

THAMES VALLEY FIRE CONTROL SERVICE JOINT COMMITTEE



Thames Valley Fire Control Service Joint Committee Meeting

Monday 16 March 2026 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 15 December 2025	(Pages 5 - 10)
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.	TVFCS Q3 2025/26 Budget Outturn	(Pages 11 - 16)
9.	TVFCS Performance Monitoring Report Q3 2025/26	(Pages 17 - 30)

	Item	Page No.
10.	Inter Authority Agreement Progress Update – to receive a presentation	(Pages 31 - 36)
11.	TVFCS C&C Procurement Update – to receive a presentation	(Pages 37 - 44)
12.	<p>Exclusion of Public and Press:</p> <p>RECOMMENDATION:</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 Thames Valley fire and rescue authorities); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information.</p>	
13.	Exempt Minutes and recorded actions of the last meeting held on 15 December 2025	
14.	Forward Plan – to note	(Pages 45)
15.	<p>Dates of Next Meetings (Hosted at OFRS HQ at 2pm) – To be agreed:</p> <ul style="list-style-type: none"> • Monday 13 July 2026 (Annual Meeting) • Monday 21 September 2026 • Monday 7 December 2026 • Monday 22 March 2027 	

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

Monday, 15 December 2025, 14:00hrs

Minutes

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

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

1. APOLOGIES

Councillor Simon Werner (Royal Berkshire Fire Authority)

2. INTRODUCTIONS

All Members and Officers present gave a brief introduction.

3. DECLARATIONS OF INTEREST

Action

There were no Declarations of Interest received.

4. MINUTES AND RECORDED ACTIONS OF THE LAST MEETING HELD ON 22 SEPTEMBER 2025

RESOLVED that the Minutes of the meeting held on 22 September 2025, be approved as a true record and signed by the Chairman.

5. TO DEAL WITH BUSINESS REMAINING FROM THE LAST MEETING, IF ANY

None.

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

None received.

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

None received.

8. TVFCS BUDGET 2026/27

The Head of Finance and Procurement (RBFRS) advised Members that the report set out the revenue budget for 2026/27 and the planned expenditure from the renewals fund for next year. It also showed how the revenue position would change over the next three years. This was a key planning document as it incorporated the estimated cost of the new command and control system and the significant impact it would have on budgets over the coming years. The proposed total revenue budget for 2026/27 was just over £3.1m, which was an increase of £114k. Employment costs constituted the main share of the budget and this was where most of the increase in costs had come from. Employment costs had been affected by the level of pay agreed for the current year as well as the estimate for next year. Employer pension contributions would be lower next year and also the primary employer contribution rate would decrease from 14.8% to 4% in the next three years and secondary pension contributions would also decrease leading to a 24% reduction in that deficit recharge.

The Head of Finance and Procurement (RBFRS) advised Members that the next section of the revenue budget looked at corporate recharge costs. These were reviewed annually, some had increased, but there had also been some decrease. The finance recharge cost would increase predominantly due to the higher technology costs. ICT recharges would increase mainly due to increased support staff costs due to multiple system upgrades. The Facilities recharge

decreased due to a lower electricity cost base from reduced server power usage and an LED lighting project that was completed in RBFRS. In terms of the revenue budget, the level of support from the government for the employer NI increase was less than expected for the current year, so this pressure had been built into the revenue budget for 2026/27. The revenue budget would increase by 3.8% compared to the current budget.

(Councillor Hannaby arrived)

The expenditure in the renewals fund related to the command and control system replacement, the total expenditure would be £796k which included contingency. Although these were the costs for next year, the cost of the project would stretch out over several years and in addition to the usual annual contribution, an additional contribution would be required of £120k for each of the next three years. The go live was scheduled for April 2028 and the medium term financial plan showed the impact of the new system on the revenue budget. Current estimates showed that the annual cost rises from just under £200k to around £1.1m in 2028/29.

The Head of Finance and Procurement (RBFRS) advised Members there were two main risks around this budget, the first was the uncertainty around the cost of the replacement command and control system that had yet to go to market and to counter this significant contingency had been built into the business case. The other risk seen this year related to pay awards. If the pay award in July 2026 should be 4% rather than 3%, this would be an additional pressure.

RESOLVED –

1. That the proposed TVFCS revenue budget for 2026/27 as detailed in Appendix A be agreed.
2. That a contingency budget allocation of £150,000 which would provide an upper limit of expenditure without further Authority approval be agreed.
3. That authority be delegated to the three CFOs (unanimous decision required) for any unplanned expenditure between £10,000 and £150,000.
4. That it be agreed to pay £270,000 into the Renewals Fund (£90,000 from each partner) in 2026/27 towards system replacement costs.
5. That the Expenditure Programme from the Renewals Fund for 2026/27 (Appendix C) be agreed.
6. That the Medium-Term Financial Plan (Appendix B) and Renewals Fund Long-Term Forecast (Appendix D) be noted.
7. That it be recommended to the respective Authorities for agreement, the TVFCS Revenue Budget and Renewals Fund expenditure for the financial year 2026/27 and the individual Authority contributions to these budgets.

