



**Agenda
for the Meeting
of the
Audit and Governance Committee**

Monday, 23rd January, 2023

At

6.30 pm

RBFRS Headquarters
Lynda Kenyon Suite
Newsham Court
Pincents Kiln
Calcot
Reading
Berkshire
RG31 7SD

For further information regarding this meeting, please contact:

Committee Team

0118 938 4611

E-Mail at committeeteam@rbfrs.co.uk

Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD



MEETING: Audit and Governance Committee Meeting

DATE AND TIME: Monday, 23rd January, 2023 at 6.30 pm

VENUE: Lynda Kenyon Suite
RBFRS Headquarters
Newsham Court
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Calcot
Reading, Berkshire RG31 7SD

S U M M O N S

You are hereby summoned to attend the meeting of the Royal Berkshire Fire Authority at the time, date and venue indicated above, when it is proposed to deal with the business set out in the enclosed Agenda.

A handwritten signature in black ink, appearing to read 'Graham Britten'.

GRAHAM BRITTEN
Monitoring Officer

To: Members of the Audit and Governance Committee:

Councillor Christine Bateson	Councillor Mike Smith
Councillor Tricia Brown	Councillor Morag Malvern
Councillor Haqeeq Dar	Councillor Sandra Malik
Councillor Biyi Oloko	Councillor Tina McKenzie-Boyle
Councillor Tony Linden	

Copy to: Senior Leadership Team (SLT), Royal Berkshire Fire and Rescue Service

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AGENDA

- 1. Apologies for Absence**
- 2. Declarations of Interest**

Purpose:

To receive Declarations of Interest from Councillors relating to items to be considered at the meeting, in accordance with the provisions of the Fire Authority's Local Code of Conduct, and any from Officers.

- 3. Minutes of the Meeting held on 17 October 2022 (Pages 7 - 14)**

Recommendation:

That the Minutes of the meeting and any recorded actions held on 17 October 2022, be confirmed as a correct record and signed by the Chair.

- 4. Consideration of any matters properly referred to this Committee for decision**

Purpose:

There were no matters referred to this Committee for decision.

- 5. Internal Audit Update (Pages 15 - 48)**

Purpose:

To note the findings as presented in RSM's Progress Report.

6. External Audit Update *(Pages 49 - 50)*

Purpose:

To note the update from External Auditors.

7. Emergency Services Mobile Communications Programme Presentation

Purpose:

To receive an update on Emergency Services Mobile Communications Programme.

8. Annual Statement of Assurance 2021/22 *(Pages 51 - 72)*

Purpose:

To agree the draft Royal Berkshire Fire Authority Statement of Assurance 2021/22.

9. Royal Berkshire Fire Authority - Pay Policy Statement 2023/24 *(Pages 73 - 92)*

Purpose:

To note and recommend the draft Pay Policy Statement for Fire Authority approval.

10. Local Pension Board Update *(Pages 93 - 104)*

Purpose:

To approve the revised Terms of Reference, the membership of the Pension Board and to note the Local Pension Board's six-monthly update.

11. Gender and Ethnicity Pay Gap Reports 2022 *(Pages 105 - 138)*

Purpose:

To note the Gender and Ethnicity Pay Gap reports and EDI Action Plan, and agree that the Gender and Ethnicity Pay Gap reports are published on rbfrs and gov.uk website.

12. Equal Pay Audit 2022 *(Pages 139 - 160)*

Purpose:

To note the contents of the report and the actions arising from the audit.

13. Quarterly Performance Report 2022-23 Quarter Two (July - September 2022) *(Pages 161 - 246)*

Purpose:

To receive for note an overview of Royal Berkshire Fire and Rescue Service's (RBFRS) quarter two performance for the 2022/23 financial year.

14. Forward Plan *(Pages 247 - 248)*

Recommendation:

To note the Forward Plan.

15. Date of next meeting

Tuesday 28 March at 6.30pm, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD.

