G-Cloud 15

Service Definition

Firefighter Availability Planning, Rostering, Alerting and Payroll

FireServiceRota

Lot 2b: Software as a Service (SaaS)

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1. Introduction

Company Overview

Our mission is to contribute to a **safer world and happier first responders** through world-class software and service by happy, self-improving people. Beyond this mission, we use our profits to fight poverty and climate change by investing in (Gold Standard) projects.

In 2006, FireServiceRota was founded by a station manager and a software developer. The key to the success of the planning software is the unique combination of firefighters and software developers working together, connecting the end user directly with the software design.

- We keep fire engines on the run by helping firefighters to be available when needed and offduty when possible.
- We avoid cost by supporting resource managers to allocate resources effectively and efficiently.
- We ensure crew availability in case of an emergency through smart alerting, informing fire control of the forecasted and confirmed crewing level.
- We support Strategic Service Management to drive efficiencies and improve motivation and staff retention in their Service by providing their teams with the most innovative, flexible and efficient tools in the market.

Our cloud scheduling and alerting software ensures the readiness of on-call fire stations and optimises crewing for full-time fire stations. We alert firefighters efficiently and reliably. The flexibility to selfmanage commitments helps recruit and retain firefighters.

We deliver these services to over 700 fire stations across The Netherlands, Denmark, and the UK, including Shropshire, Warwickshire, Buckinghamshire, Nottinghamshire, Cleveland, Essex and Kent Fire and Rescue Services.

Value Proposition

One of the biggest challenges within a Fire and Rescue Service is the management of its resources: crews and engine availability. We provide a flexible and robust scheduling software solution that allows crews to manage their own availability or duties and gives managers a complete overview of their current and predicted stations' status. This allows crews and managers to proactively prevent understaffing. Additionally, Fire Control and other interested parties know the real-time availability of the service resources and, with our alerting services enabled, they even know in seconds if enough crew will respond promptly to a call-out.

Our Alerting services are an alternative to the traditional pager network. With the integration to the Command & Control system, we can alert crews via their Smartphone and/or pager, and if needed also SMS and phone calls. Crews can confirm their attendance and give real-time insight to Fire Control about their ability to respond to an incident. We also support different alerting policies that help optimise response times and improve resilience.

Cost efficiencies can be expected through the reduction of overtime, by cleverly reallocating excess capacity to moments of crewing deficiencies. The increased flexibility and increased availability avoid or reduce the cost associated with the allocation of alternative resources. Our software facilitates close collaboration between on-call, wholetime and day-duty firefighters to keep stations and appliances on the run, often by the quick and easy reallocation of a supernumerary resource to a different station with temporary crew deficiencies.

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What the Service Provides

FireServiceRota is flexible scheduling and alerting software for firefighters. We provide a robust solution for Fire and Rescue services that allows:

- On-call firefighters to manage their availability whilst ensuring the readiness of the fire station
- Rostering for wholetime firefighters allows efficient planning of shifts, overtime, leave and payroll
- Smart alerting via smartphone and pagers with integration to Command & Control systems

FireServiceRota will provide one single and integrated system to cover Wholetime Firefighters, On Call Firefighters, Officers rotas and flexi-duty rotas, Control Room and Fire Staff. Our commitment is to:

- During implementation, we work together as one team to ensure optimal setup and configuration of your service.
- During roll-out, we provide training, manuals and other resources to ensure all personnel are fully qualified and have a smooth introduction to the system.
- During Business-as-usual, our team will follow up with your Customer Success Plan to ensure you get the highest value from the system throughout the contract.
- With the support from our engineers, we help Fire and Rescue Services reduce manual entry and increase data accuracy by connecting FireServiceRota to upstream and downstream systems including Payroll, HR and command and control systems.
- We adhere to the highest security standards regarding Confidentiality, Integrity and Availability, which is independently confirmed by our ISO 27001:2013 certification.
- Help ensure current and future interoperability with other systems within Fire and Rescue Services.

Our system helps:

- **Keep appliances on the run** by helping firefighters to be available when needed and off-duty when possible. The flexibility, user autonomy and easy-to-use system we provide increases goodwill, retention, efficiency and availability.
- **Reduce cost**:
    - by supporting resource managers to allocate resources effectively and efficiently, removing over-capacity and offering smart workflows to address crewing deficiencies.
    - related to manual data entry and the correcting of data errors, and we improve data quality.
- **Ensure crew availability during a callout** through smartphone and smart pager alerting options and by informing fire control of the forecasted and real-time confirmed crewing level.
- **Strategically drive efficiency and enhance motivation** in their Service by providing their teams with the most innovative, user-friendly, flexible and efficient tools in the market.

Our monthly licence fee includes:

- Web access and smartphone apps to use the FireServiceRota software.
- Access to our Public API
- Software maintenance, updates and infrastructure upgrades Standard service and support, FAQ database, built-in guidance, instruction videos Initial training sessions with corresponding training materials
- Monthly review of your Customer Success Plan

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Social Value

Environmental

FireServiceRota has an international team, based in The Netherlands, Mexico and the UK. Our priority is to prevent carbon emissions and then compensate for the emissions we cannot prevent. For the occasions that we do need to travel, we have a green transport programme. This programme primarily aims to reduce flying, and secondly to reduce car usage. We travel by public transport (excluding flying) for destinations closer than approximately 400 miles, whenever viable alternatives to flying are available such as the Eurostar, Thalys or other train connections. Personnel is provided with an (e)bike to prevent car usage and promote a healthier lifestyle.