9. TVFCS PERFORMANCE MONITORING REPORT Q2 2025/26

The Head of Response and Resilience (BFRS) advised Members that during July /August 2025, the TVFCS Joint Coordination Group (JCG) reviewed the key performance measures to improve and enhance the monitoring of the service. These performance measures were presented to the September 2025 Joint

Committee. The report now included narrative boxes for each measure and therefore reduced the narrative in Section 3 of the report. The report demonstrated performance for Q2, between July and September 2025 and included the new agreed performance measures. The measures were detailed by category, Great Place to Work – People, Public Safety – Effectiveness, Public Value – Efficiency.

The Head of Response and Resilience (BFRS) gave Members some highlights from the report:

Ref: GP 1.1 Headcount Vs Establishment and Ref: GP 1.2% Staff turnover were areas that were performing well.

Ref: GP 1.7 Mandatory Training Completion - Compliance against the measure had improved within the quarter but still remained below the desired target. TVFCS managers were working with RBFCS colleagues on the implementation of a new staff training system, which should notify staff more effectively when mandatory training required refreshing, which was expected to improve performance in this area.

Ref: PS 1.2 Emergency calls answered within 5 seconds - TVFCS continued to perform strongly against this measure. July performance dipped below target. More detailed analysis indicated this was as a result of the higher numbers of calls received to outdoor fires during the month. Outdoor fires take longer for Control staff to process than incidents located in buildings and typically create larger numbers of repeat calls.

Ref PS1.3 – average time taken in seconds to alert stations – There had been difficulties in reporting against this measure. Identifying where calls had been 'challenged' by Control staff required a manual intervention by Control staff during call handling. Officers were not comfortable this was providing reliable data. The TVFCS JCG were exploring alternative ways of evaluating this area of performance.

Ref: PS 1.6 - Challenged calls resulting in no requirement to attend - This measure was impacted by the same issue as reported above. The TVFCS JCG were exploring an alternative approach to measuring the effectiveness of the application of call challenging principles by Control staff.

Ref: PV 1.3 - System Uptime - Despite a number of technical problems being experienced, the TVFCS Command & Control system was available to users for the majority of the reporting period. The dip in performance during September related to a single event, where a failed change by the supplier during technical work in TVFCS caused the system to be unavailable for a short period. Fallback business continuity arrangements were applied during this outage to maintain service provision.

Councillor Monger felt the problem of geolocation should be addressed nationally.

The Group Manager (TVFCS) advised Members that after the September meeting, he had spoken to the Home Office Fire Communications Advisor who sat on the 999 Liaison Committee, who had expressed frustration in this area, finding themselves in the position where they can recommend to emergency

authorities they adopt the technology that would assist with this, but they cannot require them to do so. In terms of the geolocation control have, not all UK fire and rescue services had invested in this technology. The 999 Liaison Committee were hopeful by funding the Multi Agency Incident Transfer (MAIT) for UK fire for three years, other emergency services would see the benefit of that electronic system for transferring call details, which mitigated some of the problems.

Councillor Fawcett asked about the mandatory training, and how quickly would there be an improvement.

The Group Manager (TVFCS) advised they were expecting the replacement to be live in April 2026 and it should improve the way the system notifies staff that mandatory training was going out of date. The issue at present was that people were getting notifications very near to the expiry date which did not give staff on shifts time to complete it.

The Chief Fire Officer Oxfordshire asked how much mandatory training were staff expected to complete.

The Group Manager (TVFCS) advised there were about 14 different packages.

RESOLVED –

That the TVFCS Q2 Performance Monitoring Report for 2025/26 be noted.

10. 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 appendices contain information relating to the financial or business affairs of a person (including the Thames Valley fire and rescue authorities); and on these grounds it is considered the need to keep information exempt outweighs the public interest in disclosing the information.

11. TVFCS TECHNOLOGY REPLACEMENT INITIAL BUSINESS CASE

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

RESOLVED –

1. That the Fire Authorities be recommended to proceed with procurement of a replacement C&C system, targeting a cloud-based or hybrid solution.
2. That it be noted that the Joint Committee will be asked to approve the recommendation of contract award in Q2/3 2026 for Fire Authority decision.
3. That the Fire Authorities be recommended to decide to support the anticipated internal project resourcing costs and other technology

implementation costs of up to £795,897, for year 2026/27 can be drawn from the TVFCS renewals fund, with direction and approval at Project Board level.

4. That the Fire Authorities be recommended to agree to uplift the renewals fund contribution for 2026/27 by an additional £40,000 per Authority.
5. That the longer-term anticipated project costs and potential increased revenue implications, as described and that these assumptions are reflected in the refreshed TVFCS Medium Term Financial Plan, be noted.

12. FORWARD PLAN – TO NOTE

Noted.

13. DATE OF NEXT MEETING

Monday 16 March 2026 – 2pm at Buckinghamshire Fire and Rescue Service Headquarters, Stocklake, Aylesbury, Buckinghamshire, HP20 1BD.

(The meeting closed at 2.58pm)



THAMES VALLEY FIRE CONTROL SERVICE

SUBJECT	TVFCS Q3 2025/26 BUDGET OUTTURN
PRESENTED TO:	JOINT COMMITTEE
DATE OF MEETING	16 MARCH 2026
LEAD OFFICER	CONOR BYRNE RBFRS HEAD OF FINANCE & PROCUREMENT
EXEMPT INFORMATION	NONE
ACTION	NOTE

1. **EXECUTIVE SUMMARY**

- 1.1 To provide the Joint Committee with the Q3 2025/26 budget outturn position for TVFCS.

