

# Shaping the Future of your Fire and Rescue Service

**ROYAL BRKSHIRE FIRE AUTHORITY**

Service Redesign Consultation – December 2016







A Young Firefighters course



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Cover photo. The planned Community Tri-Service Station in Hungerford due to re-open in June 2017.

# Foreword

Welcome to the Royal Berkshire Fire Authority's service redesign consultation document.

In line with our 2015-2019 Integrated Risk Management Plan, we are setting out proposals to equip our service for the future. These proposals aim to achieve three important outcomes. The first is to make changes that will maximise our contribution to enabling people across Royal Berkshire to lead safe and fulfilling lives. Secondly, we must also ensure that we continue to balance the Fire Authority's budget, in an environment of shrinking financial resources. Last, but certainly not least, we must do all that we can to align any changes we make to the aspirations of our staff. They are our most valuable resource, and we need the men and women who make up the Royal Berkshire Fire and Rescue Service (RBFRS) team to really buy-in to the change programme that emerges from this consultation, so that they are motivated to successfully deliver it.

In simple terms, the proposals set out in this document are intended to ensure that we have the right resources, doing the right things, in the right places, at the right time to deliver against our vision of enabling people to lead safe and fulfilling lives.

The proposals have been developed to make sure RBFRS will become an ever more modern, efficient, innovative and resilient organisation, a truly outstanding 21<sup>st</sup> century fire and rescue service, and a great place to work.

We will not make any decisions until we have heard the voices of our staff and the people who live, work and travel in Royal Berkshire, so we can ensure we make the best possible choices about the future of the service we provide.

Your contribution will make a real difference in shaping the direction we take on the journey to 2019,

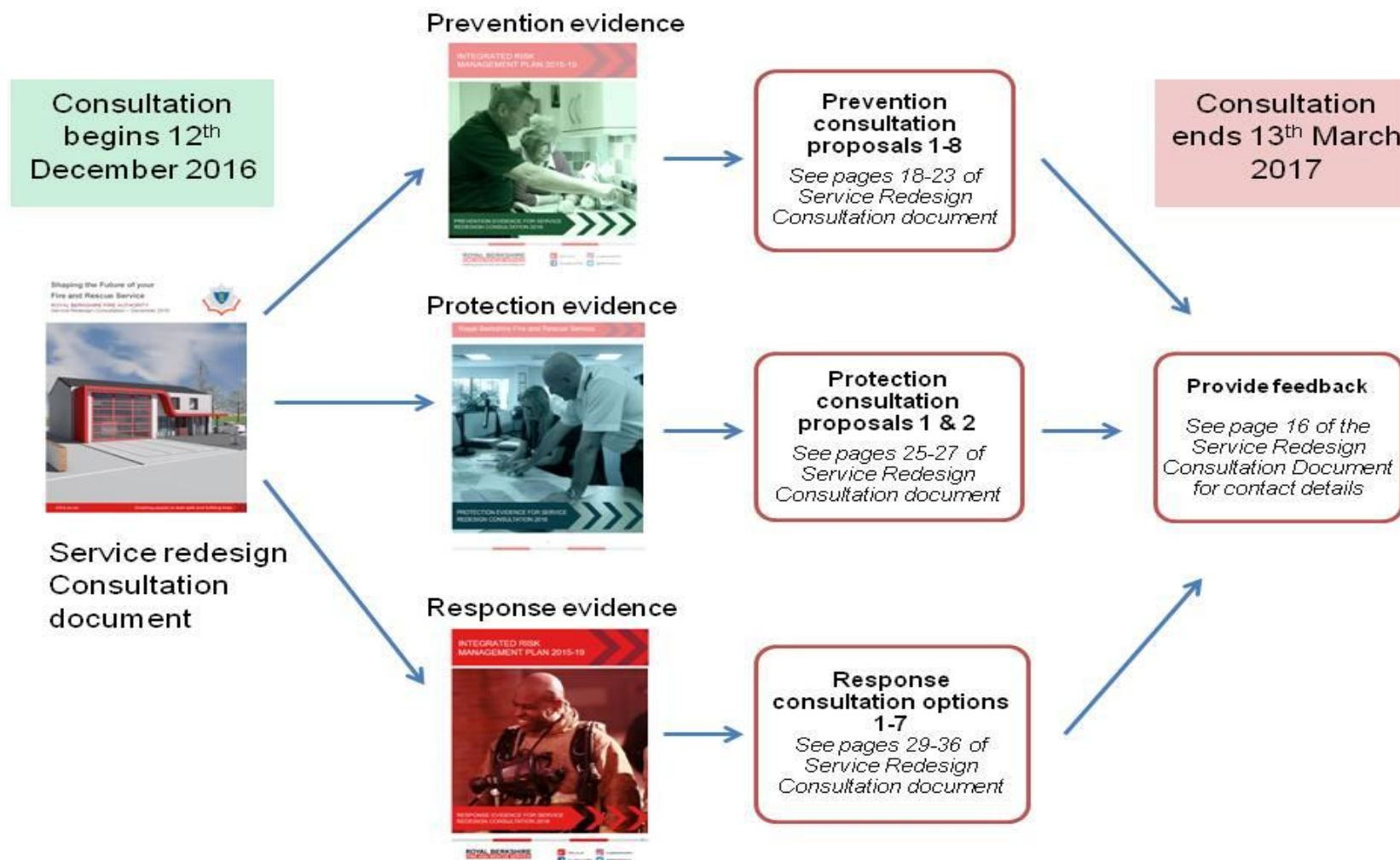
**Councillor Colin Dudley**, Chairman Royal Berkshire Fire Authority.

**Andy Fry**, Chief Fire Officer and Chief Executive Royal Berkshire Fire and Rescue Service.



## Service Redesign Consultation Document Overview

The flow chart below illustrates the additional available documentation that supplements this service redesign consultation report and how this documentation relates to the consultation proposals and options. We strongly recommend that you read this supporting documentation to allow full consideration of the options, in order to provide informed feedback about our proposed changes to service delivery. There are hypertext links throughout the electronic version that take you to the relevant supporting information.





## Introduction

This Service Redesign consultation is the final stage in an ongoing programme of consultations over 2016 with the public, our staff and other stakeholders, which will help us to understand your views as we shape the way we deliver our service to you. This consultation will include options for changes to our service delivery across our Prevention, Protection and Response services.

**Our Mission:** To enable people to lead safe and fulfilling lives.

Integrated Risk Management Planning (IRMP) is how we use our Prevention, Protection and Response activities to safely and effectively manage risk to ensure we achieve our mission for Royal Berkshire – ‘Enabling people to lead safe and fulfilling lives’.

The term Integrated Risk Management Plan (IRMP) comes from the Government’s Fire and Rescue Service National Framework 2012 document which outlines how all fire and rescue authorities have a legal duty to produce and consult on a plan that identifies and assesses all foreseeable fire and rescue related risks that could affect the communities of Royal Berkshire.

The Fire and Rescue Services Act 2004 provides the statutory instrument that requires fire and rescue services (FRS) to have due regard to the Fire and Rescue National Framework for England [revised 2012]. The framework provides guidance on Integrated Risk Management Planning, and suggests that an IRMP should: *“Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners.”*

In 2016, following a public consultation, the Fire Authority published its [Corporate Plan/Integrated Risk Management Plan \(IRMP\) 2015-2019](#), setting out Royal Berkshire Fire Authority’s strategic commitments to the communities of Royal Berkshire, and a new vision of how the Service will look in 2019 and beyond.

Following this, we launched a Response Standards consultation in May 2016, which looked at how we define and measure our response standards. This was to ensure that our standards and how they are communicated are clear and transparent to the communities of Royal Berkshire before we consulted on further changes to our service.

We are now consulting on our Service Redesign:

- **Our priority is to ensure we have the right resources, in the right place, at the right time to keep our communities safe**
- **These proposals will enable us to deliver a modern, fit for purpose service that is efficient, innovative and resilient**
- **They will enable us to balance our budget in response to reductions in central government funding**

**The consultation will run from 12 December – 13 March 2017**

# We want to hear your views before any decisions are made

## About us

Royal Berkshire Fire and Rescue Service (RBFRS) provides prevention, protection and emergency response services 24 hours a day, 365 days a year from a number of locations: our Service Headquarters in Reading; our Training Centre and 18 fire stations across the county, ranging from Langley and Slough in the east to Lambourn and Hungerford in the west.

