

STRATEGIES FOR PREVENTION, PROTECTION AND RESPONSE CONSULTATION

Integrated Risk Management Plan
2019-23





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» INTRODUCTION

Royal Berkshire Fire Authority is consulting on its Integrated Risk Management Plan (IRMP). The term Integrated Risk Management Planning comes from the Government's Fire and Rescue National Framework for England, 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 it serves.

We would like to ask the public who live, work or travel in Berkshire what they think about our proposals for the next three years in three key areas: Prevention, Protection and Response. We have created a strategy document for each of these areas and undertaken an analysis of risk to inform the proposals that we are making in each strategy.

This Integrated Risk Management Plan consultation is a key element in gaining public feedback on the proposals contained within our Prevention, Protection and Response strategies and underpinning risk analysis. It will ensure that we have identified all known risk within our local communities so that we can make plans for these risks accordingly. This will inform how we will target and deliver our Prevention, Protection and Response activities and we would like your feedback to help us understand your views on our plans and proposals, as we shape the way we deliver services to you.

The consultation will run from 2 March to 27 April 2020. After the consultation has closed, Royal Berkshire Fire and Rescue Service will analyse the results, which will be presented to Royal Berkshire Fire Authority on 25 June 2020 at the Fire Authority meeting, who will conscientiously consider the feedback and decide whether to agree to the proposals or to amend them.

There are lots of ways that you can get involved with this consultation and provide your feedback: you can call us, write to us, telephone us or find us on social media. Full details are provided on page 18 of this document.

Our Integrated Risk Management Plan is used to target risk in our local communities, so your input to help us identify this risk is vital. We really value the feedback that you give, as this will help shape our strategy for the coming years.



» INTEGRATED RISK MANAGEMENT PLANNING

Royal Berkshire Fire Authority has undertaken numerous public consultations on its Integrated Risk Management Plan, the details of which are available on the Service's website. The strategies that form part of this consultation will support the delivery of Royal Berkshire Fire Authority's [Corporate Plan and Integrated Risk Management Plan 2019-2023](#). The proposals contained within this document, subject to consultation, will form part of the five Priority Projects as set out in the Corporate Plan and Integrated Risk Management Plan.

Our Integrated Risk Management Plan, and its underpinning strategies, informs our strategic planning across the Service notably through Royal Berkshire Fire and Rescue Services' [People Strategy](#) and the Authority's [Strategic Asset Investment Framework](#). This means that investment in our staff, for example through learning and development programmes, and the infrastructure that supports the delivery of our services, is aligned to our Integrated Risk Management Plan and targeting our resources at local community risk. Underpinning all three strategies is our commitment to [Equality, Diversity and Inclusion](#) and our objective to improve our service delivery by knowing the communities we serve through partnership working and a risk-based approach.

As decision-makers, Royal Berkshire Fire Authority needs a clear methodology and rationale to enable them to ensure its available resources are best placed to respond to local risk. To do this, a Risk Modelling Methodology has been developed and independently validated to inform decision-making and underpins our Integrated Risk Management Planning.

The Fire and Rescue Services Act 2004, requires all fire and rescue services to have due regard to the National Framework. The Framework provides guidance on Integrated Risk Management Planning and states that each plan must:

“Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners.”





To underpin this, we have developed a Consultation Strategy, which aims to:

- Outlines the legal and statutory context of public consultation;
- Explain clearly Royal Berkshire Fire and Rescue Service's approach and plans for engaging and consulting with the public; and
- Create a strategy, which reflects good practice in public consultation.

In 2018, we developed our approach further by consulting the public on our consultation principles to ensure our approach was in accordance with the public's expectations and offered transparency to the people of Royal Berkshire. Our consultation principles were agreed in November 2018, and are as follows:

Public Consultation

We will consult with a range of stakeholders, including the public, on any changes, which are high-level issues that have a material impact on the performance of the service we provide, in accordance with our Consultation Strategy.

In carrying out public consultation, Royal Berkshire Fire and Rescue Service aims to follow the four Gunning Principles, which specify how public bodies should consult. They specify that:

1. Consultation should be carried out when proposals are at a formative stage;
2. Sufficient information is provided to allow intelligent consideration of the proposals;
3. Adequate time is given for response; and
4. Responses are conscientiously taken into account before decisions are taken.