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MINUTES OF THE MEETING OF THE AUDIT AND GOVERNANCE COMMITTEE



Held on Monday, 17th October, 2022 at 6.30 pm

Lynda Kenton Suite, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

- Members:**
- | | |
|---|--|
| <p>(*present)</p> <ul style="list-style-type: none"> * Councillor Christine Bateson * Councillor Tricia Brown * Councillor Haqeeq Dar * Councillor Biyi Oloko * Councillor Tony Linden | <ul style="list-style-type: none"> * Councillor Mike Smith * Councillor Morag Malvern * Councillor Sandra Malik Councillor Tina McKenzie-Boyle |
|---|--|

- In Attendance:**
- Mark Arkwell (Deputy Chief Fire Officer, DCFO)
 - Wayne Bowcock, (Chief Fire Officer, CFO)
 - Paul Bremble (Head of Corporate Services, HCS)
 - Andrew Brittain (EY, External Auditor)
 - Conor Byrne (Head of Finance and Procurement, HF&P)
 - Doug Buchanan (Area Manager, Response and Resilience, AM R&R)
 - Becca Chapman (Data and Performance Manager, D&P Manager)
 - Becci Jefferies (Head of Human Resources and Learning and Development, HHR&L&D)
 - Francesca Keates (EY, External Auditor)
 - Katie Mills (Assistant Chief Fire Officer, ACFO)
 - Jim Powell (Area Manager, Collaboration and Policy, AM C&P)
 - Nikki Richards (Deputy Chief Executive, DcHEX)
 - Fayth Rowe (Democratic Support Lead, DSL)
 - Tregear Thomas (Area Manager, Prevention and Protection, AM P&P)

16. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Tina McKenzie-Boyle.

17. DECLARATIONS OF INTEREST

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillor Linden declared an interest as a representative of the Local Government Pension Scheme (LGPS).

Action

There were no Declarations of Interest received from Officers.

18. MINUTES OF THE MEETING HELD ON 28 JULY 2022

RESOLVED that subject to a typo on page 6, which was corrected to Becci Jefferies (instead of Becca), the Minutes of the meeting held and recorded actions on 28 July 2022, be confirmed, as a correct recorded and signed by the Chair.

19. CONSIDERATION OF ANY MATTERS PROPERLY REFERRED TO THIS COMMITTEE FOR DECISION

There were no matters properly referred to this Committee for decision.

20. EXTERNAL AUDIT UPDATE

Conor Byrne, Head of Finance and Procurement (HF&P), stated he had hoped to have brought the 20/21 Statement of Accounts to this Committee, however there had been additional delays. He introduced the External Auditors, Andrew Brittain and Francesca Keates from EY.

Andrew Britten reported EY were still waiting for an insurance letter from Deloitte. The audit from Royal Borough of Windsor and Maidenhead was also delayed, however he stated, he remained hopeful that it would be resolved in the near future. He explained the 20/21 evaluation work had a knock on effect on the 21/22 Statement of Accounts. He went through the report and made the following highlights:

- Page 23 of the report, Andrew reported there was no change from the previous year in two amber risks identified in the 21/22 audit.
- Page 24 - the pension liability risk had been downgraded to inherent.
- Page 25, Materiality, he stated it was a requirement to report Audit differences over £62,000.
- Page 36 – Value for Money (VFM) – He stated EY have yet to conclude VFM planning and will update the Committee at its next meeting.
- Page 48 – sets out the timetable of audit and deliverables. The plan include the delays in the 20/21 Audit.
- Page 54 – Fees – set by Public Sector Audit Appointments Ltd (PSAA). There is a proposed increase to the scale fee, subject to agreement by PSAA.

In response to a question from Councillor Smith on the reason for the proposed fee increase, Andrew referred to the notes on page 54 which listed the reasons for the proposed fee increase. In response to Councillor Malvern, Andrew explained there had been a number of changes since the agreement of the original scope in 2017, in some cases, resulting in

specialist knowledge.

In referring back to page 25, the Chair asked the reason why performance materiality had been set at 75%? Andrew reported it related to the overall financial statement levels.