**Operational staff:** Royal Berkshire Fire and Rescue Service currently operate four types of shift pattern and crewing arrangement:

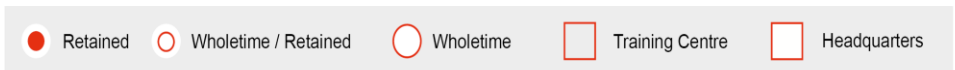
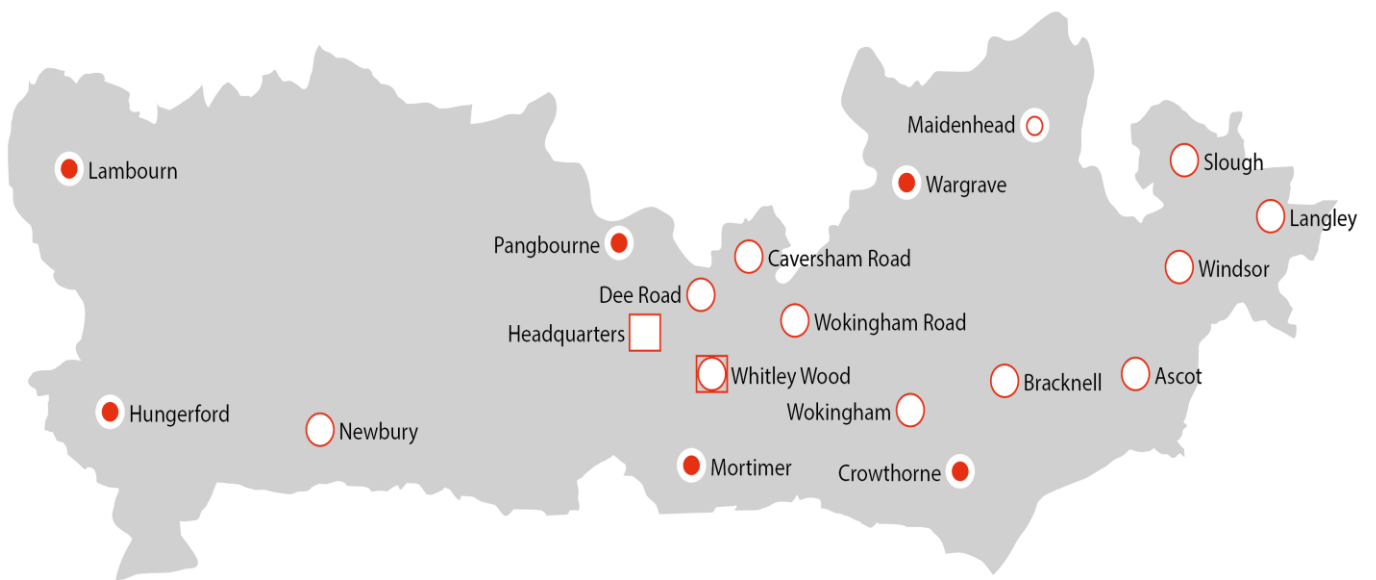
1. The Wholetime Duty System (WDS) where firefighters are available on station for 24 hours a day, 7 days a week for 365 days a year. Working in four shifts or watches of 2 days on, 2 nights on and 4 days off. This is commonly referred to as 2:2:4.
2. The Retained Duty System (RDS) where firefighters are 'on-call' via a pager from their work or home locations. Each firefighter is contracted to give a certain number of hours per week to ensure that the fire engine is available. The terms 'RDS' and 'on-call' are interchangeable.
3. The Retained Support Unit (RSU) where a group of 8 wholetime duty system firefighters (1 Watch Manager and 7 Crew Managers) support shortfalls in retained fire engine availability across the county, when and where it is needed.
4. 'Nine Day Fortnight' where staff work a five day week followed by a four day week. Normally, staff work at Service Headquarters or our Training Centre but can be used in spare conditions or mobilised to large operational incidents.

**RBFRS currently employ 392 wholetime firefighters and 66 on-call firefighters.**

We also have 39 officers who are not based on station but attend operational incidents and work the 'flexible duty' system. They are not in scope of this project but a separate report due in 2017 will look at the way they provide operational cover.

As well as our operational staff, we have **support staff** working in a number of areas delivering prevention and protection activities as well as contributing to operational response activities in areas such as training, human resource management and information technology. They are not within the scope of the options in this consultation but are subject of an ongoing restructure as outlined on page 14.





## What are we consulting on?

This document will describe the need for change and will look in detail at how we might make those changes. The following pages provide an overview of our proposals and options.

### Prevention

**Proposal 1** - To reduce the number of vulnerable people dying due to accidental fires in the home.

**Proposal 2** - To reduce the volume of fires occurring in homes and the injuries that result from them.

**Proposal 3** - Through working with our partners we aim to reduce road deaths and injuries by 20% in Royal Berkshire over the next five years.

**Proposal 4** - We propose aligning to the UK Drowning Prevention Strategy 2016–26, with the stated aim of a reduction in the number of drowning incidents by 50% by 2026.

**Proposal 5** - Fire and rescue staff completing normal home fire safety checks would expand the scope of the visit to look out for other vulnerabilities to the resident.

**Proposal 6** – We would continue to expand our schemes to deliver a range of services to support children’s health and wellbeing. We would aim to do this on a cost recovery basis.

**Proposal 7** - We propose developing relationships with county-wide organisations to progress pathways to employment and apprenticeships for young people

**Proposal 8** – We would introduce counselling to reduce fire-setting activity amongst adults. We would do this as a mainstream activity rather than as a pilot.

### Protection

**Proposal 1:** We propose to focus our audits in the places people are most at risk and where fire safety standards are not being met.

**Proposal 2:** We propose to consider the impact major infrastructure projects planned in Royal Berkshire over the next five years may have on our fire safety specialists.



## Response

### Option 1

- 3 x Remotely Managed Stations
  - Wokingham Rd from Caversham Rd
  - Langley from Slough (Change: Windsor from Maidenhead)
  - Theale from Whitley Wood
- Disestablish the RSU
- Close 2 x RDS stations
  - Pangbourne and Wargrave

**Total Savings = £1.31M**

### Option 2

- Introduce Pool shift system for all WDS staff
- 3 x Remotely Managed Stations
  - Wokingham Rd from Caversham Rd
  - Langley from Slough (Change: Windsor from Maidenhead)
  - Theale from Whitley Wood
- Disestablish the RSU
- 1 x RDS Station closure:
  - Pangbourne

**Total Savings = £1.31M**

### Option 3

- Introduce 3 Watch shift system
- 1 x Remotely Managed Station
  - Wokingham Rd from Caversham Rd
- Disestablish the RSU

**Total Savings = £1.4M**

### Option 4

- Introduce 3 Watch shift system
- 2 x Remotely Managed Stations
  - Wokingham Rd from Caversham Rd
  - Langley from Slough (Change: Windsor from Maidenhead)
- 1 x RDS Station closure:
  - Pangbourne

**Total Savings = £1.34M**

### Option 5

- 1 x Day Crewing Plus Station:
  - Theale
- 3 x Remotely Managed Stations
  - Wokingham Rd from Caversham Rd
  - Langley from Slough
  - Wokingham from Bracknell (as well as Ascot)
- Disestablish the RSU
- Close 2 x RDS Stations
  - Pangbourne and Wargrave

**Total Savings = £1.58M\* (Net = £1.4M)**  
\*reinvesting £180k into RDS project

### Option 6

- 1 x Peak Demand fire engine
  - Windsor (and move all staff to 12 hour shifts)
- 2 x Remotely managed stations
  - Wokingham Rd from Caversham Rd
  - Langley from Slough
- Disestablish the RSU
- Close 2 x RDS Stations
  - Pangbourne and Wargrave

**Total Savings = £1.34M**

**Option 7: Do nothing- Total Savings = £0**

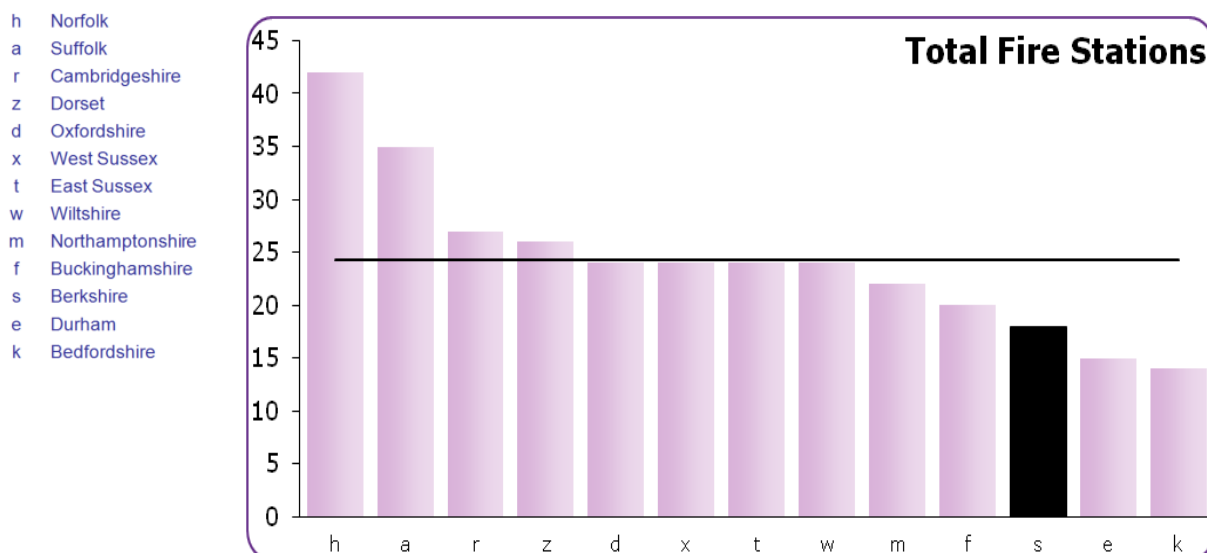
## How we perform

Our internal performance management information shows that:

