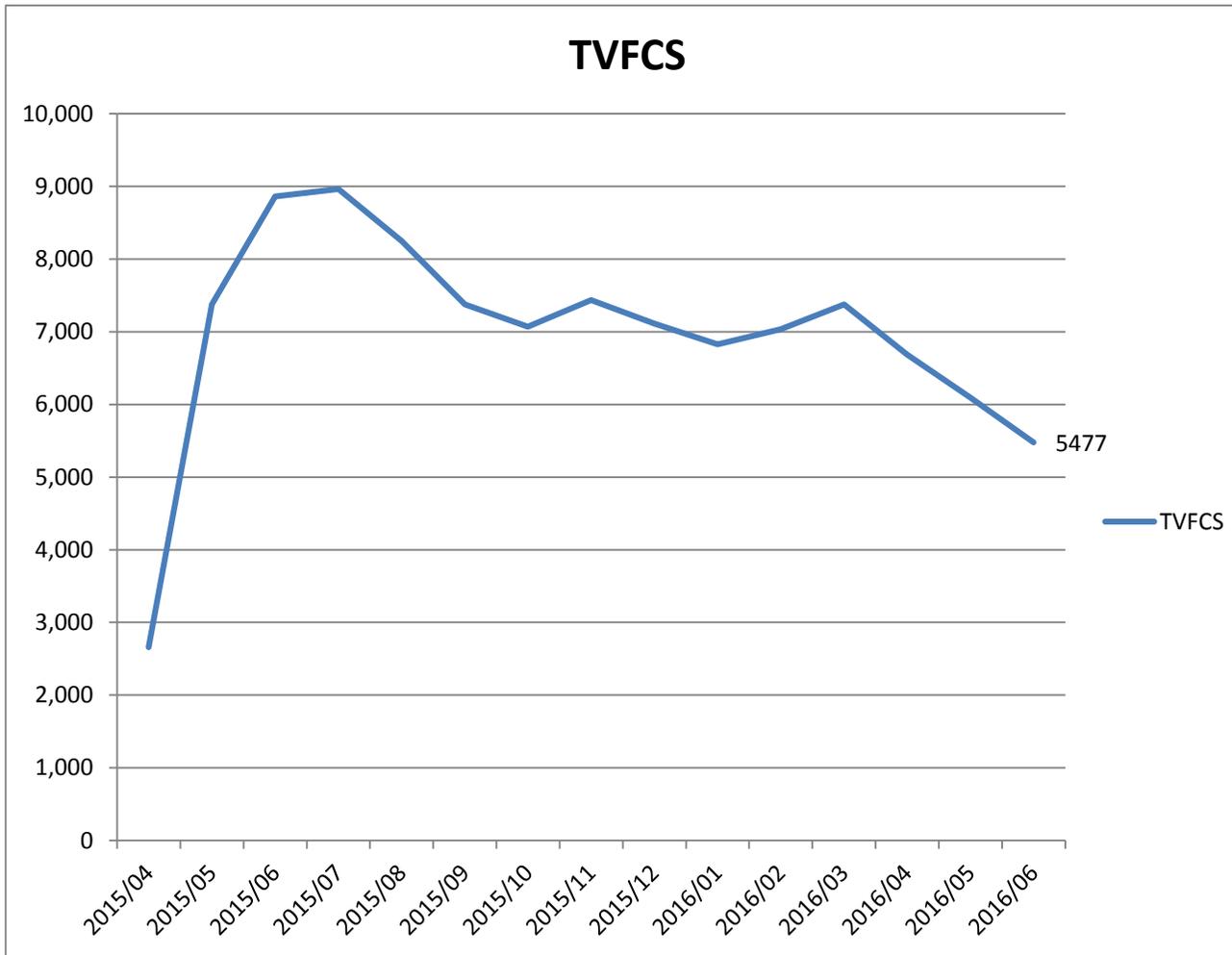
TVFCS

	TVFCS
2015/04	2,658
2015/05	7,375
2015/06	8,861
2015/07	8,963
2015/08	8,248
2015/09	7,375
2015/10	7,070
2015/11	7,435
2015/12	7,112
2016/01	6,828
2016/02	7,038
2016/03	7,377
2016/04	6,685
2016/05	6,097
2016/06	5,477
2016/07	
2016/08	
2016/09	
2016/10	
2016/11	
2016/12	
2017/01	
2017/02	
	78,963