The Chair drew attention to an error on page 59, which should be read as 2023, instead of 2022.

RESOLVED that the report be noted.

21. DISCIPLINARY POLICY

Becci Jefferies, Head of Human Resources and Learning and Development (HHR&L&D), reported Audit and Governance Committee Terms of Reference require Members of the Committee to approve the Disciplinary Policy. She stated the policy had been reviewed to include staff who were neuro diverse.

In response to Councillors Linden and Smith, Becci explained the policy covered elements of ways of working and behaviours. The policy was reviewed by the Service’s internal Disability Awareness Forum. In terms of gross misconduct, she stated there were a number of policies which covered other areas.

The Chair queried page 78, Disciplinary Process Flowchart. She had identified stages 1 and 2 of the process were exactly the same and asked whether the stages could be combined? Becci confirmed that she would review this.

HHR&L&D

The Chair also queried page 79, Appeals Process Flowchart, and asked whether the 7 day period for the appeal to be submitted was sufficient and asked whether there were extraordinary circumstances where this deadline could be extended? Becci reported that extraordinary circumstances would be considered.

RESOLVED that the Disciplinary Policy (Appendix A), subject to a review on stage 1 and 2 of the Disciplinary Process Flowchart, be approved.

22. QUARTERLY PERFORMANCE REPORT 2022/23 - QUARTER ONE (APRIL - JUNE 2022)

Becca Chapman, Data, Performance and Risk Manager (DP&R), stated the Quarter One Performance report covered data from across the Service.

Quadrant One - Service Provision

Tregear Thomas, Area Manager Prevention and Protection (AM P&P), reported there were 0 fire deaths. He stated he was pleased the number of non-fatal fire casualties had remained the same, as previous year. The number of deliberate primary fires had increased and explained this may be due to hot-spots in the county where there had been issues with anti-social behaviour. He reported he

had informed Thames Valley Police (TVP).

Tregear reported there was also an increase in secondary deliberate fires and the target was to reduce these. He added the cause was not all around malice and in some cases was due to camp fires. There was an increase in the number of referrals for Safe and Well visits received from our partners and highlighted the Service had exceeded its target with an increase of 28.7% in quarter one.

The Service had maintained its target of 100% of the percentage of Safe and Well referrals, where there had been a threat or incident of arson, completed within 48 hours.

The Service did not meet its target of 90% in the percentage of very high and high risk Safe and Well Referrals. The percentage for the quarter was 42.4%. Tregear provided examples of the reason the target had not been met. E.g. visit required joint agencies. He added that the measure was a target the Service will continue to focus on.

The percentage of Automatic Fire Alarm (AFA) calls where RBFRS did not attend had increased. Tregear stated the increase could be linked to more office buildings being occupied compared to one year ago. Jim Powell, Area Manager Collaboration and Policy (AM C&P), reported a recent consultation was held on how the Service respond to AFAs and explained a new target had been set to 30%. He stated, he believed the possible increase could be more to do with the culture towards the change in policy and assured Members that work will continue with Control staff to embed the policy. An evaluation will be held in June 2023 to determine whether the policy has decreased the number of AFAs.

In response to a question from Councillor Smith on above (measure 14), Jim explained AFAs were not serious fire incidents, and reiterated an evaluation will be held next year.

In discussing Response Measures, Doug Buchanan, Area Manager Response and Resilience (AM R&R), explained there was some volatility in Wholetime Appliance Availability, due to staff transfers, retirees and sickness absence levels. In quarter one, via a recruitment campaign, transferees and new Firefighters had been recruited to balance establishment level pressures. On-Call Appliance Availability pressures related to key qualifications and establishment numbers. He reported recent On-Call recruitment would take time to have an impact on availability, however, a new policy had been introduced to allow the flexibility of On-Call staff moving to another Station to provide specific qualifications. In addition, the policy enabled Wholetime staff to support On-Call Stations.

Doug stated, the Service remained above its target on the percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered, and he advised caution that the Response Standard was affected during the summer months, due to the impact of the Heatwave.