2. **RECOMMENDATION**

- 2.1 That the Joint Committee **NOTE** the Q3 2025/26 budget outturn position as detailed in Appendices A and B.

3. **REPORT**

Commentary on the Revenue Outturn

- 3.1 The budget provision for TVFCS for 2025/26 agreed at the Joint Committee meeting on 12 December 2024 was £3,007,294 with a contingency allocation of £150,000 available, if required. The Q3 forecast outturn for the year was £3,030,706, a variance of 0.78%. Appendix A provides an in-depth review of the in-year performance across all areas.
- 3.2 Although the pay award was higher than anticipated, the 2025/26 budget was based on a pay award of 2% whereas the actual pay award agreed was 3.2%, there is a small overall underspend in the employment costs (-0.15%) due to staff turnover, resulting in lower salary payments and related NI and pension contributions, whilst recruitment activity takes place.

- 3.3 The overspend relating to Mileage and Subsistence (3.95%) is a result of the events held to celebrate the 10-year anniversary of TVFCS including catering and travelling costs. The use of TVFCS revenue budget for this purpose was agreed by the three CFOs. For the remainder of the year the expenditure has been kept to a minimum.
- 3.4 A small overspend (1.33%) is reported in Professional Services & General Equipment Purchase due to replacement of headset amplifiers, which was not anticipated previously.
- 3.5 MAIT grant (£13k) was received to fully cover the costs of implementation and annual subscription. The adverse income variance is the result of a revised forecast relating to Compensation for rise in NI rate grant (£19k). The budget assumed reimbursement for the full impact of the NI rate increase; however, the actual receipts were lower than anticipated.
- 3.6 The receipt of service credits from NEC resulted in a small underspend (-3.87%) in Vision System Maintenance and Support.
- 3.7 The Integrated Communications Control System (ICCS) DS3000 costs are slightly over budget (0.59%) due to actual inflationary uplift being higher than expected.
- 3.8 For the Unicorn Network and Telephony Rental cost line, we have seen slightly lower actual usage costs compared to the accrued estimates, which led to a temporary credit balance (-3.46%).
- 3.9 The overspend on Software Maintenance was incurred due to an increased maintenance requirement for several ancillary systems that were not known at the time the budget was set.

Commentary on Capital Outturn and Renewals Fund

- 3.10 Phase 1 of the TVFCS Replacement Project commenced with an appointment of the Business Analyst by RBFRS. The purpose of this role is to deliver the Outline and Full Business Case including tender specification and supporting documentation and prepare Phase 2 resourcing profile. The year-to-date cost of employment amounted to £49,979. In addition to this role, Oxfordshire CC appointed Procurement Lead, whose responsibility is to support project initiation, lead the market engagement and procurement process. The year-to-date cost of employment was £13,886.
- 3.11 The hardware update of EISEC Calcot and Kidlington has been completed, and the financial settlement is expected to be made in Q4 2025/26 (£3.5k).
- 3.12 The total Capex Profile for 2025/26 is £217,800 as shown in Appendix B.

4. COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

- 4.1 This report complies with our statutory duty to collaborate.

5. FINANCIAL IMPLICATIONS

- 5.1 The current Q3 forecast overspend is £23,412.
- 5.2 The collaboration continues to deliver significant savings on an annual basis in comparison to the three stand-alone control rooms.
- 5.3 The financial implications of capital expenditure are set out in sections 3.7 and 3.8 of the report.

6. LEGAL IMPLICATIONS

- 6.1 In accordance with Schedule 7, clause 12.1 of the legal agreement, costs are shared between partners in accordance with the cost apportionment model.
- 6.2 The 2025/26 budget and subsequent in year performance complies with statutory regulations.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 There are none.

8. RISK IMPLICATIONS

- 8.1 Financial performance is scrutinised monthly by the TVFCS Group Manager and quarterly through the service planning processes at Joint Coordinating Group. It is then subsequently reported to the Joint Committee as part of the wider performance reports to ensure strict controls are in place to maintain and monitor performance and value for money for all partners.

9. CONTRIBUTION TO SERVICE AIMS

- 9.1 The Committee provides oversight on behalf of the three Authorities, in relation to the performance of TVFCS.

10. PRINCIPAL CONSULTATION

- 10.1 Simon Harris, TVFCS Group Manager
- 10.2 Conor Byrne, Head of Finance and Procurement, RBFRS
- 10.3 Lead Finance contact at each respective partner.

