

THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE



Thames Valley Fire Control Service Joint Committee Meeting

Monday 22 September 2025 at 2.00 pm

BFRS Headquarters, Stocklake, Aylesbury, Bucks, HP20 1BD

AGENDA

	Item	Page No.
1.	Apologies	
2.	Introductions	
3.	Declarations of Interest	
4.	Minutes and recorded actions of the last meeting held on 10 July 2025	(Pages 5 - 14)
5.	To deal with business remaining from the last meeting, if any	
6.	Questions from Members (written questions under Standing Order 26.1)	
7.	Questions submitted under Standing Order 9.5 (questions from members of the public)	
8.	Future of the Legal Agreement relating to the Steady State Operation of the Thames Valley Fire Control Service	(Pages 15 - 20)
9.	TVFCS Performance Monitoring Report Q1 2025/26	(Pages 21 - 30)

	Item	Page No.
10.	TVFCS EISEC/AML Server replacement and Contract	(Pages 31 - 34)
11.	TVFCS Technology Replacement Programme update	(Pages 35 - 44)
12.	Forward Plan – to note	(Pages 45 - 46)
13.	<p>Exclusion of Public and Press</p> <p>To consider excluding the public and press representatives from the meeting by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the minutes contain information relating to the financial or business affairs of a person (including the participating Authorities); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information.</p>	
14.	Exempt Minutes and recorded actions of the last meeting held on 10 July 2025	
15.	<p>Date of Next Meetings (hosted at BFRS HQ at 2pm)</p> <ul style="list-style-type: none"> Monday 15 December 2025 – Meeting Monday 16 March 2026 - Meeting 	

Joint Committee Terms of Reference

1. REMIT AND OBJECTIVES OF THE JOINT COMMITTEE

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

This page is intentionally left blank



Thames Valley Fire Control Service Joint Committee Meeting

Thursday, 10 July 2025, 2.00pm

Minutes

Present: Councillor Llew Monger, Buckinghamshire & Milton Keynes Fire Authority
Councillor Duncan Banks, Buckinghamshire & Milton Keynes Fire Authority
Councillor Jenny Hannaby, Oxfordshire County Council
Councillor Peter Frewer, Royal Berkshire Fire Authority

In Attendance: Graham Britten, Director of Legal and Governance (BFRS)
Paul Scanes, Head of Response and Resilience (BFRS)
Asif Hussain, Head of Finance and Assets (BFRS)
Katie Nellist, Democratic Services Officer (BFRS)
Mark Arkwell, Deputy Chief Fire Officer (RBFRS)
Tim Readings, Area Manager Policy and Assurance (RBFRS)
Conor Byrne, Head of Finance and Procurement (RBFRS)
Lukasz Wrona, Head of Business Information & Systems (RBFRS)
Mike Adcock, Deputy Chief Fire Officer (OFRS)
Mike Swadling, Area Manager (OFRS)
Simon Harris, Group Manager (TVFCS)
Remotely:
Louise Harrison, Chief Fire Officer (BFRS)
Wayne Bowcock, Chief Fire Officer (RBFRS)

Action

1. APPOINTMENT OF CHAIRMAN FOR 2025/26

It being proposed and seconded it was:

RESOLVED – that Councillor Banks be elected Chairman of TVFCS Joint Committee for 2025/26.

2. APPOINTMENT OF VICE-CHAIRMAN FOR 2025/26

It being proposed and seconded it was:

RESOLVED – that Councillor Hannaby be appointed Vice-Chairman of TVFCS Joint Committee for 2025/26.

3. APOLOGIES

Councillor Neil Fawcett (Oxfordshire County Council)
Councillor Simon Werner (Royal Berkshire Fire Authority)

4. INTRODUCTIONS

Members and Officers introduced themselves and the Chairman asked for the names of the substitute members:

Councillor Niknam Hussain (Buckinghamshire & Milton Keynes Fire Authority)
Councillor Tracey Bailey (Buckinghamshire & Milton Keynes Fire Authority)
Councillor Mohammed Nazir (Royal Berkshire Fire Authority)
Councillor Paul Gittings (Royal Berkshire Fire Authority)
Oxfordshire County Council – to be advised.

The Chairman notified the Committee that he had agreed to the inclusion of a late urgent item (which would be taken in exempt session) to allow for the procurement of urgent goods and services to be approved.

5. DECLARATIONS OF INTEREST

There were no Declarations of Interest received.

6. MINUTES AND RECORDED ACTIONS OF THE LAST MEETING HELD ON 12 DECEMBER 2024

Councillor Monger asked about Item 26 Thames Valley Fire Control – Contingency Call Handling Tender – ‘It was estimated that the cost of providing this service will increase from £6k to £20k mainly due to inflation’ – was this an error, as it would not increase that much due to inflation. Head of Finance and Procurement Conor Byrne to provide new wording.

RESOLVED - that the Minutes of the meeting held on 12 December 2024, be approved as a true record and signed by the Chair, with the amended wording added.

7. TO DEAL WITH BUSINESS REMAINING FROM THE LAST MEETING

Reports from the meeting due to be held on 17 March 2025.

This meeting was not quorate and therefore had been cancelled.

Head of
Finance &
Procurement

The Director of Legal and Governance asked that the reports be ratified, particularly Recommendation 2.1 of Agenda Item 7a. All other Recommendations were for noting. This was an agreement to progress the building of a business case, for the item later on in the agenda. The proposal was to take these three items as read, but to formally ratify the decisions.

7a. THAMES VALLEY FIRE CONTROL – FUTURE REPLACEMENT PROJECT – SCOPING WORKSHOP UPDATE

RESOLVED –

That the progression of building a business case for the future replacement of the TVFCS Command and Control systems and associated technologies be agreed.

To note this will support an intent to deliver an Outline Business Case to the Joint Committee in July 2025.

7b. TVFCS Q3 BUDGET OUTTURN 2024/25

RESOLVED – That the Q3 budget outturn position for 2024/25 as detailed in Appendix A be noted.

7c. TVFCS PERFORMANCE MONITORING REPORT Q3 2024/25

RESOLVED – That the TVFCS Q3 Performance Monitoring Report for 2024/25 be noted.

8. QUESTIONS FROM MEMBERS (WRITTEN QUESTIONS UNDER STANDING ORDER 26.1)

None received.

9. QUESTIONS SUBMITTED UNDER STANDING ORDER 9.5 (QUESTIONS FROM MEMBERS OF THE PUBLIC)

None Received.

10. ANNUAL REPORT 2024/25

Area Manager Tim Readings advised the Committee that this was the annual report of the outgoing Chairman giving a look back and a look forward over the previous year.

Councillor Frewer advised that this report provided a high-level review of 2024/25 activity, performance, staffing, and finances. TVFCS remained a key regional collaboration across the three Thames Valley fire and rescue services. The governance was delivered through a Joint Committee and Joint Coordinating Group (JCG). The service operated a single employer and

mobilising model delivering over £1m annual savings.

New performance metrics had been introduced, which aligned with Committee feedback. There had been a strong performance in call answering times, with targets mostly exceeded. Mobilisation times to fires in buildings consistently exceeded targets. Challenges persist in mobilising to outdoor fires, vehicle fires, and RTCs due to location accuracy and third-party data sharing. There was ongoing collaboration with police and ambulance services to improve incident location data.

Staff turnover had stabilised significantly since February 2024 after post-COVID-19 turbulence. There was a shift in focus from recruitment to development, with a pool now ready for promotion. Short-term sickness absence was well managed and targeted HR input supported consistency.

The 2024/25 budget was £2,874,023; with actual spend of £2,850,155, giving an underspend of £23,868 (0.83%) due to a lower-than-expected pay award.