In referring to measure 18 (% of visits to Very High, High and Medium Operational Risk sites completed in timescale) and in response to Councillor Smith, Doug stated that the data reporting was still in development.

In response to a question from Councillor Linden, Becci Jefferies (HHR&L&D), reported sickness levels had decreased, although the level was higher compared to the same quarter last year. Sickness Working Group looks at key areas of sickness absence e.g. musculoskeletal. The Service had increased its awareness in mental health and sign post staff to Blue Light Champions, Disability Awareness Groups, fitness testing and has reviewed policies to provide additional guidance for staff.

Councillor Smith asked a question in relation to measure 18 and whether the Service had seen any improvements in the construction industry from the introduction of the Building Safety Act? Tregear reported the Building Safety Act will not be enforced until January 2023 and that it applied to multi-occupied residential buildings. The Service was working with the National Fire Chiefs Council (NFCC) on communication messages to educate the business community.

Councillor Oloko queried the layout of Quarter One Performance Report. Becca explained the data was laid out providing two comparisons for each measure, a comparison against target and assessment against last year's end date. In answer to a supplementary question from Councillor Oloko, Becca suggested that in future years, the quarter one report could include performance from Q4 of the previous year to allow further comparisons.

Katie Mills, Assistant Chief Fire Officer (ACFO), suggested whether greater detail provided in the summary pages may further assist with Member scrutiny?

Quadrant Two - Corporate Health

Becci reported there was a deliberate delay in the completion of Performance Development Review (PDR's) to allow for His Majesty's Inspectorate and Constabulary Fire and Rescue Service (HMICFRS) inspection process. The deadline for completion of PDRs had been moved to quarter two. In response to a question on the reduction of female Firefighters this quarter, Becci reported one individual had moved to a Green Book position.

In answer to a number of questions from Councillor Smith on station staff budgets, Conor listed the budget pressures the Service was facing. He reported a Task and Finish Group had been established to monitor overspend of the overtime budget, and stated, CRMP will be looking at whether the establishment levels were too lean.

Councillor Oloko asked the reason there was no data behind the Equality, Diversity and Inclusion (EDI) objectives? Becci reported the EDI Objectives were recently approved by the Fire Authority. The Strategic Performance Board (SPB) will look at activities and analyse how the Service is performing against the Action Plan e.g. the introduction of the Chairman's Internship. In some measures data is used to inform performance e.g. recruitment.

In response to a question from Councillor Malvern, Doug explained that at On-Call Stations located west of the County, expenditure was below budget due to lower establishment levels / availability which meant a lower spend. In terms of Grey Book Pay Award, Wayne Bowcock, Chief Fire Officer (CFO), reported the Employers Side made an increase offer of 5%. The Fire Bridge Union (FBU) were going into consultation / ballot with its members on whether they were willing to accept the offer. He added, the FBU were advising to reject the offer. The outcome will not be known until the outcome of the ballot.

Quadrant Three – Priority Programmes

The amber RAG status was highlighted in Prevention activities in support of children and young people. Members were reminded quarter one was the tail-end of the academic year.

In response to a question from Councillor Oloko on the layout of the Performance Report, in particular Quadrant Three, Nikki Richards, Deputy Chief Executive (DChEx) explained these were project plans against the priority programmes listed and that it was a dashboard. She stated the text was progress against the project plans.

In response to Councillor Linden's question on objective five, Nikki reported it related to the Service's approach on equality of access, which was currently part of the CRMP process. The red RAG status was due to the CRMP being currently in the process of development.

Councillor Smith queried the reason why Cyber Security was not listed within the ICT element of the Strategic Asset Investment Framework (SAIF). Nikki reported, the SAIF listed plans and expenditure on hardware, and that the Corporate Risk Register detailed the measures it took, as it identified Cyber Security as a risk. She added, the ICT Strategy provided greater detail and stated the Service had not bought an asset to support Cyber Security.