We are now consulting on the Prevention, Protection and Response strategies and the proposals contained within them to ensure that we:

- Continue to have the right resources, in the right place, at the right time to keep our communities safe; and
- Deliver a modern, fit-for-purpose service that is efficient, effective and resilient.



>> ABOUT US

The delivery of our core functions and provided services falls within the following three work areas:

Prevention

This is the delivery of educational and preventative activities and initiatives, aimed at preventing fire and rescue related emergencies happening in the first place.

Protection

This work centres on the enforcement of the Regulatory Reform (Fire Safety) Order 2005, and includes the undertaking of an annual Risk-Based Inspection Programme.

Response

This is our approach to responding to emergency incidents, ensuring we have the right number of firefighters, fleet and equipment, in the right places, at the right time in accordance with community risk.

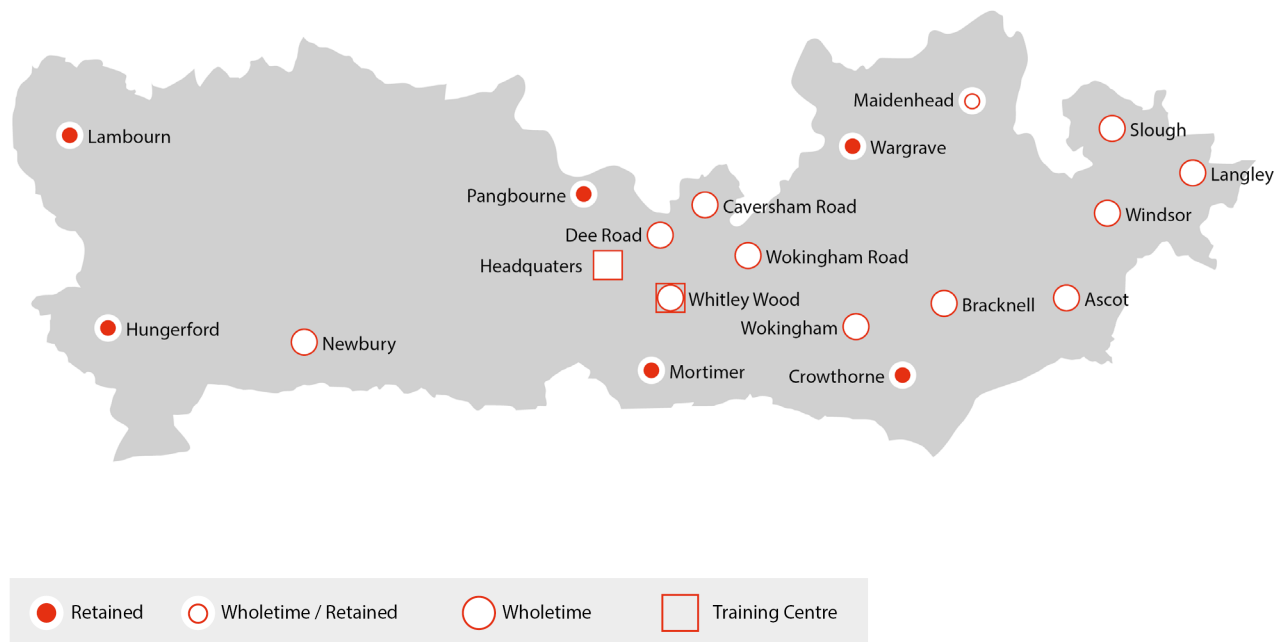
We operate with 18 fire stations across the County ranging from Langley and Slough in the East, to Lambourn and Hungerford in the West. Teams working at these locations operate one of two shift patterns and crewing arrangements:

1. The Wholtime Duty System where firefighters are available on station for 24 hours a day, seven days a week, 365 days a year. Working in four shifts or watches of two days on, two nights on and four days off. This is commonly referred to as 2:2:4.
2. The Retained Duty System, where firefighters are 'on-call' via a pager from their home or work locations. Each firefighter is contracted to a certain number of hours per week to ensure that the fire appliance is available.