There had been a major hardware refresh of the DS3000 ICCS completed with minimal disruption. Also, the introduction of National Operational Guidance aligned training and a revised knowledge maintenance system. An electronic process for managing high-rise fire multiple calls had been implemented in response to the Grenfell Inquiry recommendations.

The three services had celebrated the 10-year anniversary of TVFCS with public engagements and a £3,500 charity fundraiser.

Looking ahead, the MAIT (Multi Agency Incident Transfer) system would go live in early 2025/26, this would improve data transfer efficiency. Work was underway to replace the Command and Control system by April 2028, the full business case was due in December 2025. There were continued efforts to improve staffing resilience. The Emergency Services Network (ESN) migration work was increasing; this was managed regionally but required local coordination.

No financial, legal, or equality/diversity issues had been noted throughout the year, and risks were monitored via the TVFCS risk register.

The Chairman asked if the Emergency Services Network (ESN) migration just applied to the three Thames Valley services?

The Group Manager (TVFCS) advised that the ESN was being delivered as part of the Emergency Services Mobile Communication Programme (ESMCP), this was the long-term project for the replacement of the Airwave radio network for all UK emergency services. As Members were probably aware, the Home Office programme was running considerably later than originally scheduled, but services were now being told to expect to see activity relating to delivery starting to ramp up within the next 12 months.

RESOLVED – That the annual report be noted.

11. TVFCS PERFORMANCE MONITORING REPORT Q4 2024/25

Area Commander Paul Scanes advised that during 2022/23, the TVFCS Joint Coordination Group (JCG) developed a new range of key performance measures. The suite of measures were discussed and developed at the Joint Committee's December 2022 workshop meeting and continued to be established as a comprehensive and robust monitoring process.

The range of performance measures were reviewed annually by the JCG in accordance with the requirements of the Inter-Authority Agreement (IAA). It had been identified by the JCG, that some measures now required further review. This would take place during July/August 2025. This report demonstrated Service performance for Quarter 4, between January and March 2025.

Area Commander Paul Scanes advised Members that the number of emergency calls received were generally consistent with expected demand compared with the previous 5 years. There was a small spike in demand during January, caused by adverse weather conditions during the month. Although relating to Q3, it should be noted that the figures for December were artificially lower than would normally be expected. This was a result of the final stages of the implementation of the TVFCS Integrated Communications Control System (ICCS) technology refresh, which necessitated TVFCS staff using fallback systems for call handling for a 10-day period. This fallback system offered the same functionality to control room users in handling calls but did not have the same performance logging functionality as the primary TVFCS system.

Performance when handling calls to fires in buildings had been quicker than the target measure throughout the quarter. Officers expect to see strong performance against this measure, as these incidents tend to be easier for control staff to locate.

Performance when handling calls to fires in the open and vehicle fires continued to be more challenging. These calls were more difficult for control staff to locate, as callers were less likely to be able to provide a clearly identifiable location. Systems do provide call handlers with assistance through technology which identifies the caller's physical location when the 999 call was placed, but further questioning was still required to ensure that appliances were mobilised to the correct location.

The number of safeguarding referrals made by TVFCS and the number of threats of arson processed continue to trend upwards. This was a positive reflection of the ongoing training on safeguarding carried out by TVFCS staff, which better enabled them to identify situations where safeguarding referrals were required, and an improved information flow with Thames Valley Police when threats of arson were made.

Staff turnover was now at its lowest level in several years. No staff had left TVFCS since February 2024. It was expected that the number of staff who had completed all mandatory organisation training by the end of Q4 would have been higher than the data showed. The TVFCS management team had been focusing on individuals who had an outstanding training requirement during Q1

2025/26 and it was expected that this focus would be reflected in improved completion rates by the end of June 2025.

The time lost to long term sickness absence improved significantly during the quarter. Short term sickness fluctuated during the period, this was not unexpected, as the Control room environment could be easily impacted by viruses and other seasonal illnesses which were more prevalent during the winter months.

A single data breach was recorded during the year. This was the result of potential access to restricted data being accidentally made available to unauthorised personnel. Subsequent investigation showed that no unauthorised access had actually taken place. The vulnerability had been addressed and safeguards put in place to avoid any recurrence.

The number of service desk tickets being logged with the Command and Control system supplier continued to be higher than desired. The JCG had engaged with the supplier, NEC, to affect an improvement in the support arrangements for this critical system. Early indications were that an improvement in stability was being seen as a result.

Group Manager (TVFCS) Simon Harris advised Members that Performance Measures were due to be reviewed starting next week. Rag scoring for threats of arson and safeguarding was not particularly helpful, because the volume of threats of arson could not be controlled, or indeed the number of people needing safeguarding. What they do reflect was that control room staff had a good understanding of safeguarding and knowing when to safeguard vulnerable people who contact the service for other reasons. There were also better arrangements with Thames Valley Police and knowing about threats of arson enabled the service to respond. There were two things on the rag scoring showing as red but were both quite positive reflections of what was being done.

The Chairman asked how did officers measure against other services.

The Group Manager (TVFCS) Simon Harris advised that work had been done through the National Fire Chiefs Council (NFCC) Mobilising Group, which showed services were not all measuring the same things, and there were no nationally set standards of what good looked like in a fire control context. The Group Manager was aware that this service already reported on more key performance measures than any other UK fire control. It would be helpful to have some guidance from the NFCC.

The Chairman asked about mandatory training, which looked quite low in Q2, at only 32% completion with a 95% target. Did this reflect mandatory training coming all at one time and staff not having the capacity to do it.

Group Manager (TVFCS) Simon Harris advised that the mandatory training was around equality, diversity and inclusion and safeguarding. Royal Berkshire Fire and Rescue Service had introduced a number of new training packages, and as they were the employer, fire control staff followed their training regime. It had taken time for staff to process them, but there should be a significant

improvement in the completion rate for Q4 when the figures were available.

RESOLVED – That the TVFCS Q4 Performance Monitoring Report for 2024/25 be noted.

12. TVFCS REPLACEMENT HIGH LEVEL BUSINESS CASE

Area Manager Tim Readings advised Members that this report was intended to deliver the high-level business case which was proposed at the December 2024 Joint Committee meeting. It acts as a milestone on the journey to the delivery of a full business case to the Committee in December 2025. There were two critical areas requiring action, developing the business case and refreshing the legal agreement.

The legal agreement would expire in 2030, and a commitment to the future of TVFCS required it to be renewed. The current agreement was cumbersome and reflected the relationships at play when it was drafted.

The Inter-Authority Agreement contained agreed triggers for discussion and decision about the renewal of the legal agreement. These dates were late in the life cycle of the current TVFCS technology provision. This Committee was required to discuss the replacement of the legal agreement three years prior to its expiry, which was April 2027 and to take a decision two year prior to the expiry in April 2028. Officers were concerned that it was too late in the cycle to allow progression as it was a very substantial piece of work, the current legal agreement was 268 pages long. Officers would like to start the work earlier to allow Members time to consider what the new legal agreement should look like.

This report asks Members to agree that it was appropriate and necessary to commence an early discussion on refreshing the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service (the legal agreement) at the December 2025 Joint Committee meeting once a decision had been taken on the full business case. This decision would allow officers to undertake preliminary work to develop understanding of the necessary work and likely timeline to inform decision making in December 2025.

Area Manager Tim Readings advised Members that Appendix A of the report was the high-level business case. It was designed to support the development of a full business case and the roll out of a procurement process. The initial estimate was that replacement of TVFCS IT systems would cost between £10m-£16m, spread over the life span of the system, 8-10 years. This was dependant on the eventual technology infrastructure, for example, on site or cloud hosting.

Delivery of the system would enable the three Services to deliver their statutory duties, a failure to replace the system in a timely manner would introduce significant risks, including the current system becoming insecure, vulnerable to cyber security risks and a consequent risk of the loss of accreditation on the Airwave communication system.