Wayne reported Cyber Security was identified as a risk in the Corporate Risk Register, however the Service will need to look at Cyber Security within its performance.

Quadrant Four – Corporate Risk

Doug reported the risk for the Wholetime crewing model remained high (red RAG status) work had been underway with Workforce planning to understand staff profile.

Nikki explained the cost of living risk. She stated the Service had recognised Cost of living rise as an impact to staff and had introduced a number of mitigations from hardship support (loan) to different ways of working, as well as signposting staff to other services.

Councillor Linden asked whether the Service received cost of living funding from the government and advised West Berkshire Council had received funding in terms of hardship fund and foodbanks. He suggested Fire Stations could be

used as storage facilities for food banks or find other ways they could get involved.

Katie reported the Service was working locally with Crowthorne Warm Spaces Initiative and were having those conversations. Tregear stated Safe and Well Technicians and Crews were public facing and were signposting people to partners.

In response to a question from Councillor Smith, Wayne reported the Service was losing both Grey and Green Book staff to other Fire and Rescue Services (FRSs) and stated pay market supplements were competitive. In terms of the Fire Transformation (risk ID 737), Wayne confirmed he had written to the Fire Minister about the flow of funding into the Fire Sector. He was also in the process of arranging briefing sessions with Berkshire MPs. Risk 737 was constantly reviewed and will be brought back to this Committee for an update.

RESOLVED that:

- 1) The performance against Service Provision and Corporate Health measures for the targets agreed by the Fire Authority for 2022-23, be noted;
- 2) The progress made on the four priority programmes, be noted;
- 3) The position of corporate risk, be noted.

23. FORWARD PLAN

RESOLVED that the Forward Plan be noted.

24. DATE OF NEXT MEETING

Monday, 23 January 2023, at 6.30pm, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire, RG31 7SD.

(The meeting concluded at 8.28pm)

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT & GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	INTERNAL AUDIT UPDATE
LEAD OFFICER	CONOR BYRNE, HEAD OF FINANCE AND PROCUREMENT
LEAD MEMBER	n/a
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE

1. **EXECUTIVE SUMMARY**

1.1 The Committee will receive an update on audit activity to date.

2. **RECOMMENDATION**

The Committee is requested to:

2.1 **NOTE** the findings as presented in RSM's Progress Report.

3. **REPORT**

3.1 RSM's Progress Report is attached as **Appendix A** and shows that one audit has been completed and finalised since the last Committee meeting. The audit covered Health and Safety, including mandatory training.

3.2 RSM issued its second highest assurance opinion in relation to the audit stating that, "taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective."

3.3 A representative from RSM will attend the meeting to update Members.

4. **CONTRIBUTION TO STRATEGIC COMMITMENTS**

4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

Agenda Item 5

5. FINANCIAL IMPLICATIONS

- 5.1 The work of the internal auditors assures Members that the Authority's finances are in good order.

6. LEGAL IMPLICATIONS

- 6.1 In accordance with Public Sector Internal Audit Standards, the Head of Internal Audit is required to provide an annual opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's risk management, control and governance processes. The opinion should contribute to the Authority's Annual Governance Statement.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 None.

8. RISK IMPLICATIONS

- 8.1 The internal audit programme aims to identify key risks and report on the effectiveness of controls and mitigating actions.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 Internal audits will consider how the Authority is meeting this requirement where applicable.

10. PRINCIPAL CONSULTATION

- 10.1 No issues for statutory officers.

11. BACKGROUND PAPERS

- 11.1 2022/23 Internal Audit Plan.

12. APPENDICES

- 12.1 Appendix A - 2022/23 Progress Report

13. CONTACT DETAILS

- 13.1 Conor Byrne - Head of Finance and Procurement

Email: byrnec@rbfrs.co.uk

Tel: 07585 991602

ROYAL BERKSHIRE FIRE AND RESCUE SERVICE

Internal Audit Progress Report

For the Audit and Governance Committee on 23 January 2023

This report is solely for the use of the persons to whom it is addressed.
To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP
will accept no responsibility or liability in respect of this report to any other party.