The carbon footprint we cannot reduce by preventing emissions, we compensate by investing in projects that enhance the environmental, economic and social conditions. Every year we calculate our footprint, which consists predominantly of the following factors:

- The energy our servers consume
- Travelling, especially flying
- Our personal footprints

We equated our team's personal and business footprint, and doubled this on purpose, equating to 250 tons of CO2 in 2025. We bought Carbon offsetting certificates for this amount to be carbonnegative as a company. Evidence here: https://registry.goldstandard.org/credit-blocks/details/234430.

Please refer to our Carbon Reduction Plan published online for more information.

Covid-19 recovery

Since the start of the pandemic, we have seen an increased reliance and pressure on local essential workers. In many cases, staff from Fire & Rescue Services have volunteered to support local communities through testing and vaccination sites, by providing support and care for vulnerable groups. These activities came on top of keeping their local appliances on the run under more difficult circumstances, primary employment, and family commitments including home-schooling. We launched a programme to offer free consultancy and software services to any customer who needed assistance in managing their COVID-19 support personnel. Our customers immediately responded to our offer, and by providing approximately 60 hours of our time per customer, we were able to support them with several rotas free of charge, tailored to their local staff working as testing of vaccination support. This helped provide the support capacity without impacting appliance availability, and it saved many hundreds of hours of planning work in their Resource Management teams and a similar figure for their local essential workers.

Equal opportunity

FireServiceRota commits to:

- create an environment in which individual differences and the contributions of all team members are recognised and valued.
- Create a working environment that promotes dignity and respect for every employee.

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not tolerate any form of intimidation, bullying, or harassment on the grounds of their race, nationality, gender, sexual orientation, gender reassignment, disability, or age.

- taking incidents of harassment will be taken seriously.
- promote equality in the workplace, which FireServiceRota believes is good management practice and makes sound business sense.
- encourage anyone who feels they have been subject to discrimination to raise their concerns so we can apply corrective measures. At all times people's feelings will be valued and respected.
- encourage employees to treat everyone with dignity and respect regardless of race, nationality, gender, sexual orientation, gender reassignment, disability and/or age.
- regularly review all our employment practices and procedures so that fairness is maintained at all times.

Wellbeing

In many ways, the services we provide contribute to our mission of a safer and healthier world. Through our primary services, we allow Fire and Rescue Services to maintain a higher level of operational availability while offering more flexibility and freedom for firefighters. We support efficient and flexible crewing models, making it easier for both the employer F&RS as well as the employee firefighter to offer their services to the communities they support. Increased operational efficiency and effectiveness for Fire & Rescue Services immediately lead to a safer world.

FireServiceRota promotes a healthy life-work balance; we recruit our team members based on motivation and trust. They are provided with an unlimited number of days of leave, the flexibility of where and when they work, and an open and trusting working relationship. The flexibility we apply internally, we also apply when working with customers. By following the Agile principles to manage projects, we add more value in less time and prevent personal stress while rolling out our software and afterwards. We are in daily contact with our team members. Every week, we measure the employee Net Promoter Score, which has been consistently > 75% for the past years. Every 2 weeks we perform a retrospective meeting aimed at improving our work and our wellbeing in the team.

Overview of the G-Cloud Service

FireServiceRota is a flexible scheduling and alerting software built specifically for Fire and Rescue Services. Our online Software-as-a-Service system facilitates:

- On-call/RDS firefighter availability planning and forecasting
- Wholetime firefighters rostering and management of shifts.
- Collaboration between On-call and Wholetime crews to cover appliance availability gaps.
- Firefighter alerting and confirmation of attendance using smartphones and pagers.
- Payroll reporting
- Command & Control system integration
- Leave, overtime, contractual compliance, and Working Time Directive management.

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- Analyse performance dashboards and comprehensive reporting about your service crewing levels

Associated Services

The following services are available at an additional cost:

Custom integrations, data migrations and development

Critical 365/24/7 support, with a dedicated line of support

- Professional Strategic and Operational workforce management consultancy services
- Selective backup / restore or data corrections following a user error
- Specialised support, large-scale station reconfiguration
- Low-level server log analysis and evidence-gathering
- Additional training sessions and creating custom training materials

Please refer to the Pricing Document for the cost of these services.

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2. Data Protection

Information Assurance

Information security is managed and controlled through our Information Security Management System (ISMS), which defines the many detailed policies and controls that we use to protect your information and our systems against threats and vulnerabilities. FireServiceRota is full-scope ISO/IEC 27001 certified, which is the officially recognised standard for information security. The certification is externally accredited by BSI and registered with UKAS. The “FSR ISO 27001 certificate” and “ISO 27001 Statement of Applicability” are attached to our tender response as evidence. In addition to the external audits, we conduct recurring internal audits, have an ISMS board meeting every quarter involving the top management of our organisation, and recurring operational Security Review Meetings. All this can be evidenced in our online ISMS upon request.

As part of our implementation of ISO 27001 policy *A.12.6.1 Management of technical vulnerabilities,* we have a penetration test performed by an EC-Council certified (equivalent to CREST) security company at least annually.

For more information visit our Information Security webpage.

Data Back-Up and Restoration

We perform multiple types of database backups, including:

- **High availability database clusters** in the same data centre as our application. Each cluster has one leader and two replicas. The cluster continuously checks that the leader is healthy. If not, a replica is automatically promoted to leader with only seconds of application downtime.
- **Streaming backups**: small incremental backups which are taken roughly every 30 seconds, containing the changes made within those 30 seconds. These have two purposes:
    - warm standby databases in different data centres to ensure infrastructure redundancy, and facilitate rapid (partial) data restoration in case of a user error because they’re set up with a 2-hour replication delay.
    - database recovery to a specific point in time (PITR) before data loss occurred The warm-standby databases continuously restore from encrypted offsite cloud storage. We receive automatic alerts when the replication lag becomes too large.
- **Snapshot backups**: full database backups taken every 12 hours and stored encrypted in offsite storage. These can be used as a last resort to recover the entire database to a state no more than 12 hours in the past. Snapshot backups are manually tested multiple times a month by the DevOps team.