11. BACKGROUND PAPERS

- 11.1 TVFCS budget setting paper 2025/26, Joint Committee, 12 December 2024

12. APPENDICES

12.1 Appendix A: Outturn Statement 2025/26

12.2 Appendix B: Capital Programme 2025/26

13. CONTACT DETAILS

13.1 Conor Byrne, Head of Finance and Procurement, RBFRS

13.2 Jana Samajova, Management Accountant, RBFRS

APPENDIX A - TVFCS Budget Monitoring 2025/26 - Position as at 31 December 2025						
	Total Annual Budget	Actual Expenditure To 31 December 2025	Forecast Outturn at Year End	Variance = Forecast Year End Outturn - Annual Budget	Variance %	Q3 - COMMENTARY
Staff						
Employment Costs	2,233,691	1,671,006	2,230,408	-3,283	-0.15%	Staff turnover is forecast to create a small underspend in staffing costs resulting from lower salary payments and consequential reduction in employer's NI and LGPS contributions whilst recruitment activity takes place.
Mileage and Subsistence	8,484	6,859	8,819	335	3.95%	The overspend in this area is the result of expenditure relating to the events held to celebrate the 10 year anniversary of TVFCS, including catering and travelling costs for staff members travelling between locations in the Thames Valley to attend and support events. The use of the TVFCS revenue budget for this purpose was agreed by the three CFOs. Efforts will be made during the remainder of the year to minimise expenditure in this area where possible.
Training	3,000	279	3,000	0	0.00%	
Recruitment	600	0	600	0	0.00%	
Sub Total	2,245,775	1,678,144	2,242,827	-2,948	-0.13%	
Corporate						
Facilities	150,230	112,673	150,230	0	0.00%	
Finance	28,450	21,338	28,450	0	0.00%	
HR	109,883	82,412	109,883	0	0.00%	
ICT	131,180	98,385	131,180	0	0.00%	
Liability and Equipment Insurance	12,474	9,356	12,474	0	0.00%	
Management	23,428	17,571	23,428	0	0.00%	
Sub Total	455,645	341,735	455,645	0	0.00%	
Other						
Prof Services & General Equipment Purchase	4,500	3,886	4,560	60	1.33%	A small variance is forecast as the result of having to replace headset amplifiers, which was not anticipated previously.
OFRS Costs (Includes Secondary Control Airwave Rental)	59,129	59,129	59,129	0	0.00%	
Contingency Call Handling Provision	20,000	-1,600	20,000	0	0.00%	
TVFCS Alarm Receiving Centre Income	-13,345	-12,255	-13,345	0	0.00%	
Grants	-59,270	-27,396	-32,088	27,182	-45.86%	MAIT grant (£13k) was received to fully cover the costs of implementation and annual subscription. The adverse income variance is the result of a revised forecast relating to Compensation for rise in NI rate grant (£19k). The budget (£46k) assumed reimbursement for the full impact of the NI rate increase, however, the actual receipts are lower than anticipated.
Sub Total	11,014	21,764	38,256	27,242	247.34%	
Technology						
Vision System (maint)	83,506	75,527	80,271	-3,235	-3.87%	The underspend in this area is due to receipt of service credits from NEC.
DS3000 (for primary and secondary) ICCS	104,511	105,126	105,126	615	0.59%	A small overspend due actual annual indexation uplift being higher than budgeted.
Charges for Unicorn network and telephony rental	44,977	-2,368	43,422	-1,555	-3.46%	We have seen slightly lower actual usage costs compared to the accrued estimate relating to prior financial year, which resulted in a temporary credit balance on this cost line.
Software Maintenance	930	1,938	4,223	3,293	354.09%	The overspend is due to increased maintenance requirement for a number of ancillary systems that were not known at the point the budget was set.
EISEC Calcot (999 caller location)	9,500	6,750	9,500	0	0.00%	
Smart services to switch 999 lines to secondary control / elsewhere	17,000	0	17,000	0	0.00%	
MAIT	13,320	13,320	13,320	0	0.00%	
Airwave rental (SAN I , B) (Primary,secondary) (7+8)	21,116	0	21,116	0	0.00%	
Sub Total	294,860	200,293	293,978	-862	-0.30%	
Total Budgeted Expenditure	3,007,294	2,241,936	3,030,706	23,412	0.78%	
Authority	Total Annual Budget	Actual Expenditure To 31 December 2025	Forecast Outturn at Year End	Variance = Forecast Year End Outturn - Annual Budget	Variance %	2025/26 Cost Apportionment Percentages
RBFRS	1,127,735	840,726	1,136,515	8,780	0.78%	37.5%
OXFRS	866,101	645,678	872,843	6,742	0.78%	28.8%
BFRS	1,013,458	755,532	1,021,348	7,890	0.78%	33.7%
TOTAL	3,007,294	2,241,936	3,030,706	23,412		100.0%
Authority	Q1	Q2	Q3	Q4	Subtotal	
RBFRS	273,373	281,206	286,147		840,726	
OXFRS	209,950	215,967	219,761		645,678	
BFRS	245,671	252,711	257,150		755,532	
	728,994	749,884	763,058	0	2,241,936	

Appendix B

Thames Valley Capital Expenditure Programme 2025/26

Item	£
Annual Profiled Capex	198,000
Contingency	19,800
Total	217,800
Expenditure	67,365
Variance	-150,435

THAMES VALLEY FIRE CONTROL SERVICE



SUBJECT	TVFCS Performance Monitoring Report Q3 - 2025/26
PRESENTED TO:	TVFCS Joint Committee
DATE OF MEETING	16 March 2026
LEAD OFFICER	Area Commander Paul Scanes
EXEMPT INFORMATION	None
ACTION	To Note

1. EXECUTIVE SUMMARY

1.1 During July /August 2025, the TVFCS Joint Coordination Group (JCG) reviewed the key performance measures to improve and enhance the monitoring of the Service. These performance measures were presented to the September 2025 JCC.