Agenda Item 5
Appendix A

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Agenda Item 5
 Appendix A

Introduction

The internal audit plan for 2022/23 was approved by the Audit & Governance Committee at the 28 July 2022 meeting. This report provides an update on progress against that plan and summarises the results of our work to date.

Reports

1.1 Summary of final reports being presented to this committee

We have **finalised one report** since the last meeting, with one further audit in draft. This section summarises these reports.

Assignment	Opinion issued	Actions agreed		
		L	M	H
Health and Safety Including Mandatory Training (1.22/23)	Reasonable Assurance	3	3	0

We confirmed that overall controls were generally well designed and complied with, including the policies and procedures in relation to Health and Safety (H&S) and Workplace Safety Inspections. The documentation of defects was also well-designed, and the procedure had been followed throughout our sample testing. However, we found out that there were inconsistencies regarding H&S training not being completed on time by new starters and we also found non-compliance with advisory refresher training for managers who have been with the Service for more than three years.

Furthermore, the Workplace Safety Inspection policy updates have not been approved in a formal meeting which could result in a lack of oversight. We noted two out of five RIDDOR reportable incidents since April 2022 were reported later than the required timeframe for one incident which required leave from work for seven days and the other, a specified injury (five and 12 days late respectively).



1.2 Themes arising from control observations in 2022/23

Theme*	Low	Medium	High
Planning	0	0	0
Policies and / or procedures	1	0	0
Non-compliance with policies / procedures	1	0	0
Design of the control framework	0	0	0
Training / awareness for staff	0	2	0
Management or performance information	0	1	0
Terms Of Reference	0	0	0
Lack of segregation of duties	0	0	0
Security	0	0	0
Governance weaknesses	1	0	0
Information technology	0	0	0
Sucession Planning	0	0	0
Total	3	3	0

* The themes arising above relate to the finalised 2022/23 reports only

Appendix A – Progress against the internal audit plan 2022/23

Assignment and Executive Lead	Status / Opinion issued	Actions agreed			Actual / Expected Audit & Governance Committee
		L	M	H	
Health and Safety Including Mandatory Training (1.22/23)	FINAL – Reasonable Assurance	3	3	0	January 2023
Facilities Management 2.22/23	DRAFT				March 2023
Grenfell Action Plans	Fieldwork complete. In Management Review				March 2023
Payroll Provider – Dataplan	In Progress				March 2023
Firefighter Pension Administration (WYPF)	In Progress				March 2023
Key Financial Controls	February 2023				June 2023
Risk Management	February 2023				June 2023
Cyber Essentials	April 2023				June 2023
		Total	3	3	0

Appendix B – Other matters

Changes to the audit plan

We have agreed with management to amend the dates of a number of audits in year to ensure the audits add the most value and take account of operational pressures. We will still be completing the audit plan in full to allow us to provide a year end opinion on the risk management, governance and internal control arrangements by the June 2023 meeting.

Information and briefings

Since the last A&GC we have issued the following client briefing, which we have appended:

- Emergency Services news briefing December 2022
- Mandate Fraud – Enhancing your Defences

For more information contact

Daniel Harris, Head of Internal Audit

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07792 948767

Zoe Hibbert, Manager

Zoe.Hibbert@rsmuk.com

01245 454106

rsmuk.com

The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Actions for improvements should be assessed by you for their full impact. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

Our report is prepared solely for the confidential use of Royal Berkshire Fire & Rescue Service and solely for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM UK Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to you on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

EXECUTIVE SUMMARY – HEALTH AND SAFETY INCLUDING MANDATORY TRAINING

Why we completed this audit

We undertook a review of Health and Safety Including Mandatory Training at Royal Berkshire Fire and Rescue Service as part of the approved internal audit plan for 2022/23. The objective of the review was to allow management to take assurance that effective policies, training, and record-keeping are in place to prevent death or serious injury to staff.