More information can be found on our Public Business Continuity Plan or shared upon request.

Business continuity statement/plan

Our company has a documented Public Business Continuity Plan which details:

- Our infrastructure and dependencies
- Software Development process and failure prevention
- Security and Data Privacy management

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- Disaster Recovery Plan and Backups

A more detailed plan can be provided to the buyer on request.

Privacy by Design

When processing user data, we take into account privacy legislation. FireServiceRota proactively informs customers and end-users about the types of data we process, the purpose, the storage, retention, sub-processors and information security controls through the Data Processing Agreement we conclude, and our Privacy Policy, which contains a detailed Data Usage and Storage overview. When designing and implementing our processes and software, we apply amongst others the principle of Privacy by Design.

At FireServiceRota we are aware of that we provide a crucial software service, which can only thrive if we keep our data safe and sound. We, therefore, take privacy seriously. In this section, we would like to inform you summarily about how we do this, and how we live up to the European and national legislation on the proper use of personal data (including the General Data Protection Regulation (GDPR)).

Entities that process personal data in the European Union are legally required to take several measures to ensure the privacy of those people about whom data are processed (data subjects). Therefore FireServiceRota needs to comply with the privacy principles of the GDPR and its further requirements. FireServiceRota also needs to implement – to the processing - appropriate technical and organisational measures. Specifically, FireServiceRota is bound to ensure a safe and sound flow of personal data wherever this personal data flows outside of the European Union.

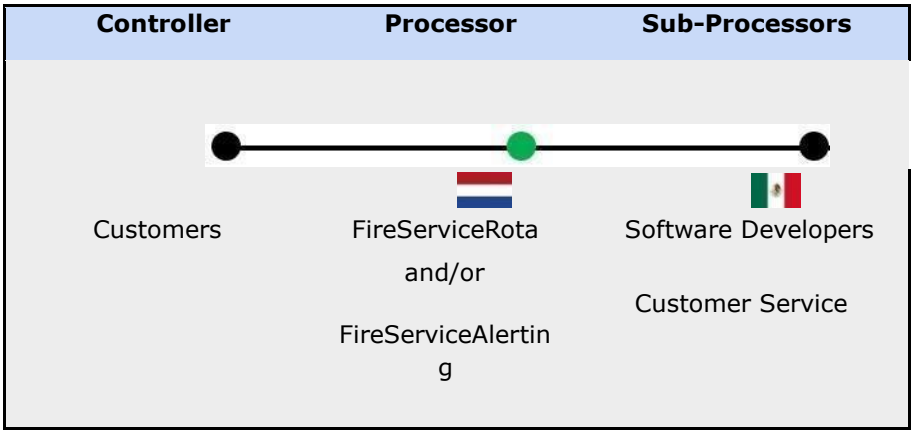
About the processing, we want you to know the following:

When organizations transfer personal data, in certain relationships the GDPR divides between controllers & processors. Controllers decide upon the purposes & means of the processing. Processors act on the instructions of controllers. These roles have different rights and obligations toward privacy & data protection of the data subjects.

FireServiceRota only works with carefully selected third parties and always ensures an appropriate level of protection by concluding a data processing agreement. When we share information with other parties we only do so insofar as it is reasonably necessary for providing our services. Therefore, we do not allow them to use the data for their purposes.

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The relationship between FireServiceRota and her cooperating partners is set out in the table below:



Our software development and customer service are situated in Mexico and The Netherlands, which involves the transfer of and access to personal data. The appropriate level of protection is guaranteed by the signing of (the latest version of) the Standard Contractual Clauses of the European Commission.

A full GDPR whitepaper is available on request, which provides further details on how FireServiceRota deals with:

1. The principle of accountability
2. Lawfulness, fairness, and transparency
3. Purpose limitation
4. Data minimisation
5. Accuracy
6. Storage limitation
7. Integrity and confidentiality

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3. Using the service

Ordering and Invoicing

If you would like to start using FireServiceRota, send an email to helpdesk@fireservicerota.com and one of our team members will reach out to you to schedule an introductory call.

- All licence fees are charged and payable at the start of the license period. Any cost based on actual usage is charged at the end of each licence period.
- New modules containing additional functionality sit outside of this contract and such functionality added to the system will not form part of this agreement.
- A licence period can be quarterly or annually. The minimum contracted licence period is 2 years and can be extended annually up to a total of 4 years.
- When applicable, Purchase Order numbers are to be provided 1 week before the start of the license period.
- While our alerting services are proven reliable and tested, no liability is accepted in relation to the alerting service.
- Payments should be received no later than 30 days after the invoice date.

Pricing Overview

Our pricing is based on recurring license fees calculated on a per-user/per-month basis, or on a perstation/per-month basis:

- **On-call station rota**: to provide easy and flexible management of on-call availability or the Retained Duty System. This license is charged per station per month.
- **Wholetime station rota**: to provide shift management, contracts, payroll and working time directive processes for the Wholetime Duty System. This license is charged per station per month.
- **Alerting**: alerts firefighters on their smartphones and/or connected pagers and allows them to confirm their incident attendance. This license is charged per user per month. This module works optimally when combined with the rota modules listed above, but can also work separately.