1.2 The report now includes narrative boxes for each measure and therefore reduced the narrative in section 3 of this report.

1.3 Note that performance measures PS 1.3 Average time taken in seconds to alert Stations (All Incidents - excluding call challenge) and PS 1.6 Challenged calls resulting in no requirement to attend are still proving difficult to report on. JCG are still exploring alternative ways to evaluate these areas.

2. RECOMMENDATION

2.1 That the TVFCS Q3 Performance Monitoring Report for 2025/26 is noted.

3. **REPORT**

3.1 This report demonstrates Service performance for Q3, between October and December 2025.

3.2 Thames Valley Fire Control Service – Performance Monitoring Dashboards

- Detailed measures by category:
 - **Great Place to Work – People**
 - **Public Safety – Effectiveness**
 - **Public Value – Efficiency**

Ref: GP 1.1 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	B	>100%	
	2025	41	41	41	41	41	41	41	41	40	40		G	>94.9%	
	Status	B	B	B	B	B	B	B	B	B	B		A	<95%	
														R	<90%
Cumulative	Target	39	39	39	39	39	39	39	39	39	39	39	What is good		
	2025	41	41	41	41	41	41	41	41	41	41		Nearest target		
	Status	B	B	B	B	B	B	B	B	B	B				

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

We would expect the headcount for TVFCS to be slightly higher than the establishment figure, as a result of flexible working within the TVFCS staff group. Where possible, TVFCS will support staff who have requested flexible working arrangements, which includes reduced hours. This can result in a number of TVFCS staff working reduced contractual hours, equating to a single full time post.

Ref: GP 1.2 % 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%	B		
	2025	0	0	0	0	0	2.44	0	0	0			G	<1%	
	Status	B	B	B	B	B	A	B	B	B			A	1.1% -2.5%	
														R	>2.5%
Cumulative	Target	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	What is good		
	2025	0	0	0	0	0	0.3	0.3	0.3	0.2			Lower is better		
	Status	B	B	B	B	B	B	G	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

The TVFCS planning assumption is that we will experience an average of 5% staff turnover per year. This assumption is based on historic data, and is reviewed with the RBFHS HR team annually. In years where staff have left TVFCS, a report is produced by the RBFHS HR team and TVFCS management team for the TVFCS JCG providing information on the causal factors for leaving TVFCS as stated by leavers in exit interviews and paperwork and providing demographic information relating to leavers. TVFCS staff turnover has been at a lower level than forecast for the last 2 years.

Ref: GP 1.3 % 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%		B <1%
	2025	2.26%	7.92%	7.92%	3.40%	2.10%	0.00%	2.59%	2.49%	3.15%	4.31%			G 1.1%-3%
	Status	G	A	A	A	G	G	G	G	A	A			A 3.1%-10%
														R >10.1%
Cumulative	Target	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%		What is good
	2025	2.26%	5.09%	6.03%	5.38%	4.72%	3.93%	3.74%	3.59%	3.54%	3.61%			Lower is better
	Status	G	A	A	A	A	A	A	A	A	A			

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

Long term absence in TVFCS is defined as sickness absence which exceeds 28 days in duration. The most common cause of long term sickness absence during the 2025/26 financial year has been musculo/skeletal issues, which have not been work related.

Ref: GP 1.4 % 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%		B <1%
	2025	3.40%	2.26%	4.37%	4.04%	0.97%	5.34%	6.14%	3.15%	2.65%	5.47%			G 1.01%-3%
	Status	A	G	A	A	B	A	A	A	G	A			A 3.01%-10%
														R >10.01%
Cumulative	Target	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%	<3%		What is good
	2025	3.40%	2.83%	3.34%	3.52%	3.01%	3.40%	3.79%	3.71%	3.59%	3.78%			Lower is better
	Status	A	G	A	A	A	A	A	A	A	A			

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

Short term sickness absence in TVFCS is defined as periods of absence with a duration of less than 28 days. We would normally expect to see spikes in short term absence during the colder months, when transmissible infectious illness is more prevalent in the wider population. This is reflected in the data shown.

Ref: GP 1.5 Number of Overtime shifts utilised

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Target												B	
	2025	12	14	24	18	10	14	20	20	17			G	
	Status												A	
Cumulative	Target													What is good
	2025	12	26	50	68	78	92	112	132	149				Lower is better
	Status													

Description	This measure is the number of overtime shifts (full shifts and/or part shifts)
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP 1.5

The number of overtime shifts required to maintain agreed service levels is impacted by a combination of a number of varied factors. Higher levels of sickness absence, or a temporary shortfall in establishment can be expected to result in an increased requirement for overtime to maintain staffing levels. The actual number of shifts required to cover absences will also be affected by how many staff have booked leave in the affected period, as it is easier to absorb sickness absence during periods where fewer staff have taken leave. TVFCS also utilises overtime to increase staffing when significantly increased demand is forecast, for example when server weather warnings are in place for wind and rainfall.