The Service has a Health and Safety Policy which has been formally approved and has been distributed to all staff via the intranet. To complement the Health and Safety Policy, a Safety Inspection Policy is also available which gives guidance on the inspection procedure. All new starters are provided with a Health and Safety training module which forms part of the induction process, managers are advised to refresh their Health and Safety (H&S) training every three years.

An electronic accident book is utilised by the Service, which records injuries that happen within the workplace. A unique reference number is produced for those incidents and a formal investigation is undertaken where the incident is moderate or major. RIDDOR reports are produced for incidents which meet the RIDDOR criteria, once complete these are sent over to the Health and Safety Executive (HSE).

The Service has a defined governance structure in place where the Health and Safety agenda is reviewed. A quarterly report goes to the Health and Safety Wellbeing Committee which includes an analysis to showcase any H&S trends. A monthly report goes to the Senior Leadership Team (SLT). Information briefings are also made available to staff which are uploaded onto the intranet and shared through email, and they contain key information about recent H&S non-compliance and how to mitigate or prevent reoccurrence.

Conclusion

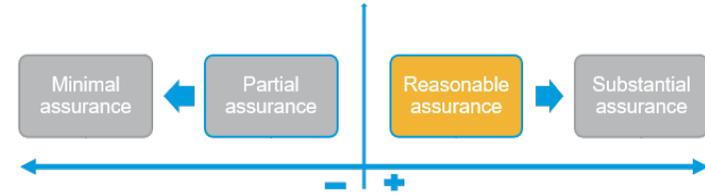
We confirmed that overall controls were generally well designed and complied with, including the policies and procedures in relation to Health and Safety (H&S) and Workplace Safety Inspections. The documentation of defects was also well-designed, and the procedure had been followed throughout our sample testing. However, we found out that there were inconsistencies regarding H&S training not being completed on time by new starters and we also found non-compliance with advisory refresher training for managers who have been with the Service for more than three years.

Furthermore, the Workplace Safety Inspection policy updates have not been approved in a formal meeting which could result in a lack of oversight. We noted two out of five RIDDOR reportable incidents since April 2022 were reported later than the required timeframe for one incident which required leave from work for seven days and the other, a specified injury (five and 12 days late respectively).

Internal audit opinion:

Taking account of the issues identified, the Authority can take reasonable assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

However, we have identified issues that need to be addressed to ensure that the control framework is effective in managing the identified risk(s).



Key findings

We identified the following weaknesses which resulted in the agreement of three medium priority management actions:



Health and Safety Training for Starters

We reviewed a sample of 10 new starters since April 2022 and confirmed that in eight instances the training has been completed in a timely manner. In the remaining two instances, we were not provided with evidence to confirm that training had been completed.

There is a risk that new starters are not completing their health and safety training in a timely manner which could result in not being able to recognise H&S issues to report them which could result in H&S issues materialising. **(Medium)**



Mandatory Health and Safety Training for Management

We reviewed a sample of 20 managers who had been with the Service for more than three years and noted that only 12 have been given their refresher training in a timely manner. We were informed that whilst the training during induction is mandatory, the refresher training every three years is only advisory.

There is a risk that managers who have been with the Service for more than three years are not reminded of how to spot Health & Safety concerns which may result in reoccurrence of incidents. **(Medium)**



RIDDOR events

Through review of the five incidents which were RIDDOR reportable since April 2022, we noted in two instances that incidents were not reported in line with the time requirements for the type of injury (one requiring a member off staff being off work for more than seven days and the other for a specified injury), the incidents were reported five and 12 days late respectively.

If injuries are not reported to RIDDOR within the time requirements depending on the type of incident, there is a risk that the Service is non-compliant with regulations. **(Medium)**

We noted the following controls to be adequately designed and operating effectively:



Policies and Procedures

We reviewed the Health and Safety Policy, and through review of meeting minutes, we confirmed it was approved by the SLT in March 2022, and available on the intranet for staff to access. The document contained key information such as roles and responsibilities and a full overview of the process for inspections and risk assessments.