The high-level business case represented a milestone on the journey towards the full business case in December. Work would now progress on the full business case and the establishment of a procurement project. On this basis,

Members were asked to note both the high-level business case and the work being undertaken to establish a collaborative procurement strategy.

Given the complexity of the work ahead, this paper was also asking Members to agree to a move to quarterly Joint Committee meetings. This was to ensure the provision of adequate scrutiny and democratic oversight of the project. If quarterly meetings were agreed, Officers intend to bring an update to the Joint Committee in September 2025 on the progress of both the procurement process and the development of the full business case.

The Chairman asked that as the joint control room was such a success, officers should also look at expanding it to other authorities, bringing down overall costs would be a really good idea.

Area Manager Tim Readings advised that the current legal agreement does have focus within which says that one of the purposes of TVFCS was to explore having new members and this was certainly something officers could consider as an option for the future to control costs.

Deputy Chief Fire Officer Michael Adcock also wanted to highlight the benefits identified and continue to deliver to the public in the Thames Valley from having a joint control room and that was having the same fire appliances, with firefighters trained the same way with the same equipment. Within the Thames Valley, whether it was Milton Keynes, Reading or Oxford the public would see firefighters and fire appliances that could work seamlessly together across the Thames Valley and the catalyst for that was the Thames Valley Fire Control Service.

RESOLVED –

1. That the outline business case for the TVFCS technology refresh as an interim step on the journey to a full business case in December 2025 be noted.
2. That it is appropriate and necessary to commence an early discussion on refreshing the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service (the legal agreement) at the December 2025 Joint Committee meeting once a decision has been taken on the full business case be agreed.
3. A return to quarterly meetings of the Joint Committee during the project to ensure adequate opportunities for engagement and oversight be agreed.
4. That the work being undertaken to establish a collaborative procurement strategy, and that officers intend to bring an update to in September to the Joint Committee be noted.

13. TVFCS CONTINGENCY CALL HANDLING SERVICE AND RELATED SERVICES

Area Manager Tim Readings advised Members that this report was due to be presented in March, but unfortunately the meeting was cancelled. The TVFCS was required to have a resilient fall-back service in the event of a natural disaster or industrial action, or any of those kind of catastrophic business continuity events. Securitas Security Services had been employed, and the contract had already been signed as the previous contract expired in April 2025. The contract was within budget and within expected ongoing costs in the

Medium-Term Financial Plan. The contract had provided for training and exercising for the temporary staff which were recruited, which it did not have previously.

Chief Fire Officer Wayne Bowcock wanted to draw Members attention to 3.8 in the report, to ensure that the Senior Responsible Officer's had fed back through their own respective Services and into their own Fire Authority budget setting cycles for the life of the contract.

The Director of Legal and Governance Graham Britten advised the Chairman that it had been approved by the Buckinghamshire and Milton Keynes Fire Authority.

RESOLVED – That the award of the contract to Securitas Security Services (UK) Limited for the provision of a Contingency Call Handling Service and Related Services for Thames Valley Fire Control Service be noted.

14. TVFCS FINANCIAL OUTTURN 2024/25

Head of Finance and Procurement Conor Byrne advised Members that the budget for 2024/25 was £2,874m, and the year-end outturn for the year was £2,850m, a variance of -0.83%. The main reason for the variance was that the pay award was lower than anticipated and contributed to the lower salary costs and associated payments. The 2024/25 budget was based on a pay award of 5%, whereas the actual pay award agreed was 4%. Another large variance related to expenditure, and the overspend on the Vision system which was due to engineering work that was not known when the budget was set. This system enabled emergency responders to have a comprehensive year of incidents and manage resources effectively. Also, the budget was set on the basis of anticipated costs of a new maintenance and support contract whilst still going through procurement. The actual cost of the contract proved to be slightly lower.

Head of Finance and Procurement Conor Byrne advised Members that regarding the renewals fund, the three partners all contributed £50k. Interest on the balance invested amounted to £76k. The balance at the end of the year was £1.438m

RESOLVED – That the Q4 financial position for 2024/25 be noted.

15. FORWARD PLAN

RESOLVED – that the Forward Plan be noted.

16. EXCLUSION OF PUBLIC AND PRESS

RESOLVED -

That the public and press representatives be excluded from the meeting by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as the report and contain information relating to the financial or business affairs of a person (including the participating Authorities); and on these grounds

it is considered the need to keep information exempt outweighs the public interest in disclosing the information.

17. LATE URGENT ITEM – TVFCS NETWORK HARDWARE REPLACEMENT

The Committee considered the report, details of which were noted in the exempt minutes.

18. DATE OF NEXT MEETING

Monday 22 September 2025 - 2pm at Buckinghamshire Fire and Rescue Service Headquarters, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.

(The meeting closed at 15.06)

THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	Future of the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service
PRESENTED TO:	TVFCS Joint Committee
DATE OF MEETING	22 September 2025
LEAD OFFICER	Area Manager Tim Readings
EXEMPT INFORMATION	None
ACTION	To Agree

1. EXECUTIVE SUMMARY

- 1.1 This report seeks approval to initiate a structured review of the *Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service* (2015, amended 2016), known as the Inter-Agency Agreement (IAA). The agreement underpins the governance, financial and operational framework of TVFCS and is now in its tenth year of operation.
- 1.2 A review is timely given emerging operational, financial and technological developments, as well as the requirements of the Technology Replacement Programme. Initial discussion with officers has identified that aspects of the IAA are now sub-optimal, particularly in relation to contract governance, spending limits, TVFCS management structure and the role of the Control Room Manager.
- 1.3 A comprehensive review will ensure the agreement remains fit for purpose, legally compliant and aligned with future service needs, enabling TVFCS to maintain efficiency, resilience and effective collaboration.

2. **RECOMMENDATION**

That the TVFCS Joint Committee:

- 2.1 **AGREE** this report and endorse commencement of a review of the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service with findings to be presented to the Joint Committee in Q1 2026-27.

3. **REPORT**

- 3.1 The legal agreement sets out partner responsibilities, governance arrangements, and financial and contractual frameworks relating to Thames Valley Fire Control Service. While certain schedules are reviewed annually, the wider agreement has not been systematically reassessed since consolidation in 2016. Changing operational requirements, procurement activity and evolving statutory duties require a refreshed approach.
- 3.2 The technology replacement programme for Thames Valley Fire Control Service requires partners to review the IAA. Not least because the IAA requires that the **expiry date of any new TVFCS contract must not extend beyond the expiry date of the agreement itself**.
 - 3.2..1 Specifically, clause **17.4.3** states that before entering into a new TVFCS contract, the fire authorities must agree, *“the expiry date for the proposed new TVFCS Contract which shall not extend beyond the Expiry Date”* of the IAA.
- 3.3 The extant IAA expires in expires in April 2030. Clause 30 of the agreement requires each Fire Authority to discuss continued participation in a Joint Fire Control (TVFCS) by April 2027, reaching agreement on future provision by April 2028. Therefore, the Technology Replacement Programme, requires early review of the IAA.
- 3.4 Initial investigation has identified areas where the IAA no longer reflects current practice or operational reality. A comprehensive review will ensure the agreement remains fit for purpose, legally compliant and aligned with future service needs. The review will address existing provisions and ensure that the following areas are fit for purpose:
 - 3.4..1 Governance arrangements, decision-making and escalation processes.
 - 3.4..2 Financial provisions, contractual and legal obligations.
 - 3.4..3 Staffing and operational responsibilities.