Our one-off work including implementation, configuration, training, consultancy, data migration, and software development is charged per hour.

For more information please refer to the pricing document or contact us at helpdesk@fireservicerota.com.

Availability of Trial Service

You can start your free trial anytime. This free trial is suitable for single stations that have a simple configuration (one pump). These trials are usually self-managed and we provide support upon request.

A customised trial period is also available. These trials are more suited for services that would like to test: alerting, booking codes, special appliances, a variety of skill requirements and collaboration between multiple stations. These trials include 3 hours of consultancy. The duration of our free trials is up to 3 months.

Not available through trial: Complex setup, tailored contracts, payroll, integrations and 24/7 support.

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On-Boarding, Off-Boarding, Service Migration, Scope etc.

Onboarding

We will help the F&RS achieve success when implementing FireServiceRota. We start by building one team with aligned goals and a joint approach. We unlock existing value as soon as possible. Expose the system to reality and adapt to received feedback. We do this by first deeply understanding your challenges and proposing solutions. Our customers receive dedicated attention from our Customer Success Team throughout the duration of the contract, not only during implementation. Our team takes pride in and is motivated by the positive and constructive customer feedback received frequently.

During the implementation phase, we usually dedicate the next resources:

- **Contract and Project Manager (FSR)**
  The contract manager is the primary point of contact, and will join all discovery, stand-up and demonstration sessions. This person will bridge the gap between the business requirements and the technical implementation.
- **Training & Implementation Consultants (FSR)**
  Our team of Training and Implementation Consultants has tens of years of experience as firefighters in the UK combined with the technical skills to convert business challenges into smart configurations. Together with the Contract Manager, they will guide the rollout and training of staff.
- **Technical Lead (FSR)**
  The primary responsibility of the Technical Lead is to identify the business requirements together with the Contract Manager, specifically regarding integrations, and translate these into workable (technical) solutions. To this end, the Technical Lead will listen to ‘what’ you are asking for but aims to implement a solution for the reason ‘why’ you asked, often resulting in simpler and more cost-effective solutions.
- **Software Developers (FSR)**
  Our software development will be instrumental in bridging the gap between our current version and the business requirements, if any. Resources will be scaled up/down depending on the speed and complexity of the work. All team members are university-graduated software developers with at least two years of experience working for FireServiceRota. This is a highly motivated team that has chosen specifically to work for the F&RS sector.

More details on our onboarding and implementation process can be found below in the Implementation section.

Off-boarding and Data Migration Support

Should the need arise for migration to a different system, we would recommend the following:

- use our API to extract data contained within FireServiceRota. This API is well documented and free to use by the Authority.
- use an ETL (extract, transform, load) tool to transform it into the right format, and load it into the new system.
- request to remove data from the FireServiceRota system upon successful data migration.

Our development team would be happy to provide advice and support with this process. Our data migration support services would be charged as per the pricing document.

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Training

Training costs are detailed in the pricing document. These vary depending on the type and amount of stations needed for your service.

As part of the implementation and onboarding process, FireServiceRota advocates a "train-thetrainer" approach to embed knowledge deeply within the Fire and Rescue Service. We train the people who will be in charge of FSR (super-users) and the so-called "champions" (trainers). Super-users are generally the administrators of the system, usually involved in the implementation of the project. Champions are tech-savvy people who are close to end-users and understand their perspective, but also understand the management point of view. They are key in training their peers before going live and answering quick questions when introducing the system and afterwards.

Previous experiences have shown that users find our system very intuitive and easy to adopt, which has helped a lot during the roll-out process. For example, this is a testimonial from Martin Swinden, Resource Manager at Warwickshire F&RS:

"Warwickshire Fire & Rescue Service required the implementation of a rota management system for our on-call firefighters. Within two months, FireServiceRota delivered a number of key requirements, two of which were unique to WFRS and we rolled out the system to all of our on-call fire stations.
As Resource Manager I invited on-call firefighters to sign up to FSR. I have delivered next to no training. This is all down to how intuitive and user-friendly the system is."

Additional and more advanced training sessions and support are available on-demand for super-users and IT personnel regarding the use of the API, payroll and contracts at the rate specified in the pricing document. Before going live, we usually have another training session for super-users to consolidate their understanding of the system.

Training before Go-live

The train-the-trainer sessions for champions occur at least 1 month before going live. After these, the champions will have sufficient understanding of the system to introduce it to their peers. Due to the flexible nature of configuring and using FireServiceRota, there is already a vast pool of generic training resources. These are are:

- Quick-start guides
- FireServiceRota 101 slide-deck
- Training and instruction videos
- Tailored training slide deck (we help with the creation of these) ● On-site and/or virtual training

In our experience, each service has specific preferences regarding the training of their end-users. Together with the F&RS, we find the best approach as a team. After introduction and training, endusers will have the opportunity to test and explore the system for at least 2 weeks. Before going live, we clean the database to start with a clean slate. Usually, we find that no separate training environment is needed for this, which has the additional benefit that users are already familiar with the live environment.