- Since 2010, RBFRS have reduced the total number of fires in Royal Berkshire by 30%
- Since 2010, RBFRS have conducted 46,124 home fire safety checks (Since 1 April 2016, 2,826 have been completed)
- Since 2010, RBFRS have reduced the number of fires in non-domestic properties by 35%
- Casualties (from all incident types) have reduced from 148 in 2011 to 110 in 2015
- Since 2010, RBFRS Protection staff have completed 12,326 fire safety audits on commercial and other non domestic properties. In 100 of these audit instances, formal action for non compliance with fire safety regulations has resulted against property owners / business operators.
- Since 2010, instances of malicious false alarms have reduced by 37%

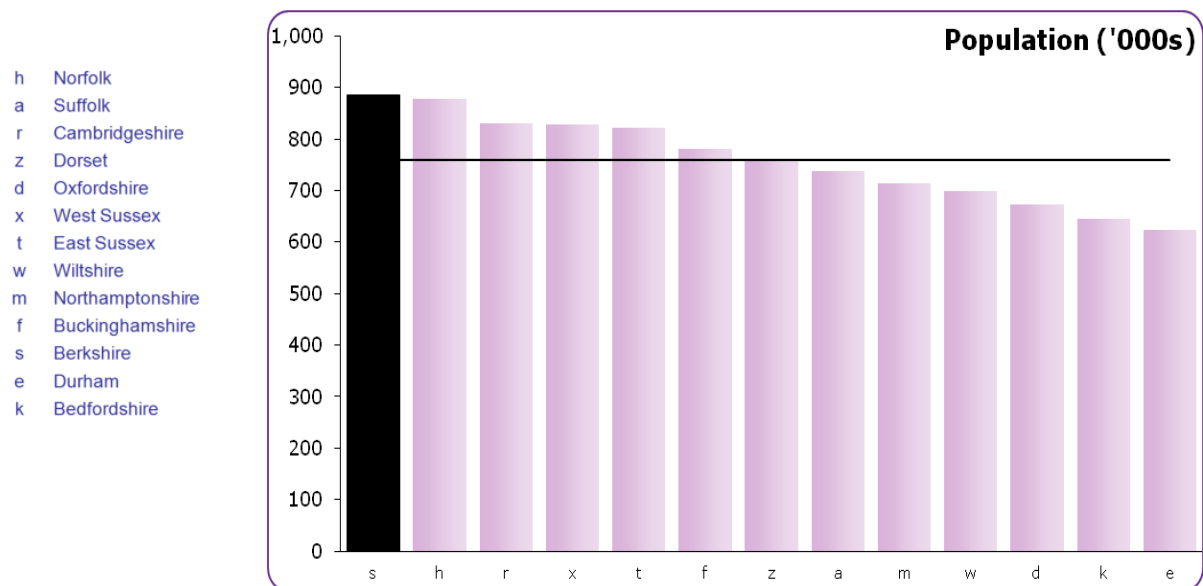
The following graphs help represent the position of RBFRS in relation to other fire and rescue services in the UK considered as a 'family group', i.e. those which are similar in size, capacity and resources to us.

**Figure 1** shows that in comparison to the same 'family group', RBFRS have the third smallest number of fire stations.





**Figure 2** shows that although RBFRS has a smaller amount of fire stations across the county in comparison to our family group, we serve the largest population in comparison.



*Figure 1 and Figure 2 source: CIPFAstats comparative profile 2015*

# Why do we need to change?

## Vision 2019

In 2015, Royal Berkshire Fire Authority published its new corporate plan which outlined six new strategic commitments to the people of Royal Berkshire. To make sure RBFRS can deliver the Authority's mission of '*Enabling people to live safe and fulfilling lives*' over the next four years, we need to make changes to the way we deliver our services. Vision 2019 sets out how RBFRS aim to achieve this. You can read more about Vision 2019 and the Six Strategic Commitments in our [Corporate and Integrated Risk Management Plan 2015-2019](#).

## Financial Information

Vision 2019 will ensure that RBFRS successfully delivers a broad range of important outcomes for communities across Royal Berkshire, whilst balancing its budget in the face of significant downward financial pressure.

***Our current planning assumption tells us we need to save £2.4 million by April 2020.***

This is consistent with the end of the current comprehensive spending review. However, this could be significantly more- up to £3.5 million should our planning assumptions change. If this is the case, we will need to consult on further cuts in 2017/18.

The savings are needed because there will be a reduction in Central Government funding, which will reduce our annual revenue budget.

In this consultation, we are looking at options to save approximately £1.4 million from our on-station services. Other projects will save approximately £1 million from a restructure and reduction in the numbers of support staff or new ways of working, such as sharing staff in collaboration with blue light partners.

The savings target of approximately £2.4 million is based on the following planning assumptions:

- An annual Council Tax increase of 1.99% between 2017/18 and 2019/20
- A 17.4% or £2.1million reduction in the funding we get from Central Government
- The number of new homes paying Council Tax will grow by 1.4% each year
- There will be no decrease in the amount of business rates that the Fire Authority receives
- Annual pay increases of 1% until 2019/20 which equates to £250k per year
- Inflation of 1% throughout the period which equates to £100k per year

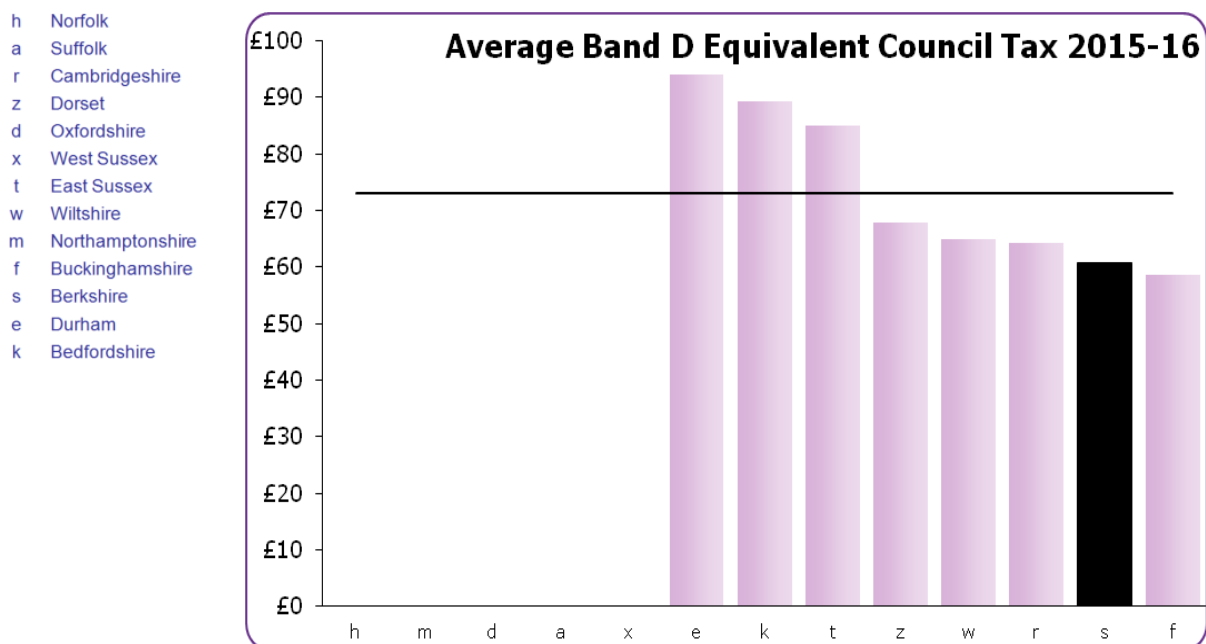


- Increased employer pension contributions of £400,000 due to Government announced changes to the way pension liabilities are calculated
- Applying these planning assumptions to the budget reduction figures means approximately £2.4 million of savings to be achieved by April 2020

To aid financial planning, a four-year funding settlement has been offered by Central Government to fire and rescue services that submit an efficiency plan. Our efficiency plan was approved by the Fire Authority on 17 August 2016. You can access our [efficiency plan here](#).