- 3.4.4 Termination, expiry and variation clauses.
- 3.5 A (non-exhaustive) list of areas within the IAA already identified for potential improvement include:
 - 3.5..1 Current restrictions require full governance approval for all TVFCS contracts, regardless of value. A tiered or proportionate approach should be explored.
 - 3.5..2 Spending limits set in 2014 lack mechanisms to adjust for inflation. An index-linked approach may be considered.
 - 3.5..3 The Control Room Manager job description reflects a 2014 management structure and requires updating to reflect current practice.
 - 3.5..4 The agreement does not reflect the current RBFA-led recharge model for revenue funding.
 - 3.5..5 Clause 25: The five-year mobilising system review is now historic; this section should reflect the live procurement of a replacement system and the necessary flexibility moving forward.
 - 3.5..6 Clause 30: The three-year notice period for expiry discussions is insufficient and should be reviewed.
- 3.6 Review of the IAA should be undertaken by officers to streamline decision making while ensuring proportionate checks and balances are maintained. Where appropriate, external support will be sought to ensure compliance.
- 3.7 This report notes that the extant IAA, while in need of updating, reflects the collaborative relationships at the time it was drafted. Given this, the IAA remains the foundation of a successful partnership and as such it can be reviewed and revised as required. This report is not calling for a complete blank paper redraft.
- 3.8 Review of the IAA must facilitate the technology replacement programme, improved service delivery, and reflect the maturity of the collaborative relationship. Furthermore, a review of the IAA that delivers enhanced governance and removes unnecessary bureaucracy is in the best interests of partners and taxpayers.
- 3.9 This report proposes that work commences on a revitalised IAA in October 2025, an update to Joint Committee (including estimated costs) in December 2025 and an ambitious target delivery date in Q1 2026-27.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

- 4.1 This report complies with the TVFCS Inter Authority Agreement.

5. FINANCIAL IMPLICATIONS

- 5.1 The cost of the revising the IAA requires further development. The option presented (review and revision by officers) will need legal scrutiny of the updated draft agreement to ensure compliance. If Joint Committee agrees with this approach an update to this report will be presented in December 2025 with an estimate of costs for agreement before progression to the Q1 2026-27 IAA report.

6. LEGAL IMPLICATIONS

- 6.1 Clause 38 makes clear that the agreement, including its schedules, can only be varied by *written agreement of all three Fire Authorities*. Any substantive change identified through a review will therefore require unanimous approval (a Fire Authority Decision).
- 6.2 Schedule 5 confirms that variations to the agreement are Fire Authority Decisions, not matters for the Joint Coordinating Group or Joint Committee alone. This means each Fire Authority must process changes through its own governance structures, which may include cabinet, committee or full authority approval.
- 6.3 Until changes to the IAA are formally agreed, the existing agreement remains binding. Any operational workarounds or practices inconsistent with the contract (e.g. revenue transfers or contract administration) carry risk of challenge unless rectified by variation.
- 6.4 Clause 30 requires discussions three years before expiry, and Clause 31 sets out consequences of expiry. A review may recommend changes here, but extending the term of the agreement would also need unanimous variation.
- 6.5 The agreement enshrines compliance with statutory duties under the Fire and Rescue Services Act 2004 and Civil Contingencies Act 2004. Any revisions must continue to reflect these legal obligations, and any revisions should be reviewed by a legal professional.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 There are no EDI implications associated with this report.

8. RISK IMPLICATIONS

- 8.1 If the collaborative partners do not review the IAA in a timely manner, then it is likely that it will hinder the Technology Replacement Programme and may impact the deliver of statutory duties, which is significant in respect of public safety and the reputation of TVFCS and partner agencies and authorities.

9. CONTRIBUTION TO SERVICE AIMS

- 9.1 The stated primary objectives of Thames Valley Fire Control Service (TVFCS) include requirements: *“To satisfy the core functions of the Fire Authorities as defined in the Fire and Rescue Services Act 2004.”*
- 9.2 The primary objectives also include a requirement to: *“to satisfy the statutory duty of all the Fire Authorities as Category 1 responders under the Civil Contingencies Act 2004.”*
- 9.3 Provision of an updated IAA supports improved governance, accountability and devolved decision making at appropriate levels. Enhancing the day to day management of TVFCS will support improved service delivery.

10. PRINCIPAL CONSULTATION

- 10.1 RBFRS Chief Fire Officer
- 10.2 RBFRS Chief Financial Officer
- 10.3 Monitoring Officer

11. BACKGROUND PAPERS

- 11.1 Minutes of the meeting of the Thames Valley Fire Control Service Joint Committee, 10 July 2025.

12. APPENDICES

- 12.1 None

13. CONTACT DETAILS

- 13.1 Area Manager Tim Readings readingst@rbfrs.co.uk

This page is intentionally left blank

THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	TVFCS Performance Monitoring Report Q1 2025/26
PRESENTED TO:	TVFCS Joint Committee
DATE OF MEETING	22 September 2025
LEAD OFFICER	Area Commander Paul Scanes
EXEMPT INFORMATION	None
ACTION	To Note

1. EXECUTIVE SUMMARY

1.1 During 2022/23, the TVFCS Joint Coordination Group (JCG) developed a new range of key performance measures to improve and enhance the monitoring of the Service. The suite of measures were discussed and developed at the Joint Committee's December 2022 workshop meeting, and continue to be established as a comprehensive and robust monitoring process.

1.2 The range of performance measures are reviewed annually by the JCG in accordance with the requirements of the Inter-Authority Agreement (IAA). It has been identified by the JCG, that some measures required further review to ensure that they are providing meaningful information to enable management action. This took place during July/August 2025.

1.3 This report will serve as a performance report and an update on the outcomes of the measures review.

2. RECOMMENDATION

2.1 That the TVFCS Q1 Performance Monitoring Report for 2025/26 and the review and development of the new 2025/26 Performance Measures be noted.

3. **REPORT**

3.1 This report demonstrates Service performance for Quarter 1, between April and June 2025 and the reviewed outcomes of the new performance Measures.

Performance Measures:

3.2 The number of calls received in both April and June saw an increase compared against the previous 5 year average for the equivalent months. This appears to be largely caused by the prolonged dry and warm weather experienced, which has led to more outdoor fires being reported. Due to technical problems with systems in Fire Control, the data shown in the report for May does not reflect accurate call volumes, as Control staff have had to use the secondary fallback for a prolonged period. This fallback system offers the same functionality to Control room users in handling calls, but does not have same performance logging functionality as the primary TVFCS call handling system. Other data does indicate that demand levels were also higher in May.

3.3 Despite the increase in demand, TVFCS have performed well against the measures for how quickly 999 calls are answered, bettering the target in both April and June where reliable data is available.

3.4 Performance when handling calls to fires in buildings has been consistently strong across the quarter, with the target routinely being bettered. Calls to these incidents tend to be easier for Control staff to locate and consequently identify the most appropriate response to, which leads to high performance.

3.5 Performance when handling calls to fires in vehicles and fires in the open have been challenging historically, but we are now seeing much better performance against these measures. This appears to be a result of TVFCS staff making better use of geolocation data that is provided by the BT EISEC/AML service and wider adoption of mobile applications for identifying locations by the public.

3.6 Calls to road traffic collisions with persons trapped remain challenging. The majority of these calls are placed to the Police or Ambulance Service initially and then passed on to TVFCS. This prevents TVFCS call handlers from using the BT EISEC/AML geolocation service.

3.7 TVFCS staff turnover remains at a very low level. No staff have left TVFCS since February 2024.

3.8 The TVFCS Management team placed a focus on the measure relating to the completion of mandatory organisational training during the quarter. As a result of investigating the cause of lower than anticipated performance in this area, an issue with the way automated systems notify staff when they need to revisit training topics has been identified. RBFRS are in the process of adopting a new

staff development system, which will address this problem. The new system is expected to be available for staff to use in Q4 2025/26. In the interim, the TVFCS management team are exploring alternative ways to ensure all staff are refreshing their knowledge and understanding at the required intervals.