Besides initial training, there are several ways for users to get help:

1. Support documentation and instruction videos are available at any time

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2. In-app context-sensitive help and interactive guides
3. Our Frequently Asked Questions (FAQ)

Implementation Plan

Typical Project timelines

This is a draft of an average project plan for a medium-sized F&RS (approx 30 stations). **A detailed implementation plan can be provided to the buyer on request.**

- **Initiation (month 1)**
    a. Build one team with aligned goals and a joint approach between FireServiceRota and the F&RS
    b. Discuss all input required for a smooth rollout (station rota configurations, HR import, payroll rules, contracts)
    c. Data migration and API integration scoping
    d. Confirm the rollout approach and select which trial stations to start with
    e. Identify critical external dependencies

MILESTONE month 1

Project team in place

Approach agreed

Data migration and integration scope

Critical dependencies identified

- **Unlocking existing value (months 2-3)**
    a. Extract HR data, transform, cleanse and load into FSR.
    b. Configure all station rotas, detailed configuration to be aligned with station managers.
    c. Implement payroll export configuration and business rules (policy input to be supplied by HR/payroll department). We minimise the effort by providing templates and standards.
    d. The gradual introduction of FireServiceRota to the Service. Starting with 3 to 5 oncall and wholetime stations that are willing to validate the new system and give constructive feedback.
    e. Identify gaps and validate Agile development scope with a focus on API integrations.
    f. Train super-users and support them in rolling out to each of the stations. Extra handson training support can be provided on-site in case of resource constraints.

MILESTONE 4th month

System go-live

Agile Development optimisation scope drafted

- **Optimise and Innovate (months 4-6)**
    a. Capture live system feedback and re-prioritise agile development scope
    b. Validation of payroll export data and optimising configuration (optional)
    c. Validation of contractual balances data and optimise configuration (optional)

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d. Specific suggestions for the F&RS to leverage innovative features in the FireServiceRota system.
e. Go-live with integrations

MILESTONE Month 6

Optimisation and Innovation completed
All essential criteria included in the detailed specification are met or exceeded Start of business-as-usual support

Service Management

FireServiceRota's functionality is configurable and adaptable to the different needs and ways of working Fire and Rescue Services have. It is possible to set up specific business rules and workflows for a Fire & Rescue Service and even for different stations to allow a comprehensive overview and collaboration within or between duty systems (on-call, wholetime, flexi, etc). During the implementation phase, customers will have a dedicated team (described above in the Onboarding section) to help with the customisation of their service. Examples of parameters services can customise are:

- Skillsets and crew requirements for appliances
- Alerting policies (response expiration, fairness)
- Duty and availability patterns
- Booking codes, contracts and payroll rules

As we move to business-as-usual, specialised support through our Customer Success Team can be made available to help with configuration and/or major updates in business rules.

Service Constraints

- The system is accessible 24/7 through a modern browser and/or Apple/Android mobile app with a stable and broadband internet connection. A list of recommended devices and/or browsers can be provided. The software may not work reliably on computers, smartphones and internet browser versions older than 4 years.
- Expect 99.9% or better up-time, which means the service may be unavailable for a few hours per year.
- Upgrades and maintenance are performed regularly and without incurring downtime.
- The usage of constrained resources such as the API and our helpdesk are based on a fair-use basis. The API is rate-limited.
- FireServiceRota is a commercial off-the-shelf system specific to Fire and Rescue Services. Our software development does not include bespoke changes that are unique to a few customers.
- Customer Support: tickets can be submitted 24/7 by email and portal. Our helpdesk is monitored from 8:00 - 23:00. Business critical 365@24/7 support is available at an extra cost specified in the pricing document.

Service Levels

Our standard Customer Support Model consists of four levels:

1. **Self-help** via support documentation and instruction videos. Most screens include contextsensitive help, FAQ and guidance accessible in-page. Additionally, we provide consultancy to develop internal knowledge bases.

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2. Trained **super-users/champions** within the F&RS who are close to the end-users, understand their situation and can support colleagues with day-to-day questions or make config changes themselves.
3. **Contact FireServiceRota** by email or using the built-in "Feedback" button on every screen. This feedback button automatically captures valuable information of the system in the context of the request.
4. In case of an **urgent issue**, the FireServiceRota helpdesk is reachable by phone, chat and WhatsApp.
5. In case of catastrophic system failure, our DevOps team is on-call 24/7 and will be automatically mobilised.

Our helpdesk is actively monitored from 8:00 - 23:00 on business days.

Our support process is designed to address requests of various priorities and complexity with the appropriate speed and care. Response times are defined against service level agreement with associated incident priorities assigned by our team:

Priority	Impact of incident
1 Urgent*	• Total system outage for over 30 minutes • Major corruption of data • Major risk to customer or FireServiceRota reputation • Data privacy or information security issue
2 High	• Business critical processes cannot be performed in time • > 25% of the users are severely impacted
3 Low	• Non-business-critical processes cannot be performed in time • A workaround is available • A short delay in work is acceptable
4 Optimise	• • Tweaks, visual and textual improvements • Small nuisances in the user interface or process support There is a category of work that is classified with lower priority than P4, depending on the following aspects: - the need to align the solution direction with the customer, which may take more than the Resolution target timeline - the request was received as feedback, but it is either not in line with our product roadmap and vision, or it is too specific to one individual customer and it would impact the maintainability of our customergeneric system.

** The incident priority level can be requested by the customer but can only be designated by FireServiceRota management and the customer success team.*

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Response and Resolution Targets

Based on the priority assigned by the FireServiceRota team, response and resolution times are assigned accordingly. The higher the priority the quicker the response and resolution time.

Priority	Response time	Maximum Resolution time	Reporting and process
1 Urgent	30 mins	8 hours	• The customer reports an incident over the phone, WhatsApp and email. Both customer and FireServiceRota management are involved immediately. • An incident response team is formed and communication protocol is agreed. • Resolution takes precedence over all other work of team members involved. • Detailed post-mortem report provided and preventive actions are taken.
2 High	1 business hour	24 hours	• The customer reports an incident over the phone, WhatsApp and email. Both customer and FireServiceRota management are involved immediately. • An incident response team is formed and communication protocol is agreed. • Resolution takes precedence over all other work of team members involved.
3 Low	1 business day	Next software release / sprint earliest	• An incident is reported by email to the helpdesk or by using the feedback button. • Depending on the sustainability of the workaround, we will: ○ Break our current 2-week sprint and address the issue within 3 working days. ○ Finish our current 2-week sprint and prioritise the issue for the first next sprint.
4 Optimise	3 business days	FireServiceRota release schedule	• An incident is reported by email to the helpdesk or by using the feedback button. If the change request is accepted by • FireServiceRota, the resolution timeline is to be agreed between the customer and FireServiceRota.