## Council Tax

**Figure 3** illustrates that Band D households in Royal Berkshire currently pay approximately £61 per year in council tax for Royal Berkshire Fire and Rescue Service, which is lower in comparison to the majority of our family group colleagues.



### Fire authority data only (not including county councils)

Source: CIPFA council tax demands and precepts statistics 2015-16

If we made no changes to our current frontline service, we would require an increase in council tax of 7% to cover the £1.4M of savings required in this consultation. Current rules mean that any increase in council tax precept above 1.99% would require a public referendum. The cost of a referendum in Royal Berkshire would be approximately £1 million. As there is no guarantee of achieving a successful outcome, this makes a referendum a high risk option in the face of the need for financial savings.

This Service Redesign consultation is part of the process of reviewing the way in which we currently deliver aspects of our service, with the aim of making changes which ensure that we are able to balance our budgets whilst still providing the communities of Royal Berkshire with a cost-effective, high quality fire and rescue service.

**It is our priority to prevent emergency incidents from happening through prevention and protection activities. However, when incidents do occur we will always respond to a 999 call as quickly as we possibly can.**

The Service Redesign consultation will focus on changes made to the way we deliver our Prevention, Protection and Response services.

## How to get involved

### The Service Redesign Consultation will run from 12 December 2016 – 13 March 2017.

Over the next pages of this document, we will be outlining the proposed changes to the way in which we currently deliver our fire service- including the delivery of Prevention, Protection and Response. After reading this information, and using the links to attached information and evidence that underpins this consultation, you can provide your feedback by using the highlighted methods below.

**No decisions have been made. We want to hear your views on the consultation proposals and these views can assist Fire Authority Members to make their decisions.**

There are a number of ways that you can provide your feedback:



You can respond to the IRMP consultation on our website  
[www.rbfrs.co.uk](http://www.rbfrs.co.uk)



You can write to us with your comments, ideas or views at:  
Royal Berkshire Fire and Rescue Service, IRMP Consultation,  
Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire, RG31 7SD



You can email us at [irmp@rbfrs.co.uk](mailto:irmp@rbfrs.co.uk)



You can telephone 0118 938 4331 and leave us a message



You can visit your local station and discuss any issue you have with the duty crew



You can follow us on social media - both Twitter and Facebook



You can attend Fire Authority meetings: dates available on our website

If you have difficulties accessing the internet, viewing this material online or would simply prefer a hard copy of this document, please contact us via phone or email and make a request.





A Home Fire Risk Check

PREVENTION

## Prevention proposals

You must read these proposals in conjunction with the **Prevention evidence base** to enable effective consideration of the proposals. [Download the report.](#)

The primary aim of Royal Berkshire Fire and Rescue Service as set out in the Fire and Rescue Service Act 2004, is to reduce harm by stopping incidents from occurring or, where that is not possible, by limiting their effects. We do this so people in Royal Berkshire can lead safe and fulfilling lives. We can't do this alone and so work in partnership with lots of other organisations. We focus our efforts on protecting those most at risk.

### **We need to develop our prevention strategy for the next five years of work.**

We work to prevent a wide range of incidents occurring, such as; road traffic collisions and water incidents. We don't have a duty to do this wider prevention work. We do it because when these incidents occur, we are often called to help by the public and the effects of these incidents can be devastating for families and communities in Royal Berkshire.

We do have a legal duty to promote fire safety across Royal Berkshire - it is a core function for every Fire and Rescue Authority. We educate people on fire safety in their home and also carry out fire safety education work in other settings, such as in schools.

We also work with our partners in communities to help to tackle wider issues such as the health and wellbeing of the most vulnerable people in those areas. This has strong links to our core work. The most vulnerable people to these issues are also the most vulnerable to the effects of fire.



### **Fires in the home**

We have a duty to promote fire safety. We have to provide information, publicity and encouragement in respect of the steps to be taken to prevent fires and death or injury by fire. We have to give advice on request about how to prevent fires, how to restrict their spread and on the means of escape from

buildings and other property in case of fire. There is no requirement for us to do this in any particular way – it is up to us to decide how we do this and how much preventative work we do.

We have conducted a piece of research looking back at the 20 accidental dwelling fire deaths in Royal that have occurred over the past five years. We have also considered research carried out elsewhere in the UK and cross-referenced it with our own data.

From this research, we have identified that in most cases, the people who have

died in these dwelling fires fit certain criteria:

- They are elderly
- They live alone
- They are well known to other agencies, particularly health partners
- They have limiting long-term conditions and/ or are taking medication
- They have often died or have received fatal injuries before we have received the emergency call

Our current risk information indicates we have a target group in Royal Berkshire of 14,000 addresses for people who are at a very high risk of death in the event of a fire in their home. We are continually working to enhance the quality of this risk information through data sharing with partners to maximise the value of our work. This could lead to a change in the number of addresses that need to be visited.

**Proposal 1 - To reduce the number of vulnerable people dying due to accidental fires in the home.**

We are putting in place a focused and targeted programme of interventions to protect those who are at greatest risk of dying from fire in the home. We will build on our existing relationships with the six Unitary Authorities and public health partners. We will also build new relationships with other health partners. They know who is within this high risk group and where they live.

Technologies, such as water misting systems, cooker shut off devices and a range of other devices are available to reduce the risk of fire in property. We would work with partners to put in place these assistive technologies where required within care packages allowing safe independent living.

We intend to carry out 35,000 home fire safety checks suitable for this target group over the next five years. Within the first two years, we intend to reach the 14,000 of the most vulnerable older people across Royal Berkshire.

**Proposal 2 - To reduce the volume of fires occurring in homes and the injuries that result from them.**

In addition to proposal 1, we believe we also need to have a means to reduce the number and severity of other dwelling fires and the injuries that result from them. These fires and injuries occur in homes that fall into a different set of criteria, some examples are presented below:

- New owner occupiers without children in small new homes
- Young singles and sharers renting small purpose-built flats
- Low income families occupying poor quality older terraced homes
- Families in financial difficulty living in low-rise estates
- Vulnerable young parents needing substantial state support

In Royal Berkshire, there are 52,230 addresses that fall into these high-risk occupancy groups. We recognise the traumatic and life changing effects of these fires in the home, together with the significant costs they pose over many years to the National Health Service (NHS). We believe we should also carry out home fire safety checks to reduce the number of these fires that occur and the injuries that result from them.



We aim to reduce the number of accidental dwelling fires over the next five year period by carrying out a total of 12,500 home fire safety checks to those who are the most likely to have fires and to be injured by them. Our firefighters will carry out most of these home fire safety checks. There will be support from a small team of specialist technicians with further capacity envisaged through the use of community volunteers. In addition, we carry out fire safety education visits and provide fire safety advice on request through our fire stations, our fire prevention advisors and our specialist fire safety officers.

In summary, our aims are:

- To reduce the number of vulnerable people dying due to accidental fires in the home.
- To reduce the volume of fires occurring in homes and the injuries that result from them.



## Road safety

Royal Berkshire Fire and Rescue Service have attended a total of 629 road traffic collisions across Royal Berkshire in the past five years. In 2015/16, 341 people were killed or seriously injured on the roads in Royal Berkshire.

Our crews extricated, or otherwise released, 184 people from vehicles due to road traffic collisions that year.

We firmly believe prevention is better than cure. For many years, we have worked with partners to reduce the number and severity of road traffic collisions occurring in Royal Berkshire, as through our involvement in the 'Safe Drive Stay Alive' initiative.

- Our research has indicated that those at the highest risk of death or injury due to road traffic collisions in Royal Berkshire are those from 15 to 24 years of age.
- Working with road safety professionals we have also identified a group where there is an unsupported education gap with those aged 11 to 15 years of age.
- This age group accounted for 556 road incident casualties between 2010 and 2014.

This age group accounted for 556 road incident related injuries between 2010 and 2014 compared to 14 fire-related injuries over this period, a considerable difference.

We believe that targeting this group through Physical Social and Health Education (PSHE) programmes in schools, will allow us to educate them on the dangers present on our road network. It will increase their awareness and reduce risk as these young people move into the higher-risk age bracket.

**Proposal 3 - Working with our partners we aim to reduce road deaths and injuries by 20% in Royal Berkshire over the next five years.**

To help to achieve this, we propose a 40% reduction in schools fire safety education to allow us to undertake more road safety and water safety education. We would provide fire safety education for those young people at other stages in their school life and many of them would receive fire safety education through visiting fire stations as members of out of school clubs and groups. We have no new money to deliver this work and it would mean we need to divert some of our existing resources to achieve this.