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

Co responder number of incidents
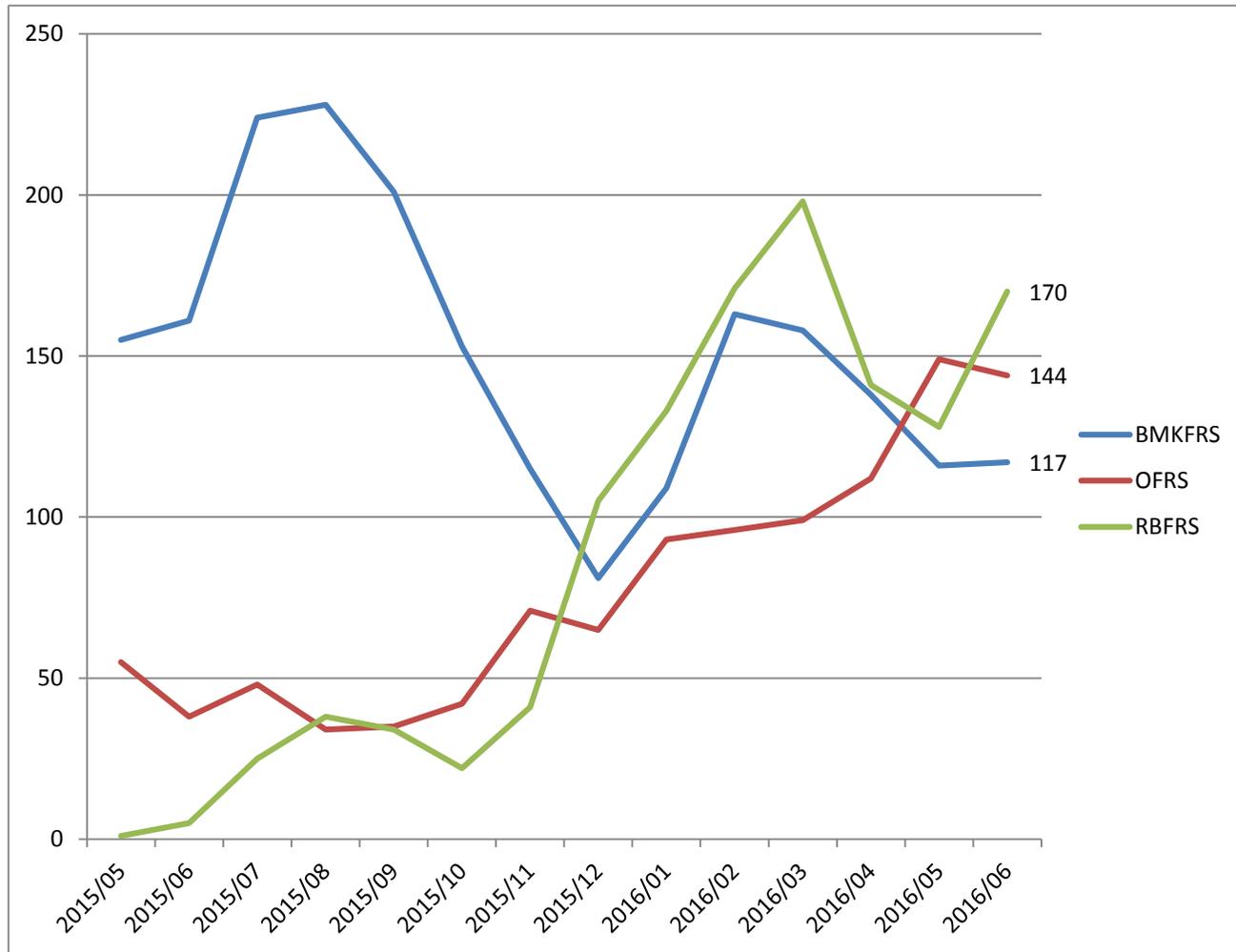
	BMKFRS	OFRS	RBFRS
2015/05	155	55	1
2015/06	161	38	5
2015/07	224	48	25
2015/08	228	34	38
2015/09	201	35	34
2015/10	153	42	22
2015/11	115	71	41
2015/12	81	65	105
2016/01	109	93	133
2016/02	163	96	171
2016/03	158	99	198
2016/04	138	112	141
2016/05	116	149	128
2016/06	117	144	170
2016/07			
2016/08			
2016/09			
2016/10			
2016/11			
2016/12			
2017/01			
2017/02			

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

THAMES VALLEY FIRE CONTROL SERVICE

PRESENTED TO:	**TVFCS JOINT COMMITTEE**
DATE OF MEETING:	**25 JULY 2016**
OFFICER PRESENTING REPORT:	

1. PURPOSE AND SUMMARY OF REPORT

1.1. This report is to provide an update on progress of the delivery by Capita of the outstanding items from the implementation of the TVFCS mobilising system, and the impact on performance.