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We aim to resolve at least 80% of all incidents reported annually within the timelines and guidelines as provided above. Our response targets apply to system disruptions, not to general information requests and new requirements.

The criticality of integrations between FireServiceRota and the customer's third-party systems will be agreed upon with customer key contacts before integrations go live. This will determine the incident priority they will receive in case of a failure.

FireServiceRota commits to the following business continuity metrics:

- 99.9% minimum uptime annually and 99.99% expected uptime. This is tracked and reported on our public status page located at https://status.fireservicerota.com. In the rare occasion that scheduled system maintenance causes system downtime this is excluded from the downtime KPI reported.
- Our software is continuously improved, and updates can be expected weekly with no downtime incurred. In addition, our infrastructure is highly redundant and contains no single points of failure.
- Recover from a catastrophic system failure within 24 hours. Internal training and tests have demonstrated that we can do this in 4 hours. Maximum data loss is 12 hours, but more likely just seconds due to streaming backups and write-ahead-log technology.

Urgent and mission-critical 365/24/7 support can be purchased at an additional cost as indicated in our pricing document. This SLA provides access to a critical support telephone number, and entitlement to immediate issue follow-up.

Outage and Maintenance Management

The prevention of outages focuses on ensuring that alerting, scheduling and other functions are always accessible. Also in the event of a failure of our primary data centre, a DDoS or ransomware attack. To ensure this, we have redundant servers in data centres in different locations in Europe. These servers are ready to take over the function of our primary servers instantly.

In addition, we automatically monitor hundreds of metrics from our application, database servers, third-party integrations, and caching systems. If one of these metrics presents an anomaly, the oncall member of our DevOps is automatically alerted. At least one member is on-call 24/7/365.

Our maintenance work and updates are delivered in iterative increments (or Agile sprints) of 2 weeks. Improvements are made available to the users as soon as they are ready, but by the end of the sprint at the latest. Each sprint includes prioritising requirements, design (including privacy and security considerations), implementation, code reviews, internal testing and user acceptance testing. All software changes must be peer-reviewed by a member of the development team who was not involved in the development before they can be installed in production. Code reviews focus on maintainability, correctness, adherence to best practices, performance and security. All non-trivial development work goes through a QA process where a skilled team member who was not involved in development manually verifies its correctness and performance in the UI. The iterative process is lightweight and designed to reduce waste and cost (budget, time, and other resources). The updates are performed regularly without incurring any downtime.

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For further details on the prevention of outages and our recovery processes, please refer to our Public Business Continuity Plan which is available online here. Alternatively, we can share the relevant ISMS policies, such as *"A.14. System Acquisition, Development and Maintenance".*

Financial Recompense Model for not Meeting Service Levels

** FireServiceRota does not offer Service Credits.

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4. Provision of the service

Customer Responsibilities

One of our greatest strengths as a company is that you are not only getting a software subscription, but you also get a team of people who genuinely care about your organisation. Our approach is simple: together we are one team, and we work towards the same goals. We guide ourselves through the Agile values of openness, respect, courage, commitment, and trust. We believe this helps create an atmosphere of collaboration and effectiveness we like to operate in. With this in mind, we rely on the customer team to:

- Have a clear decision-maker, speak with one voice. Be clear with the organisation's priorities. ● Be open with FireServiceRota about challenges you encounter.
- Be clear with the problem that we are looking to solve (**what**), as well as define the importance of it or the positive impact it will have (**why**). By letting FireServiceRota focus on the way (**how**) we solve a problem, we can compare different solution approaches and find one that is generic across multiple customers.

Technical Requirements and Client-Side Requirements

Technical requirements for our scheduling software:

- Browser: Microsoft Edge / Google Chrome
- Display Resolution: 1920 x 1200 / 1080 recommended
- Preferably access to high-speed and reliable Internet Technical requirements for our scheduling app:
- iOS: The minimum version is 13, we recommend version 17
- Android: The minimum version is 8.0 Oreo, we recommend 13 Tiramisu Technical requirements for our alerting service:
- Command & Control Centre system integration

In our experience, the successful implementation of FireServiceRota is facilitated by having a strong partnership with the customer. We, therefore, recommend the following F&RS resources to be part of the joint implementation team:

- **Operational Leadership** (0.2 FTE) with the knowledge to explain the 'why' questions behind policy and the mandate to set priorities, make policy decisions and allocate budget. Experience with a previous "technology" project is recommended.
- One or two **Subject Matter Experts** (0.75 - 1 FTE) who together know all RDS, WDS, support staff and officers' business requirements, able to answer the deeper 'why' questions behind them. They will consult with other users and will be the first 'super users' and trainers, which allows them to play a vital role in the rollout.
- **HR / Payroll experts** (20-40 hours) with the knowledge to define the payment rules, position number structure, expected output format and validation of the output data.
- **Station Managers** (6 - 8 hours per station, optional) having the knowledge to discuss the desirable station configuration with FireServiceRota and guide the introduction to their team.
- **IT experts** (8-16 hours) to extract/import data from/to other systems and set up interfaces between them.
- **Third-party software providers** manage and implement their part of the system interfaces.