3.9 TVFCS have experienced a number of technical issues with the core Control room systems during the quarter. This required further escalation with the supplier. A six-point plan was agreed between the supplier, TVFCS managers and representatives of the Fire Brigades Union. The supplier has made good progress against this plan and the operating environment for Control room staff has improved as a result. The TVFCS Joint Coordinating Group and TVFCS Management team are working with the supplier to ensure that this progress is sustained and that we see continuous improvement in the performance of TVFCS systems during the remainder of the contract's life.

Thames Valley Fire Control Service – Performance Monitoring Dashboard

Detailed measures by category:

Great Place to Work – People

Ref: GP1.1 Headcount Vs Establishment

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	39	39	39	39	39	39	39	39	39	39	39	39	B >100%
	2025	41	41	41										G >94.9%
	Status	B	B	B										A <95%
Cumulative	Target	39	39	39	39	39	39	39	39	39	39	39	39	What is good
	2025	41	41	41										Nearest target
	Status	B	B	B										

Description	This measure is the total number of people in roles v's budgeted establishment
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP1.1

Ref: GP1.2 % Staff turnover

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	B <1%
	2025	0	0	0										G 1.1%-2.5%
	Status	B	B	B										A >2.5%
Cumulative	Target	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	What is good
	2025	0	0	0										Lower is better
	Status	B	B	B										

Description	This measure is the number of employees who leave the Service, expressed as a percentage of total workforce.
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP1.2

Ref: GP1.3 % Long-term Absence

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	B <1%
	2025	2.26%	7.92%	7.92%										G 1.1%-3%
	Status	G	A	A										A 3.1%-10%
Cumulative	Target	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	What is good
	2025	2.26%	5.09%	6.03%										Lower is better
	Status	G	A	A										R >10.1%

Description	This measure is the percentage of people absent long term, expressed as a percentage of total workforce
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP1.3

Ref: GP1.4 % Short-term Absence

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Monthly	Target	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	B <1%
	2025	3.40%	2.26%	4.37%										G 1.1%-3%
	Status	A	G	A										A 3.1%-10%
Cumulative	Target	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	What is good
	2025	3.40%	2.83%	3.34%										Lower is better
	Status	A	G	A										R >10.1%

Description	This measure is the percentage of people absent short term, expressed as a percentage of total workforce
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP1.4

Ref: GP1.5 Employee Experience (Core Engagement)														
Two yearly		23/24	25/26											
	Target	65%	65%											B >65%
	Actual	74%												G 55%-65%
	Status	B												A 45%-55%
														R <45%
														What is good
														Higher is better
Ref: GP1.6 Appraisal (Personal Development) Completion														
Annually		18/19	20/21	21/22	22/23	23/24	24/25	25/26						
	Target	95%	95%	95%	95%	95%	95%	95%						B >95%
	Actual	78.38%	100%	100%	100%	97%	90%							G 85%-95%
	Status	A	B	B	B	B	G							A 65%-84%
														R <65%
														What is good
														Higher is better
Ref: GP1.7 Mandatory Training Completion														
Annually		Q1	Q2	Q3	Q4									
	Target	95%	95%	95%	95%									B >95%
	2025	71%												G 85%-95%
	Status	A												A 65%-84%
														R <65%
														What is good
														Higher is better
Ref: GP1.8 Case management - % Completed within timeframe														
Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	Target	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	B >95%
	2025	100%	100%	100%										G 85%-95%
	Status	B	B	B										A 65%-84%
														R <65%
														What is good
														Higher is better
Ref: GP1.9 Number of workplace related accidents/injuries														
Quarterly		Q1	Q2	Q3	Q4									
	Prev 3 year	0.2	0	0	0									B
	2025													G <1
	Status													A 1
														R >1
Cumulative		Q1	Q2	Q3	Q4									
	Prev 3 year	0.2	0	0	0									What is good
	2025													Lower is better
	Status													
Ref: GP1.10 Number of near miss/hazard reports														
Quarterly		Q1	Q2	Q3	Q4									
	Prev 3 year	0.2	0	0	0									B
	2025													G <1
	Status													A 1
														R >1
Cumulative		Q1	Q2	Q3	Q4									
	Prev 3 year	0.2	0	0	0									What is good
	2025													Monitor
	Status													
Ref: GP1.11 RIDDOR reportable injuries														
Quarterly		Q1	Q2	Q3	Q4									
	Prev 3 year	0	0	0	0									B
	2025													G <1
	Status													A 1
														R >1
Cumulative		Q1	Q2	Q3	Q4									
	Prev 3 year	0	0	0	0									What is good
	2025													Lower is better
	Status													
Ref: GP1.12 Verbal or physical attacks on staff														
Quarterly		Q1	Q2	Q3	Q4									
	Prev 3 year	0	0	0	0									B
	2025													G <1
	Status													A 1
														R >1
Cumulative		Q1	Q2	Q3	Q4									
	Prev 3 year	0	0	0	0									What is good
	2025													Lower is better
	Status													

Description	This core engagement measure is taken from the RBFRS employee survey results which are completed every two years.
Owner	Joint Coordination Group
Data source	Supplier Staff Survey reports
Pattern	Every other year
Comparison	Against target
Reference	GP1.5

Description	This measure is the number of appraisals completed as at September of the year after, against the headcount
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Annually
Comparison	Against target
Reference	GP1.6

Description	This measure is the completion of mandatory training packages for all staff
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Annually
Comparison	Against target
Reference	GP1.7

Description	This measure is the percentage of Grievance, Discipline, capability and/or absence management cases completed each month within policy timeframes.
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP1.8

Description	This measure is the number of workplace reported accidents/injuries per quarter
Owner	Joint Coordination Group
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP1.9

Description	This measure is the number of near miss events per quarter
Owner	Joint Coordination Group
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP1.10

Description	This measure is the number of staff who suffered RIDDOR reportable injuries at work per quarter
Owner	Joint Coordination Group
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP1.11

Description	This measure is the number of incidents in which there was a verbal or physical attack on a member of staff per quarter
Owner	Joint Coordination Group
Data source	H&S Reporting System
Pattern	Quarterly
Comparison	Previous three year average
Reference	GP1.12

Public Safety – Effectiveness

Ref: 1.1 Emergency calls answered

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	2860	3018	3359	3636	3676	3593	3283	3016	2944	2971	2534	2852
	2025	3382	499	3836									
	Status	A		A									
Cumulative	Prev 5 year	2860	5878	9237	12873	16549	20142	23425	26441	29385	32356	34890	37742
	2025	3382	3881	7707									
	Status	A											

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Within 10% of previous five year average

Description	This measure monitors the number of 999 calls into the control room.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Previous five year average
Reference	1.1

Ref: 1.2 Emergency calls answered within 5 seconds

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%
	2025	95.55%	92.02%	94.22%									
	Status	B	G	B									
Cumulative	Target	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%
	2025	95.55%	93.79%	93.93%									
	Status	B	B	B									

B	93%-100%
G	92%-92.9%
A	91.9%-81%
R	80.9%-0%

What is good
Higher is better

Description	This measure uses the time taken from when the Fire Control Room system receives an emergency incoming call alert to the moment they are answered by a TVFCS Operator
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.2

Ref: 1.3 Emergency calls answered within 10 seconds

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%
	2025	98.06%	93.92%	97.45%									
	Status	B	A	G									
Cumulative	Target	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%	97%
	2025	98.06%	95.99%	96.48%									
	Status	B	A	A									

B	98%-100%
G	97%-97.9%
A	96.9%-86%
R	85.9%-0%

What is good
Higher is better

Description	This measure uses the time taken from when the Fire Control Room system receives an emergency incoming call alert to the moment they are answered by a TVFCS Operator
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.3

Ref: 1.4 - Calls per FTE Control Operator

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	61	61	61	61	61	61	61	61	61	61	61	61
	2025	94	14	106	0	0	0	0	0	0	0	0	0
	Status	B		B									
Cumulative	Target												
	2025	94	54	71	54	43	36	31	27	24	21	19	18
	Status	B											