2. RECOMMENDATIONS

That the TVFCS Joint Committee:-

2.1. Note the report.

3. BACKGROUND AND SUPPORTING INFORMATION

3.1. In order to achieve the TVFCS go-live in April 2015 it was necessary to defer the implementation of some functionality until Capita had developed that functionality after go-live.

3.2. At the TVFCS Joint Committee meeting on 10 December 2015, a presentation was provided on the outstanding areas of delivery and the impact on the ability of the TVFCS to call handle and mobilise. This presentation also identified the incentives to Capita to deliver the outstanding items.

3.3. This report is to provide an update to the TVFCS Joint Committee on progress since 10 December 2015.

3.4. For the four outstanding items, against which the final delivery milestone payment of £96,311.81 continues to be withheld:

    3.4.1. Capita has identified that this functionality will be provided in the next major release of the mobilising system software,

Thames Valley Fire Control Service
Joint Committee Meeting
Monday 25 July 2016

3.4.2. There have been a number of delays to the availability of the next major release, originally scheduled for end November 2015. The dates and versions for release are solely dictated by Capita and TVFCS has no influence over these dates,

3.4.3. TVFCS is currently awaiting delivery of a stable version of a release into its test environment to enable acceptance testing of that release to be scheduled,

3.4.4. Capita's plan for delivery of the remaining items associated to the retained milestone payment confirms the dependency on the implementation of the major release.

3.5. For the other seven items related to the original implementation (referenced in slide 8 of the presentation on 10 December 2015) -

3.5.1. Six have no direct impact on the ability of TVFCS to call handle or mobilise; three have been delivered and three remain outstanding from Capita,

3.5.2. One (the monitoring screen monitoring solution) has caused issues for TVFCS staff when mobilising to incidents. Due to the need for resolution and failure by Capita to prove its solution is fit for purpose, TVFCS has now implemented its own solution. This solution is now in operational use within the primary control room.

3.6. Incentives to Capita to deliver -

3.6.1. TVFCS continues to withhold the final delivery milestone payment of £96,311.81

3.6.2. Service credit calculations against those items logged as issues with the mobilising system since go-live; these have now been calculated for the first year of operation and are at the maximum level under the contract - 35% of the first year maintenance and support payment made to Capita.
This has equated to £28,917.77 which will be offset against the second year maintenance and support payment.

3.7. In accordance with the TVFCS Partnership Agreement, responsibility for contract monitoring and delivery of items under the contract transfers to RBFRS, as the TVFCS Contract Monitoring Officer, from 4 July 2016.

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

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

5. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

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

Thames Valley Fire Control Service
Joint Committee Meeting
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6. CONTRIBUTION TO SERVICE AIMS

7. BACKGROUND PAPERS

7.1. TVFCS Systems and Capita Issues v3.pptx (10 December 2015)

Author: Samantha Chapman
                      TVFCS Programme Manager
                      07825 314793
Sponsored by:
Date of report: 1 July 2016

Thames Valley Fire Control Service
Joint Committee Meeting
Monday 25 July 2016

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TVFCS Systems and Capita Issues