Our core functions of Prevention, Protection and Response are delivered by teams working in three geographical Hubs across the County, crucially supported by teams working at Service Headquarters and Training Centre in Reading.



» WHY ARE WE CONSULTING?

We are consulting on the proposals contained within our Prevention, Protection and Response strategies and underpinning risk analysis, to gain your feedback on our proposals for 2020-2023. These strategies support the delivery of the Corporate Plan and Integrated Risk Management Plan 2019-2023, and contain specific proposals on how we intend to target our resources to local community risk. Each of the Strategy documents provides a full explanation and rationale for each of the proposals.



» OVERVIEW OF THE PROPOSALS

Prevention

Please read these proposals in conjunction with the Prevention Strategy and underpinning risk analysis document to enable effective consideration of the proposals.

Under the Fire and Rescue Services Act 2004, Royal Berkshire Fire Authority is required to promote fire safety in its area, which is underpinned by the Fire and Rescue National Framework for England. The National Framework sets out the expectations of fire and rescue authorities in relation to prevention activities and these include:

- Making appropriate provision for fire prevention activities;
- As part of an Integrated Risk Management Plan, demonstrates how prevention activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Targeting prevention resources on those individuals or households who are at greatest risk from fire in the home, those most likely to engage with arson or deliberate fire-setting;
- Working closely with other organisations in the public and voluntary sector, as well as the police and ambulance service, to identify those at greatest risk from fire;
- Where appropriate developing partnerships to support risk reduction services to those identified as vulnerable, including from exploitation of abuse, and wherever possible to share intelligence and relevant risk data.

In our Prevention Strategy 2020-23, we have outlined a review of our Prevention activity since 2017. Building on the risk analysis undertaken as part of the Service Redesign consultation in 2016/17, this Strategy sets out how we intend to refine our approach further to mitigate local risk and fulfil our statutory duties.





The proposals, subject to consultation in the Prevention Strategy 2020-23, are:

1. **Introducing a risk-based programme of follow-up Safe and Well Visits for the most vulnerable cases;**
2. **Renaming our target groups for Safe and Well Visits to better reflect the type of risk posed to 'Risk to Individuals' and 'Risk to Households';**
3. **Within our Road Safety Programme include targeted activity for motorcyclists based on risk;**
4. **Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and Fire Safe; and**
5. **Continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity.**



As part of this consultation, after reviewing the Prevention Strategy and underpinning risk analysis, we would like your feedback on the following:

Do you agree or disagree with Proposal One to introduce a risk-based programme of follow-up Safe and Well Visits for the most vulnerable cases?

Do you agree or disagree with Proposal Two to rename our target groups for Safe and Well Visits to better reflect the type of risk posed to 'Risk to Individuals' and 'Risk to Households'?

Do you agree or disagree with Proposal Three that within our Road Safety Programme we include targeted activity for motorcyclists based on risk?

Do you agree or disagree with Proposal Four to focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and Fire Safe?

Do you agree or disagree with Proposal Five to continue to pilot an Adult FireSafe programme to fully understand the implications and potential benefits of this activity?

In the survey, a free text box will be available for each of these questions to provide feedback on these proposals, including any further local community risks you think are relevant.



Protection

Please read these proposals in conjunction with the Protection Strategy and underpinning risk analysis to enable effective consideration of the proposals.

Royal Berkshire Fire and Rescue Service is responsible for enforcing fire safety legislation in most premises in Royal Berkshire other than single private dwellings. Our role is to make sure the people responsible for the buildings are maintaining necessary fire standards. We do this through a number of activities including:

- Responding to statutory building consultations on plans for new buildings or on proposed alterations to existing ones;
- Carrying out fire safety audits of premises to determine whether the people who are responsible for fire safety standards are doing what is necessary;
- When standards are not being met, we advise on improvements and, where necessary, issue Enforcement Notices; and
- Where serious breaches in fire safety standards have occurred, we may take appropriate legal action against the Responsible Persons involved.

We use the term 'Protection' to mean our statutory duty to regulate and enforce fire safety legislation. We achieve this using the Regulatory Reform (Fire Safety) Order 2005 and principles of good enforcement.