## Water safety

According to national statistics, 400 people drown due to accidents in the UK each year. Those at the greatest risk are male, with fatalities significantly rising through teenage years.

**Proposal 4** - We propose aligning to the UK Drowning Prevention Strategy 2016–26, with the stated aim of a reduction in the number of drowning incidents by 50% by 2026.

Fire and Rescue Authorities do not have a statutory duty to undertake water safety education work. However, we would like to deliver water safety education for the 11 – 15 year age group. We have no new money to deliver water safety education and so through reducing fire safety education in schools by 40% we would divert some resources to road safety and water safety education. Fire safety education would be provided for those young people at other stages in their school life and many of them would receive fire safety education through visiting fire stations as members of out of school clubs and groups.

## Health and wellbeing

For many years, Royal Berkshire Fire and Rescue Service have accessed people's homes for the provision of home fire safety checks. This privileged position has been recognised by health professionals with the proposal that the Fire Service could move to support the wider health prevention agenda.



**Proposal 5** - Fire and rescue staff completing comprehensive home fire safety checks would expand the scope of the visit to look out for other vulnerabilities to the resident.

We would propose to check for nutrition, personal and especially winter wellbeing, and any signs we could make a difference as an organisation. Many of these wider risk factors would increase the fire risks as well. Our staff would either signpost the risk to the relevant organisation or would address the problem there and then if they were able to do so. For example, if there were a heightened risk that the person might fall, they would take steps there and then to reduce the risk, such as by fitting

a handrail.

These interventions known as ‘Making Every Contact Count’ and ‘Safe and Well’ interventions could drive down personal impact to the individual, improve long-term health and quality of life and significantly reduce the financial burdens associated with treatment and potential long-term care. They would also reduce the risk of fire in the home, protecting the most vulnerable whilst reducing demand on public services.

Royal Berkshire Fire and Rescue Service has also developed, and is able to deliver, a range of services designed to provide support for children and young people. These programmes tackle health and social factors, build personal resilience, self esteem and provide a platform for long-term good health.

**Proposal 6** – We would continue to expand our schemes to deliver a range of services to support children’s health and wellbeing. We would aim to do this on a cost recovery basis.

We recognise the challenges facing young people in gaining employment and the consequences and impacts on individuals, families and communities where long-term unemployment exists.

**Proposal 7** - We propose developing relationships with county-wide organisations to progress pathways to employment and apprenticeships for young people.



### **Fire Safe counselling**

For many years, we have worked with young people identified as being at high risk of setting fires with the aim of changing their behaviour. Recently, we have conducted trials with adults to achieve the same aim. These have proven to be very successful with a significant reduction in re-offending amongst this group.

**Proposal 8** – We would introduce counselling to reduce fire-setting activity amongst adults. We would do this as a mainstream activity rather than as a pilot. In each case, we would assess whether we were the most appropriate organisation to do the work. In some situations, other organisations may be more qualified or better placed to provide the fire setting intervention.





Protection staff planning a fire safety audit



## Protection proposals

You must read these proposals in conjunction with the **Protection evidence base** to enable effective consideration of the proposals. [Download the report.](#)

RBFRS is responsible for enforcing fire safety legislation in most premises in Royal Berkshire other than single private dwellings. Our role is to make sure responsible people are maintaining necessary fire standards. We do this through responding to statutory consultations on plans for new buildings or on proposed alterations to existing ones. We carry out audits of premises to determine whether the people who are responsible for fire safety standards are doing what is necessary. Where things are not as they should be, we write to people telling them to make improvements, and we can issue enforcement notices. Where serious breaches in fire safety law have occurred, we can prosecute the responsible persons involved.

We use the term 'protection' to mean our enforcement of fire safety law and our use of specially trained staff to promote sprinklers or advise on building fire safety.

Different fire and rescue authorities fulfil their duty to enforce fire safety law to varying levels. Through this consultation, we will seek your views on our proposals for our protection activities. This will enable us to develop our protection strategy for the duration of the 2019 IRMP plan and beyond that date, if appropriate (following regular review).

We aim to prevent people dying due to fire in places where they should expect to be safe but where they do not have full control over the fire safety standards that are in place. This might be their place of work or a public building or business premises they may visit. We also aim to reduce the number of fires and the damage fire causes. Most businesses that experience a fire never recover. We aim to support businesses and help to promote economic growth through education, advice and focused enforcement.

We recommend the use of fire suppression systems such as fire sprinklers or water misting systems. We know how effective they are at controlling fires and stopping them from developing into bigger incidents threatening lives and causing severe damage to buildings, businesses, livelihoods and communities.

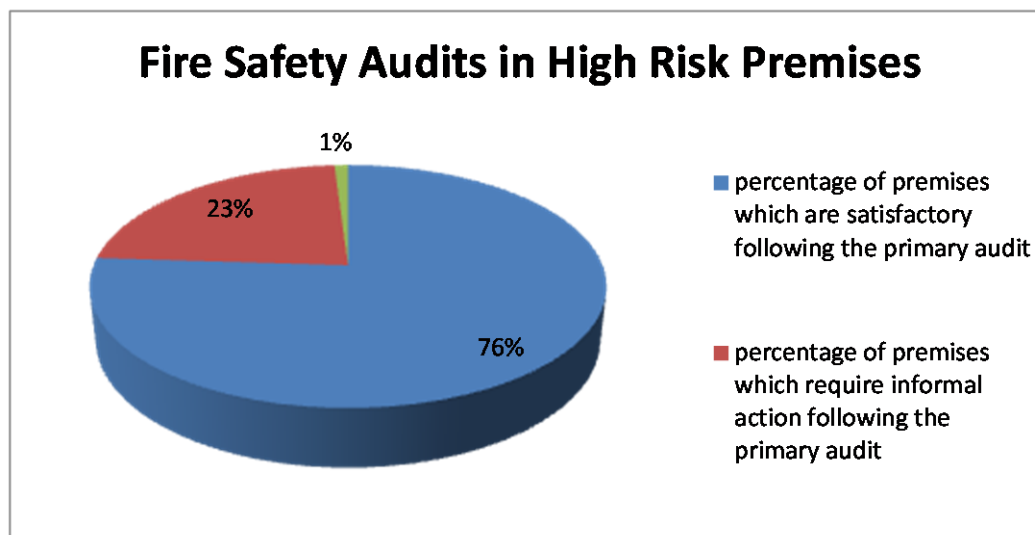
By enforcing fire safety legislation, we realise we need to do so considerately. Businesses that comply with fire safety legislation should not be burdened with regular inspections by fire safety officers. That would be too onerous for the businesses and would not be an efficient use of our resources. The Government has made it clear that they do not want organisations that enforce safety laws to overburden businesses that are complying with the law. They do not want us to be a barrier to economic growth.

Businesses that have similar premises across the country, do not expect to have to meet differing fire safety standards in business premises spanning multiple geographical areas due to the misaligned fire safety standards and enforcement applications of individual fire and rescue authorities. That would be an unnecessary burden on them. It could hinder the growth of the business and the economy. The Government has made sure fire safety legislation is subject to [primary authority arrangements](#). This is where a business can enter into an agreement with an individual fire and rescue authority to agree fire safety arrangements that apply across the country.

## Risk-based inspection programme

At the moment, RBFRS are using a risk-based inspection programme that has been in place for many years. Higher risk buildings, such as those where people sleep and/ or are unfamiliar with the premises, receive audits more frequently than those presenting lower risks. We carry out audits of 1800 premises each year.

**Figure 4** shows that approximately 76% of the audits that we undertake result in us carrying out no further action – the premises is deemed to be satisfactory –



This means we are visiting lots of premises and have a good understanding of the fire safety standards in place across Royal Berkshire. However, it also means we are creating a burden on business premises that are complying with fire safety law. Consequently, this means that we are not using our resources as efficiently as we could. Instead, we could be targeting those who are not complying or be focusing on types of premises where we have intelligence that standards may not be satisfactory.

**Proposal 1 – We propose to carry out 1400 full fire safety audits per year. This is a reduction from the 1800 full fire safety audits per year that we have been doing. We aim to get to the places where people are most at risk and where necessary standards are not being met.**

In future, we would expect to see a much higher proportion of premises audited where we needed to take some action to improve fire safety standards than the 24% at present. Focusing on premises that are more likely to need improvements will involve more work for our fire safety officers and we will need to carry out more formal enforcement activity as a result. When we are carrying out our visits, we aim to make every contact count. We intend to work with other regulatory bodies to share intelligence and manage local risk in partnership.