B	>61
G	61
A	60-50
R	<49

What is good
Monitor

Description	This measure evaluates the number of emergency calls each call handler takes during a calendar month.
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Monitor
Reference	PV1.4

Ref: 1.5 Average time taken in seconds to alert Stations (All Incidents - excluding call challenge)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	90	90	90	90	90	90	90	90	90	90	90	90
	2025												
	Status												
Cumulative	Target	90	90	90	90	90	90	90	90	90	90	90	90
	2025												
	Status												

B	<90
G	90-90.9
A	91-100
R	>100

What is good
Higher is better

Description	This measure is the average number of seconds elapsed between an emergency call being answered and control staff operating equipment at a station notifying crews that they are required to mobilise. It does not include occasions when the control operator applies call challenge.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.5

Ref: 1.6 Average time taken in seconds to alert Stations (Building fires)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	72	74	74									
	Status	B	B	B									
Cumulative	Target	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
	Avg Seconds	72	73	73									
	Status	B	B	B									

B	<90
G	90-90.9
A	91-109.9
R	>110

What is good
Higher is better

Description	This measure is the average number of seconds elapsed between an emergency call being answered and control staff operating equipment at a station notifying crews that they are required to mobilise when responding to building fires.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.6

Ref: 1.7 Average time taken in seconds to alert Stations (Fires in vehicles)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	84	92	90									
	Status	B	A	G									
Cumulative	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	84	88	89									
	Status	B	B	B									

B	<90
G	90-90.9
A	91-109.9
R	>110

What is good
Higher is better

Description	This measure is the average number of seconds elapsed between an emergency call being answered and control staff operating equipment at a station notifying crews that they are required to mobilise when responding to vehicle fires.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.7

Ref: 1.8 Average time taken in seconds to alert Stations (Fires in the open)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	110	83	94									
	Status	R	B	A									
Cumulative	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	110	97	96									
	Status	R	A	A									

B	<90
G	90-90.9
A	91-109.9
R	>110

What is good
Higher is better

Description	This measure is the average number of seconds elapsed between an emergency call being answered and control staff operating equipment at a station notifying crews that they are required to mobilise when responding to fires in the open.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.8

Ref: 1.9 Average time taken in seconds to alert Stations (Road Traffic Collisions - Persons trapped)

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
		90	90	90	90	90	90	90	90	90	90	90	90
Monthly	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	108	105	109									
	Status	A	A	A									
Cumulative	Target	90	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	108	107	107									
	Status	A	A	A									

B	<90
G	90-90.9
A	91-109.9
R	>110

What is good
Higher is better

Description	This measure is the average number of seconds elapsed between an emergency call being answered and control staff operating equipment at a station notifying crews that they are required to mobilise when responding to road traffic collisions with people trapped.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.9

Ref: 1.10 Challenged calls resulting in no requirement to attend

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year												
	2025	209	230	99									
	Status												
Cumulative	Prev 5 year												
	2025	209	439	538	538	538	538	538	538	538	538	538	538
	Status												

B	
G	
A	
R	

What is good
Monitor

Description	Future work - There is currently no way of extracting this data effectively.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Previous five year average
Reference	1.10

Ref: 1.11 Call Handling Target - Stations alerted within 90 seconds (All Incidents - excluding call challenge)

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Target	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
	2025	71%	71%	68%									
	Status	A	A	R									
Cumulative													
	Target	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
	2025	71%	71%	70%									
	Status	A	A	A									

B	81%-100%
G	80%-80.9%
A	79.9%-70%
R	69.9%-0%

What is good
Higher is better

Description	This measure is the percentage of occasions when the time elapsed between an emergency call being answered and control staff operating equipment at a station notifying crews that they are required to mobilise is achieved in under 90 seconds. This does not include when calls are challenged.
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Target
Reference	1.11

Ref: 1.12 Fire Survival Guidance given

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2025	0	2	0									
	Status	B	G	B									
Cumulative		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Prev 5 year	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	2025	0	2	0									
	Status	B	G	B									

B	0
G	1-3
A	4-5
R	>5

What is good
Monitor

Description	This measure demonstrates how often fire survival guidance is given to the public - For monitoring purposes only
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Previous five year average
Reference	1.12

Ref: 1.13 Safeguarding referrals made

Monthly		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Prev 5 year	14	14	15	17	15	12	17	23	13	19	14	16
	2025	16	15	19									
	Status	A	G	R									
Cumulative													
	Prev 5 year	14	28	43	60	75	87	104	127	140	159	173	189
	2025	16	31	50									
	Status	A	G	A									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Monitor

Description	This measure demonstrates the number of occasions that the TVFCS is involved in safeguarding vulnerable people - for monitoring only
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Previous five year average
Reference	1.13

Ref: 1.14 Threats of Arson dealt with

		Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly	Prev 5 year	12	11	15	12	16	14	17	16	13	19	14	16
	2025	18	18	15									
	Status	R	R	G									
Cumulative	Prev 5 year	12	23	38	50	66	80	97	113	126	145	159	175
	2025	18	36	51									
	Status	R	R	R									

B	<10%
G	Within 10%
A	>10%
R	>20%

What is good
Monitor

Description	This measure demonstrates the number of occasions that the TVFCS is involved in threats of arson - for monitoring only
Owner	Joint Coordination Group
Data source	Vision
Pattern	Monthly
Comparison	Previous five year average
Reference	1.14

Public Value – Efficiency

PV.1.1 - Number of reportable data breaches

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26
Annual								
Target	0	0	0	0	0	0	1	0
Actual	0	0	0	0	0	0	1	0
Status	G	G	G	G	G	G	R	G

B	
G	0
A	
R	>0

What is good
Less is better

Description	This measure is to highlight any breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data
Owner	Joint Coordination Group
Data source	Legal and Governance
Pattern	Annual
Comparison	Target
Reference	PV1.1

PV.1.2 - Service Desk Response

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
2025	100	100	100									
Status	B	B	B									

B	100%
G	> 97.9%
A	> 95.9%
R	< 96%

What is good
Higher is better

Description	Work in progress - This measure highlights the Helpdesk tickets logged with our maintenance resolved within SLA.
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Target
Reference	PV1.5

PV.1.3 - Service Desk tickets logged

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 3 year												
2025	21	14	20									
Status	A	G	A									

B	<10
G	10-15
A	16-25
R	>25

What is good
Monitor

Description	This measure highlights the Helpdesk tickets logged with our maintenance contractors
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Previous three years
Reference	PV1.6

PV.1.4- System Uptime

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
2025	100	100	100									
Status	B	B	B									

B	100%
G	> 97.9%
A	> 95.9%
R	< 96%

What is good
Higher is better

Description	This measure demonstrates the percentage of time the command and control systems are running effectively
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Target
Reference	PV1.7

4. PERFORMANCE MEASURES REVIEW:

4.1 During July and August 2025 the senior responsible Officers (SROs) and the Head of TVFCS carried out a full review of the performance measures that were originally agreed at the JCG in December 2022.

4.2 The following adjustment were agreed:

Remove and place into Annual report

- GP1.5 - Employee experience
- GP1.6 - Appraisal (Personal Development) completion
- PV1.1 - Reportable data breaches

Remove, keep as local measure and place into Annual report

- GP1.9 - Workplace accidents/injuries
- GP1.10- Near misses and hazard reporting
- GP1.11- RIDDOR reportable incidents
- GP1.12 - Verbal or physical attacks on staff
- PS1.12 - Fire Survival Guidance given
- PS1.13 - Safeguarding interventions
- PS1.14 - Threats of Arson dealt with

Remove and keep as local measure

PS1.3 - Emergency calls answered within 10 seconds

PS1.4 - Calls handled per FTE

PS1.7 - Average time taken in seconds to alert Stations (Fires in vehicles)

PS1.8 - Average time taken in seconds to alert Stations (Fires in the open)

Remove completely

PS1.11 - Call Handling Target - Stations alerted within 90 seconds (All Incidents - excluding call challenge) = Duplicate of PS1.5

Added Measures

- Number of Overtime shifts utilised
- Number of occasions falling below resourcing model

4.3 The rationale for these adjustments were mainly down to identifying what value each measure added and what improvements to the service could be made as a result of capturing and measuring the information.