Ref: GP 1.6 Number of occasions falling below resourcing model

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
Monthly	Target												B	
	2025	2	0	1	1	0	1	4	3	2			G	
	Status												A	
Cumulative	Target													What is good
	2025	2	2	3	4	4	5	9	12	14				Lower is better
	Status													

Description	This measure is the number of occasions falling below resourcing model
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Against target
Reference	GP 1.6

This measure is also impacted by the same factors which affect the number of overtime shifts used. Overtime within TVFCS is voluntary, and it can be challenging to cover shifts at weekends and on public holidays, which are when the majority of the occasions where staffing has fallen below the resourcing model.

Public Safety – Effectiveness

Ref: PS 1.1 Emergency calls answered

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly Last Year	2918	3018	3294	3783	3916	3262	3248	2893	2944	2750	2601	2736
2025	3382		3826	3489		3100	3886	3038	3027			
Status	A		G	G		G	A	G	G			
Cumulative Last Year	2918	5936	9230	13013	16929	20191	23439	26332	29276	32026	34627	37363
2025	3382											
Status	G											

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 year average
Reference	1.1

Narrative: Available data continues to show an increase in call volume compared with 2024/25. It appears that this is principally related to the notably drier and warmer weather conditions experienced nationally during Summer 2025, but has continued through the autumn and winter months. Due to technical issues experienced within TVFCS during the quarter, accurate call volume data is unavailable for some months during the period. During these periods, TVFCS were using the fallback Integrated Communication Control System (ICCS). This fallback system provides identical functionality to Control room users as the primary system, but does not allow the same data capture.

Ref: PS 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%		94.22%	86.49%		93.58%	95.97%	95.54%	98.16%			
Status	B		B	A		B	B	B	B			
Cumulative Target	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%	92%
2025	95.55%											
Status	B											

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

What is good
Quicker 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

Narrative: TVFCS continued to perform strongly against this measure in most months during the reporting period. July performance dipped below target. More detailed analysis indicates that this was a result of the higher numbers of calls received to outdoor fires during the month. Outdoor fires take longer for Control staff to process than incidents located in buildings, and typically create larger numbers of repeat calls. These spikes in demand can outstrip the inherent call handling capacity within TVFCS causing some delays in answering. There are some gaps in data, which have the same cause as reported in measure PS 1.1. The performance data within this months (RAG status greyed out), represents the performance only against the calls where data is captured.

Ref: PS 1.3 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
	2025											
	Status											
Cumulative	Target	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
Quicker 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	1.3

Narrative: We have encountered difficulties in reporting against this measure. Identifying where calls have been 'challenged' by Fire Control staff requires a manual intervention by Control staff during call handling. We are not comfortable that this is providing us with reliable data. The TVFCS JCG are exploring alternative ways of evaluating this area of performance.

Ref: PS 1.4 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
	Avg Seconds	72	74	74	73	72	72	74	81			
	Status	B	B	B	B	B	B	B	B			
Cumulative	Target	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
	Avg Seconds	68	76	77	81	80	79	73	74	66	60	55
	Status	B	B	B	B	B	B	B	B			

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

What is good
Quicker 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	1.4

Narrative: TVFCS continue to perform strongly against this key measure of performance. Typically, fires in buildings are more straightforward for Control staff when identifying and confirming the location of the incident, which assist in achieving high levels of performance

Ref: PS 1.5 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
Monthly	Target	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	108	105	109	94	110	100	108	107	95		
	Status	A	A	A	A	A	A	A	A	A		
Cumulative	Target	90	90	90	90	90	90	90	90	90	90	90
	Avg Seconds	108	107	107	104	105	104	105	105	104	94	85
	Status	A	A	A	A	A	A	A	A	A		

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

What is good
Quicker 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	1.5

Narrative: This measure continues to be challenging, due to the way that the majority of calls to road traffic collisions are reported (most are reported by members of the public to the Police or Ambulance service and then exchanged between services), which prevents TVFCS staff from using the Geo-location tools provided by the 999 system. A requirement has been included in the specification for the replacement TVFCS Command & Control system for functionality which will allow TVFCS staff to use other, 3rd party, geolocation systems which are more commonly used by other services that have not fully adopted the EISEC/AML functionality available through the 999 system.

Ref: PS 1.6 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											
	Status											
Cumulative	Prev 5 year											
	2025	0	0	0	0	0	0	0	0	0	0	0
	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	1.6

Narrative: We have encountered difficulties in reporting against this measure. We are not comfortable that this is providing us with reliable data. The TVFCS JCG are exploring alternative ways of evaluating this area of performance.

Public Value – Efficiency

Ref:PV 1.1 - 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	100	100	100	100	100	100			
Status	B	B	B	B	B	B	B	B	B			
Cumulative												
Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
2025	100	100	100	100	100	100	100	100	100	90	82	75
Status	B	B	B	B	B	B	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	PV1.1

Narrative: All faults logged within the reporting period have been resolved by the supplier within the time stipulated in the SLA.

Ref:PV 1.2 - Service Desk tickets logged

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Monthly												
Prev 3 year												
2025	21	14	20	37	27	19	24	27	10			
Status	A	G	A	R	R	A	A	R	G			
Cumulative												
Target												
2025	21	35	55	92	119	138	162	189	199			
Status	G	A	A	A	A	A	A	A	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	PV1.2

The TVFCS Command & Control system developed a number of technical issues during the period, which resulted in a higher number of tickets being logged than would normally be expected. Increases in the number of tickets logged can be seen in the months immediately after significant upgrade work has taken place. It is expected that, in order to comply with increasing central government security requirements for systems, TVFCS will be required to upgrade software more frequently in the future.