We realise this change may not be popular with some responsible persons who have received some comfort from our regular visits to confirm their compliance with fire safety law. It may also not be popular in premises that are not satisfactory and where people will be required to make improvements to fire safety standards.

Before making this proposal, we assessed the findings of the research report and considered 5 potential options for the future. Of the 5 options, we believe that this proposal would enable us to use our resources most effectively to safeguard lives and businesses across Royal Berkshire.



## Meeting the demands of major developments

We realise how important economic growth is in Royal Berkshire. The county has the highest gross value added (GVA) of any area outside of London. This means Royal Berkshire has a significant contribution to make to the economy of the country. Major development schemes such as Cross

Rail and the potential for a new runway at Heathrow Airport can be expected to stimulate further development to take place. This will involve a lot of fire safety work to keep pace with the development.

**Proposal 2 –** We intend to consider the major infrastructure projects and developments affecting Royal Berkshire over the next five years to ensure we are able to meet the additional demands placed on our Service. We intend to do this with partners, such as the six unitary authorities in Royal Berkshire and the Growth Partnership for the county.





RESPONSE



## Response proposals

You must read these proposals in conjunction with the **Response evidence base** to enable effective consideration of the scenarios and options. [Download the report](#).

This section will focus on the potential changes to how we deliver our operational response function. It is through changes to our response service delivery that we intend to make the financial savings of approximately £1.4million.

In the months running up to this consultation Fire Authority Members developed a number of scenarios and then combined some of these into options for consultation to total approximately £1.4 million of savings. The scenarios included a number of changes to crewing arrangements and options for the removal of fire engines. We produced a comprehensive evidence based report which highlights the risks to the public, the impacts on the service, the challenges for implementation, the financial cost and savings each scenario would have.

The Fire Authority has focused on those scenarios that minimise the impact of the cuts on the service to the public. They have also agreed that where possible any proposal resulting in the reduction in the uniformed establishment would be achieved through retirement or redeployment and would try to avoid any redundancy.

Using Risk Modelling technology, we analysed these scenarios in terms of the level of risk they would pose to the communities of Royal Berkshire, including the impact they would have on our ability to meet our response standard. Our current response standard states that we will attend all emergency incidents within 10 minutes on 75% of occasions. To understand how we model risk, you can view this report [here](#).

We also engaged in other pre-consultation activity including several focus groups and a staff survey. A summary of this activity can be seen [here](#). We actively engaged with representative bodies such as the Fire Brigades Union (FBU), Fire Officers Association (FOA) and the Retained Firefighters Union (RFU). All this information was considered in forming the options that are presented in this consultation. Those scenarios that were excluded from the final options and the associated rationale for this can be seen in the 'scenarios no longer being considered' section of this document.

The scenarios fall under the following two headings (scenario numbers reference those in the evidence base document). To help explain the proposals and options and their impacts on our fire stations we have used a series of symbols and graphics to show our planning assumptions which are contained in detail in the response evidence document:

## Fire engine removal



### Fire engine removal resulting in on-call station closure (Scenario 1)

**Potential cost savings:** Closure of a retained duty system station saves £168k

Full details can be found on pages 7-9 and Appendix F and I of the Response evidence base.

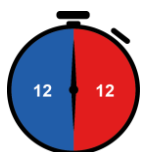


### Peak Demand crewing (Scenario 3)

**Potential cost savings:** £210,000 per annum

Full details can be found on pages 13-15 and Appendix F and I of the Response evidence base.

## Crewing arrangements



### 12 hour shifts (Scenario 4A)

**Potential cost savings:** between £10,000- £15,000 per annum

Full details can be found on pages 15-17 and Appendix H of the Response evidence base.



### Pool System (Scenario 4B)

**Potential cost savings:** net approx: £170,000 per annum

Full details can be found on pages 18–20 and Appendix H and J of the Response evidence base.



### Three Watch (Scenario 5B)

**Potential cost savings:** £790,000 per annum

Full details can be found on pages 24–26 and Appendix H and L of the Response evidence base.



### Day Crewing Plus (Scenario 5D)

**Potential cost savings:** £271,000 per annum

Full details can be found on pages 30–32 and Appendix H and M of the Response evidence base.



### Remotely Managed Stations (Scenario 6)

**Potential cost savings:** £184,000 per annum

Full details can be found on pages 35–36 and Appendix H of the Response evidence base.



### Disestablishment of the Retained Support Unit (Scenario 8)

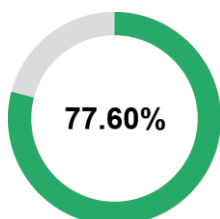
**Potential cost savings:** £423,000 per annum

Full details can be found on pages 42–46 and Appendix G and O of the Response evidence base.

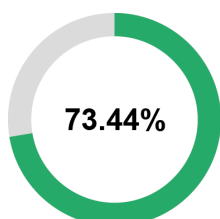
**All cost savings relating to crewing arrangements will be reviewed as part of ongoing negotiations with representative bodies.**

## Risk Modelling

It is impossible to predict exactly what might happen in the future so we use a Risk Modelling software programme to predict the potential outcomes of each of the scenarios we have looked at. The programme uses six years of data and this gives a 'base model' of the station locations and fire engine resources as they currently are. We can then analyse the various scenarios to show the predicted variation of the model and the potential impact upon risk. These will be shown by the graphics indicated below.



This image shows the predicted percentage we will meet our response standard when modelled using our Risk Modelling software with our current fire engine resources in their current locations. It is known as the 'base model'.



This image shows the predicted impact that an option has on our 'base model' when modelled using our Risk Modelling software. The change in percentage is shown in the centre of the icon. In this example, we would be able to meet our current response standard on 73.44% of occasions rather than 77.60%.

For each table we will show the total number of people who work at that station known as 'station establishment' and also the minimum number of people that are required to crew the fire engine. For on-call stations, the station establishment is shown and the actual number of staff actually working at the station.

Due to the complex requirements of building the risk model over the past 18 months we chose to use the proposed new fire station site at Theale instead of the current Dee Road site. This allows us to more accurately predict future service delivery needs.



# Option 1

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- **3 x Remotely Managed Stations:** Savings £552K
  - Wokingham Rd from Caversham Rd
  - Langley from Slough (Change: Windsor from Maidenhead)
  - Theale from Whitley Wood
- **Disestablish the RSU:** Savings £423k
- **Close 2 x RDS stations:** Savings £336k
  - Pangbourne and Wargrave

**Total Savings = £1.31m**

# Option 2

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- **Introduce Pool shift system for all WDS staff:** Savings approx £170k
- **3 x Remotely Managed Stations:** Savings £552k
  - Wokingham Rd from Caversham Rd
  - Langley from Slough (Change: Windsor from Maidenhead)
  - Theale from Whitley Wood
- **Disestablish the RSU:** Savings £423k
- **1 x RDS Station closure:** Savings £168k
  - Pangbourne

**Total Savings = £1.31m**

## Option 3

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- Introduce 3 Watch shift system: Savings £790k
- 1 x Remotely Managed Stations: Savings £184k
  - Wokingham Rd from Caversham Rd
- Disestablish the RSU: Savings £423k

Total Savings = £1.4m

## Option 4

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- Introduce 3 Watch shift system: Savings £790k
- 2 x Remotely Managed Stations: Savings £368k
  - Wokingham Rd from Caversham Rd
  - Langley from Slough (Change: Windsor from Maidenhead)
- 1 x RDS Station closure: Savings £168k
  - Pangbourne

Total Savings = £1.33M

## Option 5

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- **1 x Day Crewing Plus Station: Savings £271k**
  - Theale
- **3 x Remotely Managed Stations: Savings £552k**
  - Wokingham Rd from Caversham Rd
  - Langley from Slough
  - Wokingham from Bracknell (as well as Ascot)
- **Disestablish the RSU: Savings £423k**
- **Close 2 x RDS Stations: Savings £336k**
  - Pangbourne and Wargrave

**Total Savings = £1.58M\* (Net = £1.4M)**

\*reinvesting £180k into RDS project

## Option 6

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- **1 x Peak Demand fire engine: Savings £210k**
  - Windsor (and move all staff to 12 hour shifts)
- **2 x Remotely Managed Stations: Savings £368k**
  - Wokingham Rd from Caversham Rd
  - Langley from Slough
- **Disestablish the RSU: Savings £423k**
- **Close 2 x RDS Stations: Savings £336k**
  - Pangbourne and Wargrave

**Total Savings = £1.34M**

## Option 7

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- **Do nothing**

**Total Savings: £0**

If we make no changes to our service provision, we would be unable to meet our legislative need to balance our budget.

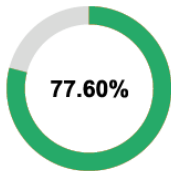




We would only be able to meet our financial obligations by increasing our council tax precept above the current maximum limit of 1.99%.