4.4 The SROs and Head of TVFCS are confident that these adjustments will provide more meaningful narrative for the Committee on a quarterly basis, with the other measures serving better in the Chairman's annual report.

4.5 TVFCS performance measures are scrutinised by the TVFCS JCG on a regular basis. Adjustments that will further enable improvement to the service provided to be made will be applied as and when they are identified.

5 COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

5.1 This report complies with clause 4 of the IAA – 'Principles of Collaboration'.

6 FINANCIAL IMPLICATIONS

6.1 None identified at this time.

7 LEGAL IMPLICATIONS

7.1 None identified at this time.

8 EQUALITY AND DIVERSITY IMPLICATIONS

8.1 None identified at this time .

9 RISK IMPLICATIONS

9.1 None identified at this time.

10 CONTRIBUTION TO SERVICE AIMS

- 10.1 As stated in the TVFCS IAA schedule 2: 'Primary objectives':
- 10.2 To satisfy the core functions of the Fire Authorities as defined in the Fire and Rescue Services Act 2004
- 10.3 To satisfy the statutory duty of all the Fire Authorities as category one responders as defined in the Civil Contingencies Act 2004
- 10.4 To improve the resilience of the control room function
- 10.5 To provide the capability for future expansion of TVFCS with other agencies or clients.

11 PRINCIPAL CONSULTATION

- 11.1 Joint Coordinating Group.

12 BACKGROUND PAPERS

<https://bucksfire.gov.uk/wp-content/uploads/2020/11/TVFCS-JOINT-COMMITTEE-AGENDA-PACK-10-JULY-2025-.pdf>

13 APPENDICES

- 13.1 None

14 CONTACT DETAILS

- 1.1 Area Commander Paul Scanes pscanes@bucksfire.gov.uk 07765041960

This page is intentionally left blank

THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	TVFCS EISEC/AML Server replacement and Contract
PRESENTED TO:	TVFCS Joint Committee
DATE OF MEETING	22 September 2025
LEAD OFFICER	Area Manager Tim Readings
EXEMPT INFORMATION	None
ACTION	To Note

1. **EXECUTIVE SUMMARY**

- 1.1 Thames Valley Fire Control Service uses a service provided by BT to identify the location of emergency callers using the '999' system. This facility is called 'Enhanced Information Service for Emergency Calls/Advanced Mobile Location' (EISEC/AML). EISEC/AML functionality enables control room staff to assign resources to emergencies in a timely manner.
- 1.2 The existing contract for this service predates TVFCS and is currently held and managed by RBFA.
- 1.3 BT have notified RBFA that, to maintain the service as the Public Switched Telephone Network is phased out, new servers are required to be installed at the TVFCS Primary and Secondary Control room sites.
- 1.4 Placing an order for the required replacement servers also commits the service to a new 5-year contract with BT.
- 1.5 The new 5-year contract meets the definition of a 'TVFCS Contract' as described in schedule 1 of the TVFCS Inter Authority Legal Agreement.

- 1.6 Capital funding for the replacement servers, and the ongoing revenue costs associated with the service were included in the TVFCS budget approved by the Committee and authorities for the 2025/26 financial year.
- 1.7 RBFA have approved a procurement waiver to allow the contract to take effect and have signed the contract to facilitate ongoing provision of EISEC/AML

2. RECOMMENDATION

That the Joint Committee:

- 2.1 **NOTE** the contract established to replace the critical EISEC/AML Servers and the entry into a 5-year contract with BT for the provision of the associated service.

3. REPORT

- 3.1 The EISEC/AML service is used extensively by TVFCS Control room staff when handling emergency calls placed using the '999' service to identify the physical location of callers dialling 999. The information provided by the EISEC Service is passed into the TVFCS Command and Control solution and displayed on a map to TVFCS call handlers. This enables TVFCS Control room staff to assign resources to emergencies in a timely manner.
- 3.2 The use of EISEC/AML is recommended in the NFCCs Fire Control Guidance.
- 3.3 BT are the provider of the UK's first stage Public Safety Answering Point for 999 calls and are the only organisation able to provide the EISEC/AML service.
- 3.4 RBFA have approved a procurement waiver to allow the contract to take effect and have signed the contract to facilitate ongoing provision of EISEC/AML.
- 3.5 The contract period for the service will run for 5 years from the agreed implementation date once an order has been submitted.
- 3.6 RBFA will manage the EISEC/AML contract on behalf of TVFCS in accordance with section 17.6 of the TVFCS Inter Authority Legal Agreement.
- 3.7 The total contract value over the 5-year period is £51,000, which includes a £3,500 capital expenditure to purchase and install the required servers and an annual revenue cost of £9,500 which is fixed for the contract duration. This represents an £500 p.a. increase in revenue expenditure compared with the legacy EISEC/AML contract.

- 3.8 Due to the need to maintain provision of this important capability RBFRS have entered the contract with BT for the provision, management and support of an IP Connect Private MPLS Service to the EISEC Platform.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

This report complies with Section 17 of the TVFCS partnership agreement.

5. FINANCIAL IMPLICATIONS

- 5.1 Capital expenditure of £2,400 during the 2025/25 financial year.
5.2 Revenue expenditure of £8,400 p.a. until the 2030/31 financial year.

6. LEGAL IMPLICATIONS

- 6.1 A procurement waiver has been approved by RBFA

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 EISEC/AML is an identified mitigation for negative impacts experienced by persons with difficulty communicating in spoken English when using the voice 999 system.

8. RISK IMPLICATIONS

None

9. PRINCIPAL CONSULTATION

- 10.1 Lukasz Wrona – RBFRS Head of Business Information and Systems
10.2 Nikki Richards - Deputy Chief Executive/Director of Corporate Services