In our Protection Strategy 2020-23, we have reviewed and evaluated our Protection activities since 2017. Building on the risk analysis undertaken as part of the Service Redesign consultation in 2016/17, this Strategy sets out how we intend to refine our approach further to mitigate local risk and respond to the unforeseen impact the Grenfell Tower tragedy has, and will continue to have, on our Protection activities.

Moving forward, we propose to build on the work undertaken in the last two years in the areas outlined in the document. However, we intend to refine our Strategy where we believe it can further mitigate local risk and respond to changes that are taking place on a national level.



The proposals, subject to consultation within the Protection Strategy 2020-23 and underpinning risk analysis, are:

1. **Develop our Risk Based Inspection Programme methodology to look at both risk of property and risk of compliance; and**
2. **Continue to respond to changes in legislation and guidance related to building regulations and fire safety and ensure this is reflected in our policies, processes and ways of working.**

As part of this consultation, after reviewing the Protection Strategy and underpinning risk analysis, we would like your feedback on the following:

Do you agree or disagree with Proposal One to develop our Risk-Based Inspection Programme methodology to look at both risk of property and risk of compliance?

Do you agree or disagree with Proposal Two to continue to respond to changes in legislation and guidance related to building regulation and fire safety and ensure this is reflected in our policies, processes and ways of working?

In the survey, a free text box will be available for each of these questions to provide feedback on these proposals and any further information on local risk you think is relevant.





Response

Please read these proposals in conjunction with the Response Strategy and underpinning risk analysis to enable effective consideration of the proposals.

The Fire and Rescue Services Act 2004 sets out the duties and powers of fire and rescue authorities. The Act sets out four key responsibilities which fire and rescue authorities must ensure they make provision for and these are:

- Extinguishing fires in their area;
- Protecting life and property in the event of fires in their area;
- Rescuing and protecting people in the event of a road traffic collision; and
- Rescuing and protecting people in the event of other emergencies.

Building on the risk analysis undertaken as part of the Service Redesign consultation in 2016/17, the Response Strategy 2020-23 analyses performance against our Response Standard as agreed following public consultation in 2016, and reviews the planning assumptions that underpin our Integrated Risk Management Plan. The Strategy looks at areas in which we propose further review to ensure our resources and capabilities are aligned to local risk and national best practice.



The proposals, subject to consultation within the Response Strategy and underpinning risk analysis, are:

1. **In 2020/21, we propose to undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice.**
2. **In 2021/22, we propose to undertake a review of our technical rescue capability to ensure it continues to be aligned to local risk and reflects national best practice.**
3. **In 2022/23, we propose to undertake a review of our incident support capability to ensure it continues to be aligned to local risk and reflects national best practice.**
4. **Undertake a project to consider the feasibility of introducing dynamic risk-based nucleus crewing in the West of the County to improve emergency incident response times.**
5. **We propose to retain the current operational planning assumptions and use these assumptions to underpin our Integrated Risk Management Planning.**
6. **To avoid having to reduce our ability to meet our Response Standard in order to balance our budget, the Fire Authority will lobby Central Government for a fair funding settlement to sustain our optimum model.**

As part of this consultation, after reviewing the Response Strategy and underpinning risk analysis, we would like your feedback on the following:

Do you agree or disagree with Proposal One that in 2020/21, we propose to





undertake a review of our specialist water rescue capability to ensure it continues to be aligned to local risk and reflects national best practice?

Do you agree or disagree with Proposal Two that in 2021/22, we propose to undertake a review of our technical rescue capability to ensure it continues to be aligned to local risk and reflects national best practice?

Do you agree or disagree with Proposal Three that in 2022/23, we propose to undertake a review of our incident support capability to ensure it continues to be aligned to local risk and reflects national best practice?

Do you agree or disagree with Proposal Four that we undertake a project to consider the feasibility of introducing dynamic risk-based daytime nucleus crewing in the West of the County to improve emergency incident response times?

Do you agree or disagree with Proposal Five that we propose to retain the current operational planning assumptions and use these assumptions to underpin our Integrated Risk Management Planning?