This would require us to run a referendum at a cost of approximately £1 million and we may not be successful.

Therefore, doing nothing is a high risk option and potentially not a viable option.

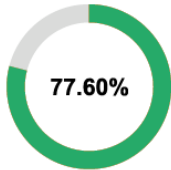



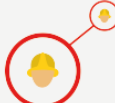


## Station 1: Caversham Road, Reading, RG1 8AA

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine 1 x Water and animal rescue unit	24	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 1,2,3,4,5,6	Remote host of Wokingham Road  Caversham Road Minimum crew: 4 Wokingham Road Minimum crew: 4	No change	44 Staff at Wokingham Road managed by Caversham Road	No change

- **None of the above options will change the service currently being delivered by this station.**

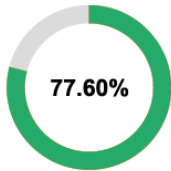



## Station 2: Wokingham Road, Earley, RG6 1JU

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine	24	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 1,2,3,4,5,6	 Managed from Caversham Road Minimum crew: 4	No change	0 Staff managed from Caversham Road	No change

- None of the above options will change the service currently being delivered by this station.

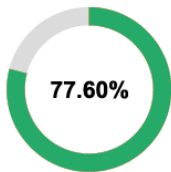



### Station 3: Dee Road, Tilehurst, RG30 4BW

A previous Fire Authority decision has put plans in place which mean this station will be replaced by a fire station in Theale at the end of 2018.

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine 1 x Heavy rescue unit	24	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18	No change
Option 6	12 Hour Shifts 	No change	No change	No change

- None of the above options will change the service currently being delivered by this station.

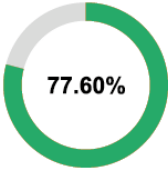
## Station 4: Newbury, RG14 1LD

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	2 x Fire engine 2 x Vans	44	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	33	No change
Option 6	12 Hour Shifts 	No change	No change	No change

- None of the above options will change the service currently being delivered by this station.

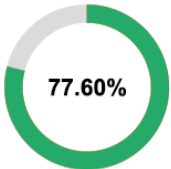


## Station 5: Hungerford, RG17 0JG

	Crewing model	Vehicles	Station Establishment	On-call availability	Variation in Risk Model
Current	On-call Minimum crew: 4	1 x Fire engine	13 Current posts filled: 12	65.6%	 77.60%

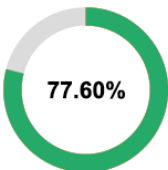

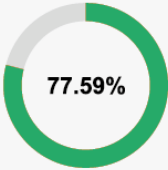
- Options 1,2,3,5 and 6 contain the option to disestablish the RSU. If any of these options are adopted then the predicted variation to the risk model across Royal Berkshire is shown on page 56.

## Station 6: Lambourn, RG17 8YT

	Crewing model	Vehicles	Station Establishment	On-call availability	Variation in Risk Model
Current	On-call Minimum crew: 4	1 x Fire engine 1 x Landrover 4x4	13 Current posts filled: 4	15.6%	 77.60%

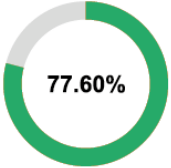

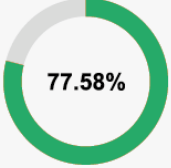
- Options 1,2,3,5 and 6 contain the option to disestablish the RSU. If any of these options are adopted then the predicted variation to the risk model across Royal Berkshire is shown on page 56.

## Station 7: Pangbourne, RG8 7JH

	Crewing model	Vehicles	Station Establishment	On-call availability	Variation in Risk Model
Current	On-call Minimum crew: 4	1 x Fire engine 1 x Water carrier 1 x Landrover 4x4	13 Current posts filled: 9	33.6%	 77.60%
Option 1,2,4,5,6	Fire Engine Removal 				 77.59%

- If the options above are adopted it is planned that this station will merge with the new fire station at Theale at the end of 2018 and this station will close.
- Options 1,2,3,5 and 6 contain the option to disestablish the RSU. If any of these options are adopted then the predicted variation to the risk model across Royal Berkshire is shown on page 56.

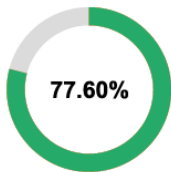




## Station 9: Wargrave, RG10 8BP

	Crewing model	Vehicles	Station Establishment	On-call availability	Variation in Risk Model
Current	On-call Minimum crew: 4	1 x Fire engine	13 Current posts filled: 9	2.4%	 77.60%
Option 1,5,6	Fire Engine Removal 				 77.58%

- If any of the options proposed above are adopted this station will close.
- Options 1,2,3,5 and 6 contain the option to disestablish the RSU. If any of these options are adopted then the predicted variation to the risk model across Royal Berkshire is shown on page 56.

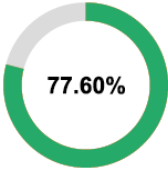


## Station 10: Wokingham, RG40 2EH

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine	24	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 5	 Managed from Bracknell Minimum crew: 4	No change	0 Staff managed from Bracknell	No change


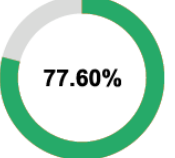



- None of the above options will change the service currently being delivered by this station.

## Station 11: Mortimer, RG7 3TE

	Crewing model	Vehicles	Station Establishment	On-call availability	Variation in Risk Model
Current	On-call Minimum crew: 4	1 x Fire engine	13 Current posts filled: 7	51.1%	 77.60%

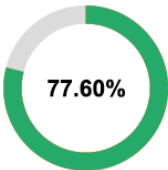
- Options 1,2,3,5 and 6 contain the option to disestablish the RSU. If any of these options are adopted then the predicted variation to the risk model across Royal Berkshire is shown on page 56.

## Station 14: Ascot, SL5 7HF

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	 <p>Managed from Bracknell Minimum crew: 4</p>	1 x Fire engine	0 Staff managed from Bracknell	 <p>77.60%</p>
Option 2	<p>Pool System</p> 	No change	No change	No change
Option 3,4	<p>Three Watch</p>  <p>Minimum crew: 4 - from Bracknell</p>	No change	No change	No change
Option 6	<p>12 Hour Shifts</p> 	No change	No change	No change

- **None of the above options will change the service currently being delivered by this station.**


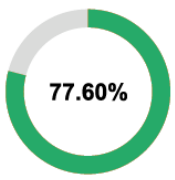



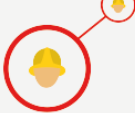
## Station 15: Crowthorne, RG45 7AH

	Crewing model	Vehicles	Station Establishment	On-call availability	Variation in Risk Model
Current	On-call Minimum crew: 4	1 x Fire engine	13 Current posts filled: 11	73%	 77.60%

- Options 1,2,3,5 and 6 contain the option to disestablish the RSU. If any of these options are adopted then the predicted variation to the risk model across Royal Berkshire is shown on page 56.

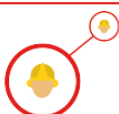
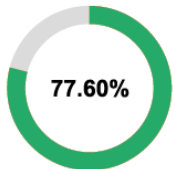



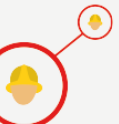


## Station 16: Bracknell, RG12 7AA

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	 <p>Host for Ascot Bracknell minimum crew: 4 Ascot minimum crew: 4</p>	<p>2 x Fire engine</p> <p>1 x High volume pumping unit</p> <p>1 x Water carrier</p>	44	 <p>77.60%</p>
Option 2	<p>Pool System</p> 	No change	No change	No change
Option 3,4	<p>Three Watch</p>  <p>Minimum crew: 4</p>	No change	33	No change
Option 6	<p>12 Hour Shifts</p> 	No change	No change	No change
Option 5	<p>Remote host of Wokingham</p>  <p>Bracknell minimum crew: 4 Wokingham minimum crew: 4</p>	No change	64 Staff at Wokingham managed by Bracknell	No change

- **None of the above options will change the service currently being delivered by this station.**

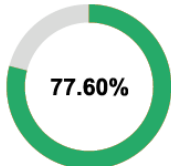




## Station 17: Slough, SL1 2XA

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	 <p>Host for Windsor Slough minimum crew: 4 Windsor minimum crew: 4</p>	3 x Fire engines	60 Staff at Windsor managed by Slough	 <p>77.60%</p>
Option 2	<p>Pool System</p> 	No change	No change	No change
Option 3,4	<p>Three Watch</p>  <p>Slough minimum crew: 4 Windsor minimum crew: 4</p>	No change	45	No change
Option 6	<p>12 Hour Shifts</p> 	No change	No change	No change
Option 1,2,4,5,6	<p>Change of remote management from Windsor to Langley*</p>  <p>Slough minimum crew: 4 Langley minimum crew: 4</p>	No change	60 Staff at Langley managed by Slough	No change