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Outcomes/Deliverables

Among the outcomes observed with our customers we find:

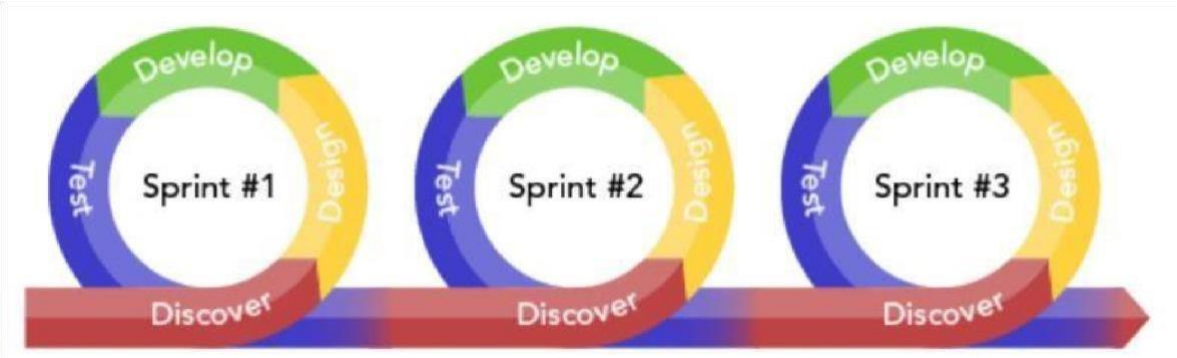
- **Improvements in recruitment and retention** of firefighters by offering flexibility in their work.
- **Resilience and faster response times** by smart alerting policies and crew confirmation of attendance
- **Increased appliance availability**, prevent and resolve crewing deficiencies effectively. ● **Reduce cost** by optimising shift planning and efficient allocation of resources.
- **Reduce IT cost** and **increase reliability** through Cloud Software that is seamlessly integrated with other systems used by the F&RS.

Development life cycle of the solution

For us, the Agile Methodology is key in flexibly responding to changing priorities and requirements. We believe it is impossible to have full certainty about all business requirements or predict the outcome of dependent projects. Customers need to be able to change their minds once plans and designs are exposed to reality, and to flexibly respond to unexpected events. To facilitate this process of discovering new requirements, adapting to changing circumstances, and identifying matching innovative solutions, we work in tight collaboration with our customers according to the Agile Methodology.

This does not only apply to development, but also to:

1. Configuration of new and existing stations based on newly discovered requirements.
2. Integrations with other systems, including technical assistance and advice about IT architecture.
3. Training



This approach provides several advantages over more traditional life cycles:

- **Flexible requirement definition**: neither FireServiceRota nor our customers are bound to a group of requirements set in stone. New needs will be identified through the usage of the system. Agile development allows us to keep these requirements visible and deliverable.
- **Focus on small incremental changes** has several benefits: development, testing and deployment of these kinds of features are faster and less prone to introducing points of failure to the system.
- **Fast deployment and continuous integration**: the delivery of new features and stability upgrades can be done daily. The customer does not need to wait months to get continuous added value from the system.
- **Fast bug fixing**: should an update provoke unforeseen complications, the small nature of each update makes it easy to identify and fix issues within a few hours or even minutes.

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- **Human-focused development**: by principle, Agile focuses on the humanity of both developers and customers. Each sprint takes into account the real human capacity of the team without causing overwork or other practices which reduce job satisfaction and quality and customer happiness.

After-sales Account Management

Our customers receive dedicated attention from our Customer Success Team throughout the contract. The activities you can expect from us **during and after the implementation** include:

- Key contacts and end-users can reach out to our helpdesk anytime. ● Status calls with key contacts (frequency depends on the project phase) ● On-site visits/online sessions to discuss FSR status and improvements.
- Net Promoter Score survey to receive direct feedback from end users. We listen to their feedback to further optimise the system configuration and address questions.

Our methods of working together normally include multiple on-site visits and interactive training sessions. However, in challenging situations, as we experienced during the pandemic, we can also easily adapt to online collaboration. FireServiceRota already works with different online tools that help us do our work efficiently and effectively as a team, regardless of where we are. We use modern tools for collaboration and will teach you how to use them where needed.

Regarding system updates and maintenance, there are a few ways we communicate this with customers:

- “What’s new” section within FSR. This is available anytime and is a detailed log of what has been released in FSR.
- For any maintenance that might impact the system’s usability, we post a system-wide announcement and reach out to stakeholders via email.
- FSR Team actively reaches out to share the newest features and improvements in the system that might benefit the service.

Our goal is to meet and exceed customer service expectations. Even years after the go-live, we are still in monthly contact with our customer key contacts. We actively listen to feedback and consider it for further optimisation of the system configuration or development.

This consistent teamwork and high level of service have proven to generate a lot of trust and most importantly, successful implementations and relationships with our customers.

Termination Process

We allow a 30 days notice of cancellation. Our service levels are upheld until the end of the contract and beyond if necessary. We would never put public safety at risk by leaving emergency responders without the tools they need, regardless of the fine print.

At the end of the contract, all data is readily available in a machine-readable format through our welldocumented APIs that are free to use. If additional technical support is needed, this can be provided at an hourly rate as specified in the contract or SLA. After data extraction, or upon confirmation of the customer, a data removal or archiving approach is agreed and executed. More detailed exit plans can be agreed upon and executed at an hourly rate as specified in the contract or SLA.