Ref:PV 1.3 - System Uptime

Monthly	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	2025	100	100	100	100	100	99.6	100	100	100						
	Status	B	B	B	B	B	G	B	B	B						
Cumulative	Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
	2025	100	100	100	100	100	99.93	99.94	99.95	99.96						
	Status	B	B	B	B	B	G	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 system is available to users.
Owner	Joint Coordination Group
Data source	TVFCS
Pattern	Monthly
Comparison	Target
Reference	PV1.3

Narrative: Despite a number of technical problems being experienced, the TVFCS Command & Control system was available to users for the majority of the reporting period. The dip in performance during September relates to a single event during September, where a failed change by the supplier during technical work in TVFCS caused the system to be unavailable for short period. Fallback business continuity arrangements were applied during this outage to maintain service provision.

4 COMPLIANCE WITH THE TVFCS PARTNERSHIP AGREEMENT

4.1 This report complies with clause 4 of the IAA – ‘Principles of Collaboration’.

5 FINANCIAL IMPLICATIONS

5.1 None identified at this time.

6 LEGAL IMPLICATIONS

6.1 None identified at this time.

7 EQUALITY AND DIVERSITY IMPLICATIONS

7.1 None identified at this time .

8 RISK IMPLICATIONS

8.1 None identified at this time.

9 CONTRIBUTION TO SERVICE AIMS

9.1 As stated in the TVFCS IAA schedule 2: ‘Primary objectives’:

9.2 To satisfy the core functions of the Fire Authorities as defined in the Fire and Rescue Services Act 2004

9.3 To satisfy the statutory duty of all the Fire Authorities as category one responders as defined in the Civil Contingencies Act 2004

9.4 To improve the resilience of the control room function

9.5 To provide the capability for future expansion of TVFCS with other agencies or clients.

10 PRINCIPAL CONSULTATION

10.1 Joint Coordinating Group.

11 BACKGROUND PAPERS

<https://bucksfire.gov.uk/wp-content/uploads/2020/11/TVFCS-JOINT-COMMITTEE-AGENDA-PACK-15-DECEMBER-2025-min.pdf>

12 APPENDICES

12.1 None

13 CONTACT DETAILS

13.1 Area Commander Paul Scanes pscanes@bucksfire.gov.uk 07765041960

This page is intentionally left blank



Inter Authority Agreement

Progress update for TVFCS Joint Committee

Purpose and approach

Redrafting the Inter Authority Agreement (IAA)

- ✓ Work is progressing to refresh and modernise the existing agreement, ensuring it reflects current operational practice and governance
- ✓ The intention is update, not redesign - the core principles, partnership model and strategic intent remain sound
- ✓ The revised IAA will support the wider Technology Replacement Programme and ensure contractual compliance as we approach key procurement milestones in 2026 - 2028

Assurance for members

- ✓ Existing arrangements remain stable and effective
- ✓ Changes being considered address outdated clauses, improve clarity, and simplify practical processes identified by officers across all three authorities



Progress to date

Financial clauses under review

- ✓ Key financial elements have been identified, including expenditure limits, renewals fund processes, revenue budget flows and the cost-apportionment model
- ✓ These have been shared with finance leads from all three services for detailed consideration
- ✓ A dedicated finance workshop is scheduled for 1 April 2026 to agree proposed updates and modernise outdated mechanisms (e.g. approval thresholds, in-year drawdown processes, and capital/revenue flows)



Progress to date

Operational and governance clauses

- ✓ JCG members have reviewed areas where the agreement no longer reflects established practice, including:
 - » Delegations and practical decision-making routes
 - » Reporting processes and the role of the control room manager
 - » Technology-related obligations and joint approvals
- ✓ Officers are developing pragmatic solutions for Joint Committee consideration later in 2026



Next steps and timeline

- ✓ Finance leads propose updated financial wording following the 1 April workshop.
- ✓ JCG continues to review operational and governance sections and develop simplified, practical drafting solutions
- ✓ Consolidated draft IAA will be produced for Joint Committee review.
- ✓ Legal advice will be commissioned once officer consensus is reached, avoiding premature cost

Dependencies

- ✓ A refreshed IAA is required before contract award for the new command and control system (currently anticipated for Q2/Q3 2026)
- ✓ The work remains on track to support the programme and ensure the partnership is legally aligned with future technology changes