\* If this happens, Windsor will be managed from Maidenhead

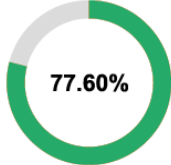



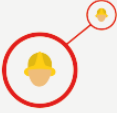
- **None of the above options will change the service currently being delivered by this station.**

## Station 18: Langley, SL3 7HS

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine 1 x Van 1 x MDV Maxus bus	24	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 1,2,4,5,6	 Managed from Slough Minimum crew: 4	No change	0 Staff managed from Slough	No change

- **None of the above options will change the service currently being delivered by this station.**

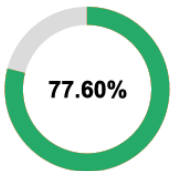



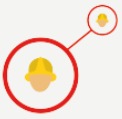
## Station 19: Maidenhead, SL6 8PG

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime On-call Minimum crew: 4	2 x Fire engine 2 x Off road vehicle 2 x Command unit	24 13 RDS	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18 13 RDS	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 1,2,4,5,6	Remote management host for Windsor  Maidenhead minimum crew: 4 Windsor minimum crew: 4	No change	44 13 RDS  Staff at Windsor managed by Maidenhead	No change

- None of the above options will change the service currently being delivered by this station.


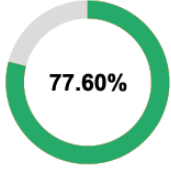
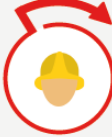



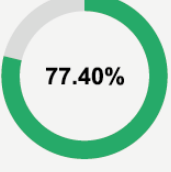
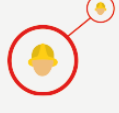


## Station 20: Whitley Wood, Reading, RG2 HFS

	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine  1 x aerial ladder platform  1 x Operational support unit  3 x Forklift	36	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	27	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 1,2,6	Remote management host for Theale  Whitley Wood minimum crew: 4 Theale minimum crew: 4	No change	56 Staff at Theale are managed by Whitley Wood	No change

- **None of the above options will change the service currently being delivered by this station.**

## Station 21: Windsor, SL4 4LS

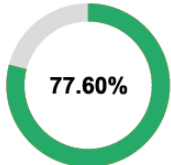



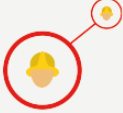
	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	 Managed from Slough Minimum crew: 4	1 x Fire engine	0 Staff managed from Slough	 77.60%
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	No change	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 6	Peak Demand 	No change	12	 77.40%
Option 1,2,4,5,6	 Change of remote management from Slough to Maidenhead	No change	0 Staff managed from Maidenhead	No change

**Option 6 will mean a fire engine is not available for 12 hours at night**

- **Options 1, 2, 4 and 5 will not change the service currently being delivered by this station.**

## Station 22: Theale

The planned replacement for Dee Road Station, planned to open at the end of 2018

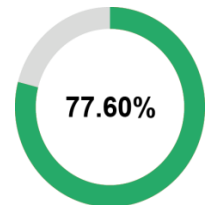
	Crewing model	Vehicles	Station Establishment	Variation in Risk Model
Current	Wholetime Minimum crew: 4	1 x Fire engine 1 x Heavy rescue unit	24	
Option 2	Pool System 	No change	No change	No change
Option 3,4	Three Watch  Minimum crew: 4	No change	18	No change
Option 6	12 Hour Shifts 	No change	No change	No change
Option 5	Day Crewing Plus <b>DCP<sup>+</sup></b> Minimum crew: 4	No change	14	No change
Option 1,2,6	 Managed from Whitley Wood Minimum crew: 4	No change	0 Staff managed from Whitley Wood	No change

- None of the above options will change the service currently being delivered by this station.

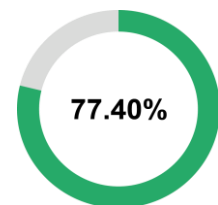
## Disestablishment of the Retained Support Unit (RSU)

The RSU currently support all RDS stations. Therefore the effect of their disestablishment would have an impact across the service and not just on an individual RDS station.

**Current:** The current level of support to RDS stations contributes to the predicted 'base' risk model.



The disestablishment of the RSU would create the following variation in the risk model.



## Scenarios no longer being considered

During the process of options development, prior to the launch of consultation, the Fire Authority reviewed a number of proposals to save the required £1.4million. The final options are those which are presented in this document. However, a number of scenarios which were considered were not taken forward for consultation through a unanimous decision from The Fire Authority. These decisions are explained below:

### Crewing arrangements

#### Three Eight Hour Shifts (Scenario 5A)

Full details can be found on pages 22-24 of the Response evidence base. Fire Authority Members agreed that this option is not appropriate at this time because:

- It does not realise any savings
- The crewing survey told us it was the least favoured option of whole time firefighters
- It would take a significant amount of time and negotiation to implement

#### Grey Watch (Scenario 5C)

Full details can be found on pages 27-29 of the Response evidence base. Fire Authority Members agreed that this option is not appropriate at this time because:

- This system does not realise any savings
- It requires a certain level of available firefighters in order to implement the 'off roster' cover. Currently, RBFRS do not have the extra firefighters to resource this.
- Grey Watch would require additional resources to manage the system at additional cost.

#### Day Crewing (Scenario 5E)

Full details can be found on pages 33-34 of the Response evidence base. Fire Authority Members agreed that this option is not appropriate at this time because:

- There would be an increased risk to the public during the night in the area where a day crewing shift system is implemented, based on the increased response times for on-call staff. As such, this option is not being considered.



### **Reduced Crews (Scenario 7A and 7B)**

Full details can be found on pages 37-40 of the Response evidence base  
Fire Authority Members agreed that this option is not appropriate at this time  
because:

The Fire Authority decided that additional research work was required before  
making a decision on this issue. So an IRMP project will report on this in 2017.

## What happens next?

This timeline shows the key timescales RBFRS are working towards:



The options being considered within this document are based on the planning assumptions on page 12. RBFRS will review these assumptions and in the event of a worsening financial picture, it may be necessary to consult on further changes to the Service in the latter half of 2017.

Once the consultation has closed and the findings have been reviewed by The Fire Authority, the final decisions will be presented in a report in May 2017. This will be available to the public via our website at: [www.rbfrs.co.uk](http://www.rbfrs.co.uk)

## Glossary of terms

**The Fire Authority:** The Fire Authority comprises of 20 local councillors appointed by the six unitary authorities in the county: Bracknell Forest Borough Council, Reading Borough Council, Royal Borough of Windsor and Maidenhead, Slough Borough Council, West Berkshire District Council and Wokingham Borough Council. The role of the Fire Authority is to set the annual budget and approve the Service's plans, policies, standards and strategies. It also approves the composition of Committees.

**Family Group:** A group of other fire services within the UK which are similar to RBFRS in terms of size, budget and resources. This can be used for comparison of similar performance.

**FBU:** The Fire Brigades Union is the democratic, professional voice of firefighters and other workers within fire and rescue services across the UK.

**FOA:** The Fire Officers Association is a trade union providing representation for staff working in or associated with fire and rescue service activities.

**Grey Book:** National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions

**IRMP:** Integrated Risk Management Planning.

**On-call:** a firefighter who works a number of hours 'on-call', usually as their secondary employment, and is required to attend emergency incidents from their local station.

**Prevention:** targeted work and resources which aim to stop fire or other emergency incidents happening in the first place. Examples of this include, work within at risk communities, educational programmes in schools and fire-related behaviour counselling.

**Protection:** targeted work and resources which aim to protect the public from fire or other emergency incidents. Specifically, the enforcement of legal requirements within the built environment.

**Retained Support Unit (RSU):** full-time firefighters who support the on-call firefighters through recruitment, on-call availability and training needs.

**RFU:** The Retained Firefighters' Union (RFU) is an independent trade union in accordance with the Trade Union & Labour Relations Act 1992.

**Response:** targeted work and resources which aim to respond to emergency incidents. This work relates to the activity of firefighters and related resources (engines, fire stations, etc) in response to 999 calls.

**Stand-down period:** a period of rest time during a 15 hour night shift whereby the Watch is based at station. During this 'stand-down' period, fire fighters still respond

to incidents.

**Wholetime firefighter:** A firefighter who is contracted in full time employment

**WTD:** The Working Time Directive is a Directive of the European Union. It gives EU workers the right to at least four weeks (28 days) in paid holidays each year, rest breaks, and rest of at least 11 hours in any 24 hours; restricts excessive night work; a day off after a week's work; and provides for a right to work no more than 48 hours per week. These restrictions can be waived by individuals opting out of the directive and a need for collective agreements with representative bodies.