Update to Joint Committee

10 December 2015

Outstanding items from delivery

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

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

84
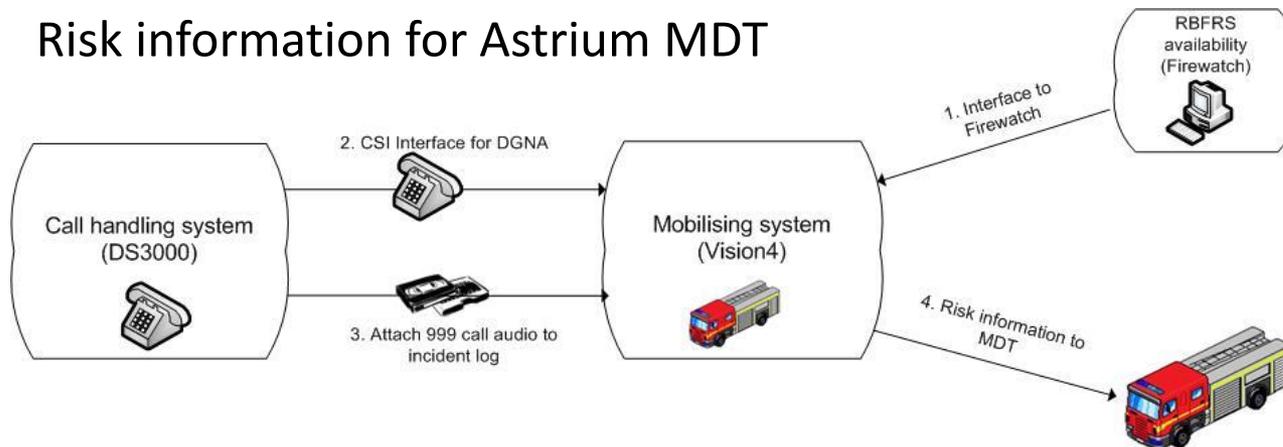
1. Interface to Firewatch

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

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2. CSI Interface for DGNA

- **No direct impact on the ability of TVFCS to call handle or mobilise.**
- This is new functionality within the Capita product set and was not available to any of the three FRSs prior to their transfer to TVFCS.
- Pre-TVFCS ways of working for the transfer of call information into the mobilising system have continued within TVFCS; there is no degradation of processes within Control as the FRSs did not previously have this functionality.

- CSI implementation will enable telephone call handling from the mobilising system (Vision4) by linking it to the call handling system (DS3000). Specifically, the following VISION call handling functionality will be enabled:
  - Making telephone calls from VISION,
  - Answering telephone calls in VISION,
  - The display of caller identification via the interface from the DS3000, providing instant address data on the mapping system on Vision4,
  - Dynamic talk group allocation (DGNA) whereby a talk-group will be added to the resource's radio when the resource is allocated to the incident.

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3. Attaching 999 audio to incident log

- **No direct impact on the ability of TVFCS to call handle or mobilise.**

- Call recordings are accessed after an event.

- This functionality was not available to any of the three FRSs' Controls prior to their move to TVFCS.

- Recordings of calls are currently available from the call handling system, although not directly attributable to a specific incident via a unique identifier.

- This change is to improve the integration of the call handling and mobilising systems, by adding capability to the mobilising system (Vision4) so that voice recordings can be associated to specific incidents and then retrieved and replayed from within VISION at a later date. Replay functionality includes selective and repeated replay of specific sections of any given recording.

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4. Risk information for Astrium MDT

- **No direct impact on the ability of TVFCS to call handle or mobilise.**

- Risk information to be sent as part of the turnout message to MDTs is required to be viewed within the software supplied on the MDT; this additional functionality is something that was offered by Capita in their tender response.

- Prior to TVFCS the risk information was not sent directly as part of the turnout message to the MDTs, for any of the three FRSs, so there is no degradation in functionality.

- This functionality will enable specific risk information to be transferred to the MDT, for use by operational crews, as part of the turnout message rather than requiring crews to undertake a separate activity to look up the risk information held within the MDT.

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Incentives to Capita to deliver

- Retention of £96,311.81 – the full final milestone payment from delivery – until items 2, 3, and 4 are delivered

- Of the £96,311.81, £25,000 will be then retained until item 1 (Interface to Firewatch) is delivered

- Service credit calculations against those items logged as issues since go-live; these are now being calculated in conjunction with Capita.

- Reputation

Issues related to the implementation

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

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Disruptions to service

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

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TVFCS Joint Committee's Forward Plan

Item 16

ITEM	NEXT REPORTING DATE	FEEDING FROM/TO	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	PART I / II
Draft Long term Financial Plan Update	September 16			approve	Mark Gaskarth/ Conor Byrne	Part I
Staffing Review Update	September 16			note	Paul Southern	Part I
Update on delivery of outstanding elements	September 16			note	Samantha Chapman	Part I
TVFCS performance since last meeting	September 16			note	Samantha Chapman	Part I
Issues Log Update	September 16			note	Mat Carlile	Part I
Staffing Review Update	December 16			note	Paul Southern	Part I
2017/18 Budget Proposals	December 16					
Update on delivery of outstanding elements	December 16			note	Samantha Chapman	Part I
TVFCS performance since last meeting	December 16			note	Samantha Chapman	Part I
Issues Log Update	December 16			note	Mat Carlile	Part I