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Services that are out-of-scope of our Alerting related services

The following activities and responsibilities fall outside of the scope of our services:

- The purchasing, distribution, configuration, connectivity (SIM cards) and servicing of the connected pagers and/or smartphone hardware.
- 1st line End-user support and instruction and the management of adding and removing the pager records in the FSR system and Mobile Device Management system.
- Respond to isolated cases of pager malfunctioning, connectivity issues, and pager configuration issues.
- Provisioning and maintenance of a reliable incidents API integration from the C&C system to FireServiceRota.

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5. Our experience

Case Studies

Throughout these years we have helped hundreds of fire stations by providing a flexible and modern tool to help manage their crews and for crews to easily report their availability to work. We can work with individual stations or whole organisations. Here are a few examples of how this went with some of our customers:

Shropshire achieves efficiency with the help of FireServiceRota

Read more here.

Shropshire Fire and Rescue Service (SFRS) has significantly improved operational efficiency and achieved financial savings with the adoption of FireServiceRota. Our software streamlines on-call availability and rostering, leading to better personnel allocation, reduced administrative costs, and improved real-time communication. These efficiencies have resulted in substantial financial savings for SFRS while ensuring faster emergency response times and enhanced public safety. The collaboration has not only boosted operational effectiveness but also generated notable cost savings, ultimately benefiting the community by saving lives and property. After partnering with FireServiceRota, Shropshire was able to improve the quality of service, protect the jobs of firefighters, and save over £400,000 in the process.

Cleveland Fire Brigade implementation lessons

Read more here.

The implementation of FireServiceRota in Cleveland Fire Brigade presented various challenges which were effectively resolved through teamwork and collaboration. One of the major lessons related to us, FireServiceRota, valuing end-user feedback from early stages of the implementation. This required CFB courage to embrace an early exposure despite initial imperfections, which resulted in a much more productive initial setup and the crews felt listened to. Another lesson was flexibility and communication to agree on the project's pace. The ability to adapt to a new project scope and managing external stakeholders was an example of how we respond to change as one team. Addressing the root causes of issues, not just symptoms, involved delving deep into challenges alongside subject matter experts. As customisation efforts involved focusing on problems, consulting experts, prioritising end-user experiences, and iterating solutions it was clear that we trusted each other and respected each other's expertise. Integrating different systems required a consolidated team effort. This experience emphasised our company's core values: commitment, focus, courage, openness, and respect, making it a profound and successful professional journey.

UK Fire and Rescue Services: planning against COVID

Read more here.

FireServiceRota supported Fire & Rescue Service staff volunteering in test and vaccination centres, while saving the sanity of planners in the process. Health services, facing a shortage of staff, reached out to Fire and Rescue Services for aid, leading to thousands of firefighters volunteering, with 20-30% participation rates in some services. The challenge laid in planning and allocating shifts fairly, considering varying skills, job impacts due to COVID, and appliance availability. Historically, planners

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spent considerable time calling volunteers, a cumbersome process amplified when handling hundreds of firefighters and numerous shifts. FireServiceRota streamlined this, tracking skills, differentiating roles, ensuring operational readiness, and automating the shift request and allocation process. It efficiently filters candidates, sends automated notifications, records responses, and allocates shifts fairly. The system has successfully managed 4,000+ requests and 50,000+ deployment hours, saving hundreds of hours spent on phone calls and significantly contributing to the fight against COVID-19.

Falck Denmark: Adoption of FireServiceRota in early stages

Read more here.

Falck, a major rescue company operating several Fire and Rescue Services in Denmark, implemented FireServiceRota in Rødby and Sakskøbing stations on the Island of Lolland. Prior to FireServiceRota, they faced challenges ensuring a full crew during emergencies, leading to guilt among part-time firefighters. Our system allowed firefighters to mark their availability accurately, providing flexibility while ensuring station readiness. Initially met with scepticism, the software won the crew over due to its firefighter-friendly design and practicality. FireServiceRota's reporting module helped station managers like Klaus Nielsen monitor staffing levels effectively. Nielsen praised the software's customer support, highlighting its responsiveness. Currently deployed in two out of nine stations under Nielsen's supervision, the successful implementation paves the way for expanding its use across more stations. Currently we serve over 100 stations within Falck Denmark, for both Scheduling and Primary Alerting.

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Clients

Our customers are the best source of evidence about how we work:

"The headline benefits for Shropshire from FSR are the system's ease of use and its flexibility. Users can access it on multiple devices including laptops, tablets and smartphones. Above all, however, we were impressed by the way the FireServiceRota team worked with us. They listened to everything we had to say and then adapted the system to suit our needs exactly. It was a very positive experience."

Rod Hammerton
Former Shropshire F&RS CFO

"Since April 2018, Warwickshire Fire & Rescue Service (WFRS) have formed an excellent relationship with FireServiceRota (FSR). With great communication we have been able to build (and continue to develop) a product that has surpassed our expectations. FSR's open and agile approach has resulted in WFRS receiving an efficient and dynamic rota management system."

Martin Swinden
Warwickshire F&RS, Station Manager

Some of our customers are:

- Shropshire Fire & Rescue Service
- Essex County Fire and Rescue
- Kent Fire and Rescue Service
- Tyne and Wear Fire and Rescue Service
- Cleveland Fire & Rescue Service
- Nottinghamshire Fire & Rescue Service
- Derbyshire Fire and Rescue Service
- Northamptonshire Fire and Rescue Service
- Humberside Fire & Rescue Service
- Warwickshire Fire & Rescue Service
- Buckinghamshire Fire & Rescue Service
- Jersey Fire and Rescue Service
- Sligo Fire Service (Ireland)
- Westmeath Fire Service (Ireland)

We can put you in touch with them upon request.

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