11. BACKGROUND PAPERS

- 11.1 TVFCS Inter Authority Steady State Legal Agreement

12. APPENDICES

None

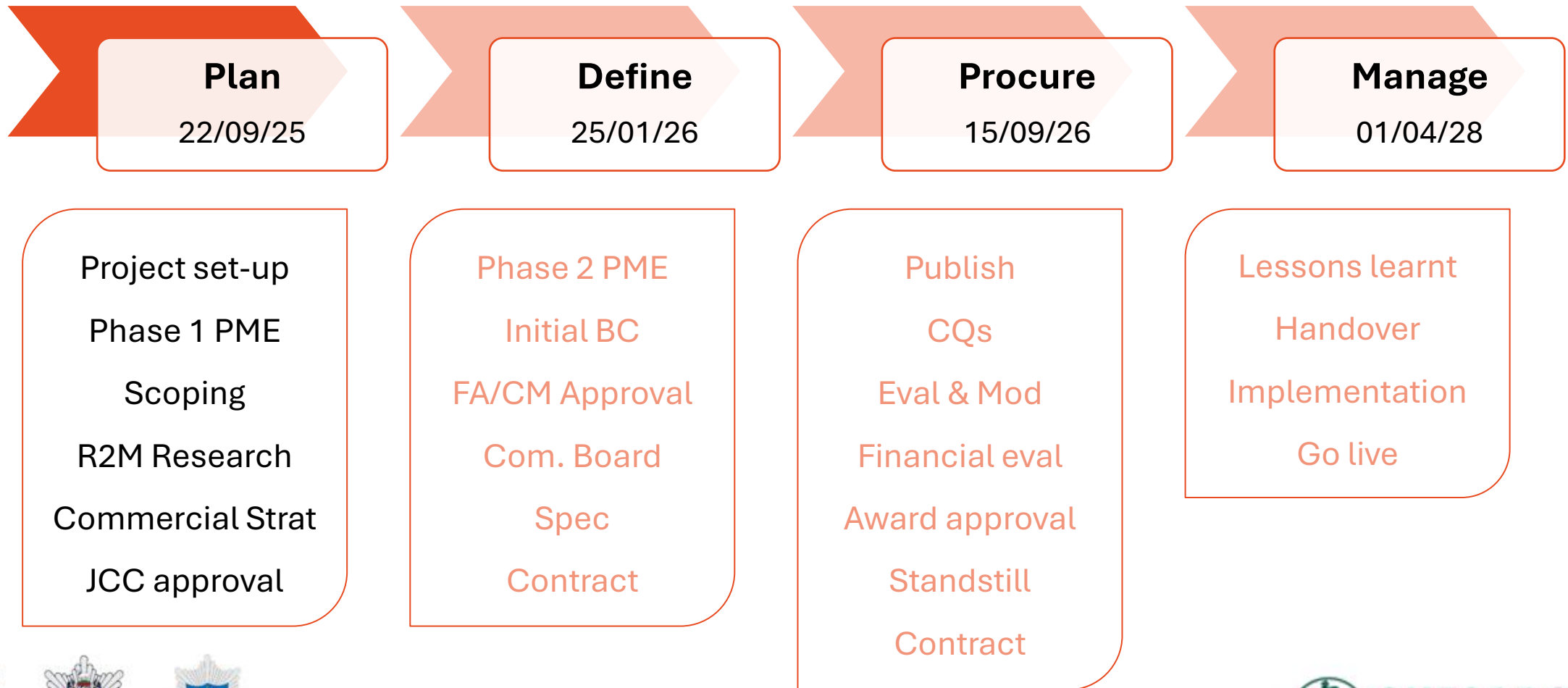
13. CONTACT DETAILS

13.1 AM Tim Readings – RBFRS readingst@rbfrs.co.uk 07776 325 423

TVFCS Command & Control Procurement Update

22/09/2025

Timeline



Plan

Task	Progress	Deadline	RAG
Pre-Market Engagement 1	7 responses to questionnaire, 2 outreach meetings with FRSs, desktop research cost estimates, PME analysis & recommendations.	22/08/2025	✓
R2M Research	Research and analysis complete – Open tender/FCP recommended.	01/09/2025	✓
Scoping	Initial scoping & justification complete, further insights from PME phase 2 expected.	08/09/2025	✓
Commercial Strategy	1 st draft complete, and sent to JCC.	15/09/2025	✓
Recruitment	Candidate chosen and accepted, waiting on references – 2 week notice period.	22/09/2025	✓



Resourcing

Purpose

To lead the procurement project:

- Project Management
- PME Phase 2
- Spec design support
- Tender design
- Lead evaluation & moderation
- Award, Contract & Lessons learned

Funding

Sept JCC approval to reallocate resource: **£89,225.35**

Confirmed resource costs

- FY 2025/26: £32,636
- FY 2026/27: £38,952
- **Total*: £71,588**

*Based on a fixed term contract expiring 31/10/2025 (the planned procurement completion date) – delay to the project may result in an addition resource request



Define

Task	Progress	Deadline	RAG
Pre-Market Engagement 2	Not started: Deep dive into Commercials Strategy recommendations & PME outcomes, spec and T&Cs input – Bidder days, interviews etc	04/11/2025	
Initial Business Case	Draft in progress, requires commercial strategy sign off & Phase 2 PME outcomes. Present to Dec JCC.	09/12/2025	
Spec	Key functional requirements complete, TVFCS workshop planning in progress, TVFCS visits & end user engagement.	04/12/2025	
Contract	Not started: Awaiting legal resource allocation	19/12/2025	
Tender Docs (incl. contingency)	Not started	25/01/2025	



Commercial Strategy

The Commercial Strategy is a **live document which will evolve** as we progress through the project, specifically after Phase 2 market engagement.

Today First draft outlining intentions, assumptions and identifying gaps in knowledge

November Final draft with more detailed cost estimates & Phase 2 PME outcomes

- Endorsement from Finance leads, ICT leads and CFOs

Dec JCC Final draft embedded within Initial Business Case



Commercial Strategy – Key Points

Contract Scope

Vision & ICCS only Keeping an open mind through PME Phase 2

Route to Market

Competitive Flexible Procedure Ensuring full market access, full control over the process stages/T&Cs and avoiding 1% fees.

Supplier preferencing

Transparency, communication & ongoing collaboration All very achievable

Risk & Opportunity management

Full risk assessment with mitigations Highlights on the next slide

Contract & Supplier management

Platinum contract High focus on performance monitoring



Commercial Strategy – Cost

Current Contract

On premises solution with capital outlay and reduced yearly running costs

Average annual cost: £328,308

Future Contract

Cloud based solution with no capital outlay, but increased yearly running costs

Average annual cost: £1,075,556

Future Contract

≈ Annual budget pressure: £747,248

Estimate Methodology

- Suppliers not willing to provide ballpark figures at this early stage
- Based on published contract costs for comparable FRS contracts

Considerations

- 'Comparable' is difficult to define without more detail of the awarded contracts and our own final specification
- Market inflation since tender of TVFCS
- Technology innovation integration as standard e.g. AI functionality



Project Risks

Risk	Cause	RAG	Mitigation	RAG
Timeline overrun	Complex project with high resource requirements		Recruit 1x FTE, thorough project governance	
Repeated mistakes & lack of lessons learnt	No retained staff since last tender		PME, Lessons learnt events with other FRS, commercial strategy	
Poor contract performance	Minimal contract powers, lack of supplier engagement		PME & in depth KPI schedule	
Lack of innovation & high costs	Overly prescriptive spec		Spec research & PME insights	
Financial pressure/approval	Lack of clarity around estimated contract costs		PME phase 2 deep dive	
LGR	Unknown outcomes		T&Cs, timetable contingency	





ITEM	NEXT REPORTING DATE	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Appointment of Chairman and Vice-Chairman for 2025/26 (Bucks)	10-Jul-25	Agree	Monitoring Officer	N/A	Part I
Chairman's Annual Report 2024/25	10-Jul-25	Note	Senior Responsible Officers	Chairman	Part I
TVFCS Performance Report Q4	10-Jul-25	Note	Group Manager	N/A	Part I
Outturn	10-Jul-25	Note	Deputy Head of Finance		
TVFCS replacement strategic business case	10-Jul-25	Agree	Senior Responsible Officers	N/A	Part I
TVFCS Call Handling Contract Award	10-Jul-25	Agree and recommend	Senior Responsible Officers	N/A	Part I
Technology Replacement Programme update	22-Sep-25	Note	Senior Responsible Officers		
EISEC/AML Server replacement and Contract	22-Sep-25	Note	Senior Responsible Officers		
TVFCS Performance Monitoring Report Q1 2025/26	22-Sep-25	Note	Senior Responsible Officers		
Future of the Legal Agreement Relating to the Steady State Operation of the Thames Valley Fire Control Service	22-Sep-25	Agree	Senior Responsible Officers		
TVFCS Proposed Budget 2026/27	15-Dec-25	Agree	Senior Responsible Officers	N/A	Part I
TVFCS Performance Report Q1	15-Dec-25	Note	Senior Responsible Officers	N/A	Part I
TVFCS replacement Full Business Case	15-Dec-25	Agree and recommend	Senior Responsible Officers	N/A	Part I
TVFCS Performance Report Q2 and Q3	16-Mar-26	Note	Senior Responsible Officers	N/A	Part I