Thank You

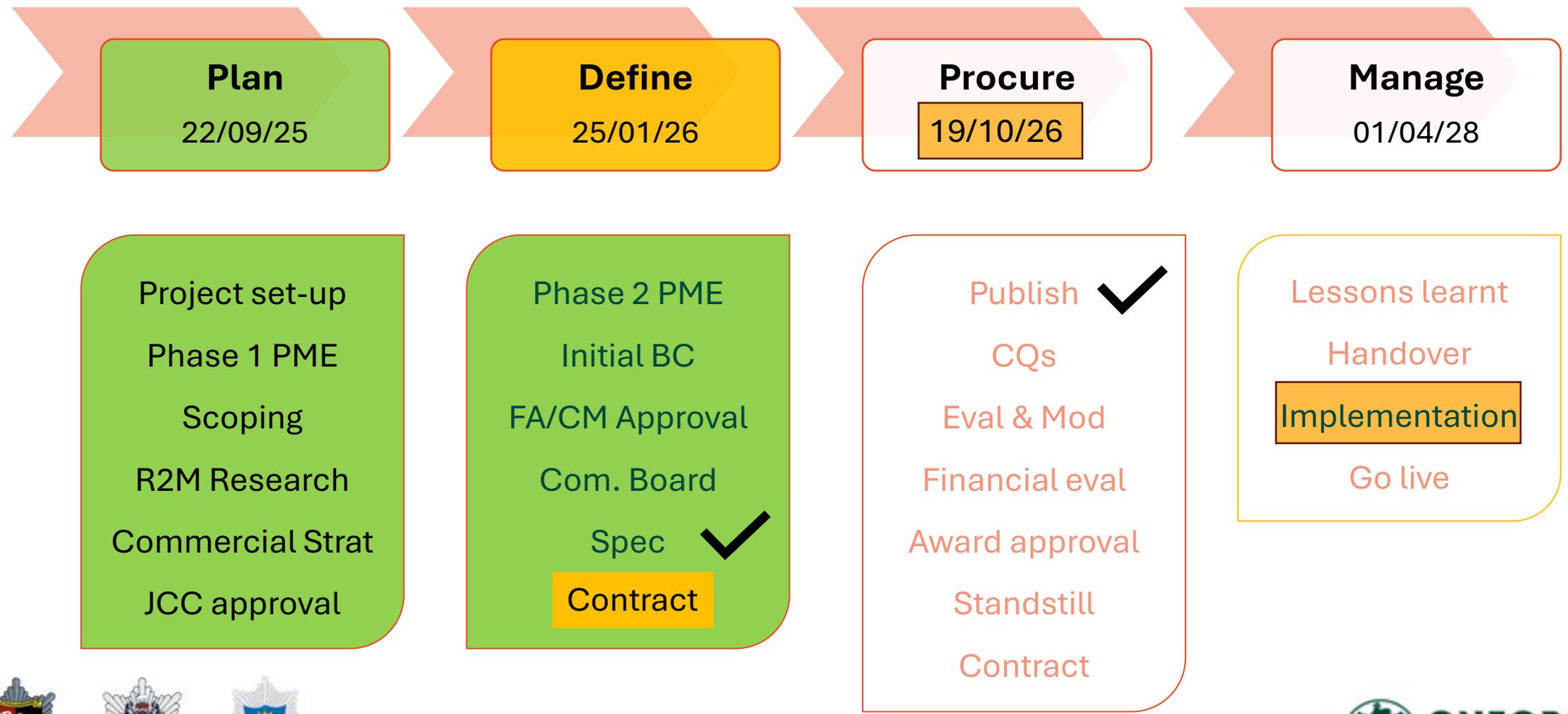
TVFCS C&C Procurement JCC Update

16/03/2026





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	✓



Define

Task	Progress	Deadline	RAG
Pre-Market Engagement 2	Completed: Deep dive into Commercials Strategy recommendations & PME outcomes, spec and T&Cs input – Bidder days, interviews etc	04/11/2025	✓
Initial Business Case	Submitted and endorsed at Dec JCC	09/12/2025	✓
Spec	Key functional requirements completed. Detailed Specification completed + Scenarios defined, (27/2/26) TVFCS workshop planning in progress, TVFCS visits & end user engagement.	04/12/2025	✓
Contract	Now started and to be issued at Stage 2	19/12/2025	
Tender Docs (incl. contingency)	Issued 2/3/26	25/01/2025	✓



Procure

Task	Progress	Deadline	RAG
Monitor and respond to CQ messages	Daily review of Portal, sharing of process with project staff and scripting responses to CQs as they arise	None	✓
Establish evaluators for Stage2 &3	Engagement strategy being developed and participants being considered based on work patterns and availability	06/4/26	✓
Supporting documentation built for future stages	Evaluation guidance being drafted; Scoring templates written CQ – summaries being created, evaluator scripts created; create resourced plan for full procurement	06/4/26	✓
Contract	Contract developed for issue - based on SaaS Cloud based product	06/04/26	
Evaluation of Stage 1 responses	Resources identified to complete	06/04/25	✓



Project Risks

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





This page is intentionally left blank

ITEM	NEXT REPORTING DATE	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
TVFCS Q3 Budget Outturn	16-Mar-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Technology Replacement Update	16-Mar-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Performance Report Q3	16-Mar-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Inter Authority Agreement Update	16-Mar-26	Note	Senior Responsible Officers		
Appointment of Chairman and Vice Chairman	13-Jul-26	Agree	Monitoring Officer	N/A	Part I
Chairman's Annual Report 2025/26	13-Jul-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Performance Report Q4	13-Jul-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Q4 Budget Outturn	13-Jul-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Technology Replacement Update	13-Jul-26	Note	Senior Responsible Officers	N/A	Part I
TVFCS Inter Authority Agreement Update	13-Jul-26	Note	Senior Responsible Officers	N/A	Part I