Do you agree or disagree with Proposal Six that to avoid having to reduce our ability to meet our Response Standard in order to balance our budget, the Fire Authority will lobby Central Government for a fair funding settlement to sustain our optimum model?

In the survey, a free text box will be available for each of these questions to provide feedback on these proposals, including any further local community risks you think are relevant.

Royal Berkshire Fire Authority has a statutory responsibility to balance its budget, in an increasingly volatile financial climate. The Royal Berkshire Fire and Rescue Service revenue budget for 2019/20 was £34.1million. Savings of £4.96million were delivered between 2010/11 and 2015/16, and a further £2.4million will have been delivered by March 2020.

Like all public services we are committed to delivering value for money across the services we provide. Two thirds of our funding is received from Council Tax. The other main sources of income are Government funding and Business Rates from local businesses. Previous Government funding for the Authority was set out in the four-year settlement



that ran from 2016/17 to 2019/20. Taking 2015/16 as the base year, Central Government funding has fallen by over 24%.

The Authority has been through a significant period of change since 2015, ensuring the Service delivers important outcomes for communities across Royal Berkshire, whilst also balancing the budget. Additional cost pressures have also materialised during this time. Following the Grenfell Tower tragedy additional resources have been put in place to work closely with local authorities and landlords. A review of our capital assets has also been completed and our 15-year Strategic Asset Investment Framework outlines how we will maintain and renew our fire appliances, fire stations and lifesaving IT systems.

We remain in the lowest quartile of precepting Fire Authorities in the Country, delivering value for money to the people we serve, as evidenced by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services' inspection of our Fire and Rescue Service in 2019. Current Government proposals would allow Royal Berkshire Fire Authority to increase Council Tax by up to 1.99% for 2020/21 without holding a referendum, which is an increase of £1.32 per year.

The Authority is committed to sustaining its service provision to the people of Royal Berkshire and has been working with Berkshire MPs to make them aware of the issues faced, and ask for greater flexibility to increase Council Tax when setting the budget. To sustain its services, the Fire Authority, would like to increase Council Tax by £5. The average Band D household pays just over £66 per year currently, and even with an increase of £5, we believe this remains remarkable value for money.

However, if we are unable to secure this flexibility, we will have to revisit our Integrated Risk Management Plan to consider how additional savings could be achieved. We would have to consider how we could do this in such a way that minimised the impact on our ability to deliver against our Response Standard. To illustrate the impacts this could potentially have, we have modelled a range of a scenarios, which could achieve 360k, 720k and 1,080k of budget reductions. The impact these scenarios would have on our Response Standard performance range from a reduction of -0.33% to -2.1%. As an Authority we do not want to do this as we believe sustaining our frontline services is critical in meeting local community risk. The Authority remains committed to achieving this much needed flexibility in setting its budget for the people of Royal Berkshire.

We would also like your feedback on:

Would you support an increase of £5 in Council Tax (based on a Band D property) for the next financial year?




» HOW TO GET INVOLVED


The consultation will last eight weeks and will run between 2 March and 27 April 2020. We want to hear your views on the consultation proposals. This consultation will inform the decision-making of Royal Berkshire Fire Authority that follows.

We are committed to providing all members of our local communities with the opportunity to provide us with their feedback. Should you like paper copies of the strategies, or require help with accessing the information in a different format or language, please contact us using any of the methods below.

Get in touch with us:

 You can respond to the IRMP consultation on our website: 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

 You can telephone 0118 938 4331 and leave us a message

 [@RBFRSofficial](https://twitter.com/RBFRSofficial)

 [RoyalBerksFRS](https://www.facebook.com/RoyalBerksFRS)

 [RoyalBerkshireFire](https://www.instagram.com/RoyalBerkshireFire)

 [Royal Berkshire Fire & Rescue Service](https://www.linkedin.com/company/RoyalBerkshireFire)



» WHAT HAPPENS NEXT?

This timeline shows the key timescales Royal Berkshire Fire Authority is working towards:



Once the consultation has closed and the findings have been reviewed by Royal Berkshire Fire Authority, the final decisions will be presented in a report, which will be available to the public via our website: rbfrs.co.uk.

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