Workplace Safety Inspections

We reviewed a sample of five fire stations and obtained the last Workplace Safety Inspection form for each of them at the time of our review. Through review of the forms, we were able to confirm that in every case inspection areas which were applicable to the station were reviewed and completed. In instances where the inspection was not satisfactory, a brief description of the problem was documented alongside a priority level, a defect number, and a date for when the defect was recorded onto Firewatch.



H&S Assurance

We reviewed a sample of five bulletins produced in July, August and September 2022 and confirmed that an email was sent out to all members of staff from the H&S team. We also confirmed a PDF document detailing a standard that should be followed for different circumstances was also attached to the email. We noted through review of the bulletins that lessons learnt was included to prevent reoccurrence of incidents.



Documentation of Defects

We reviewed a sample of 10 defects identified from completed risk assessments since April 2022, and we were able to confirm that in each instance the defect has been added onto the Firewatch system, we noted that notes documenting the progress of each defect had been retained. We were also able to confirm that each defect had an owner assigned.



Action tracking

From a report of all incidents since April 2022, we reviewed a sample of five and through review of the incident tracker, we found that where it was applicable in one instance, an owner was assigned to the incident and a due date for the action was recorded.

We noted that a recommendation was provided to address the incident in four instances and in the remaining case, we were informed that this was due to the severity of the incident being minor and action was taken at the time and therefore it was not required to have a recommendation assigned. We noted in one instance no actions or updates were documented against the incident for an event which occurred five months prior to our review. We were informed that this was closed as no further updates were required and through review of email correspondence we confirmed this had been completed.

We have also agreed three low priority management actions, which are detailed in section two of this report.

DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Health and Safety Training – New Starters

Control	All new starters are provided with a health and safety pack as part of their induction. Depending on the individual role, they will also be provided with specific mandatory Health and Safety training. Recent guidance has been provided to new starters to complete the pack within four weeks, however, this is not formally documented.	Assessment:	
		Design	✓
		Compliance	×

Findings / Implications	Through review of a sample of 10 new starters who had joined the Service since April 2022, we confirmed that in eight instances, the training form to evidence that training had been completed was completed by the new starters in a timely manner (within four weeks of their start date). For the remaining two instances, we were not provided with evidence confirming that mandatory training had been completed. There is a risk that new starters are not completing their health and safety training in a timely manner which could result in not being able to recognise H&S issues to report them which could result in H&S matters materialising.
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Management Action 1	We will introduce a procedure for chasing new starters who have not finished their Health and Safety training within four weeks of their start date. Furthermore, policy documents will be updated to reflect time periods in which staff are required to complete training	Responsible Owner: Tracy Hawkins, Health and Safety Manager	Date: 31 Dec 2022	Priority: Medium
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Health and Safety Training – Management

Control	As per the Health and Safety Policy, all managers are required to complete a health and safety mandatory training course when they join the Service, refresher training on health and safety is advisory and is to be undertaken every three years.	Assessment:	
		Design	✓
		Compliance	×

Findings / Implications We reviewed a sample of 20 managers who had been with the Service for more than three years at the time of our review. We obtained a copy of their training reports and found that only 12 have been given the refresher training in a timely manner. We were informed that refresher training at present is not mandatory, however the Service is planning to make this mandatory in the future.

In the remaining eight instances, we noted that refresher training was not provided at all. We also reviewed a sample of five members of staff who had been promoted to a management position since April 2022, and we were able to confirm through a review of their training history that all five had undertaken the required health and safety training.

There is a risk that managers who have been with the Service for more than three years are not reminded of how to spot H&S concerns which may result in reoccurrence of incidents.

Management Action 2	We will review all managers who have been with the Service for more than three years and ensure that health and safety refresher training has been provided in a timely manner.	Responsible Owner:	Date:	Priority:
		Tracy Hawkins, Health and Safety Manager	30 June 2023	Medium

Health and Safety Inspections

Control	<p>A formal inspection is undertaken twice per year (in April and October) for each station. Inspections seek to review the physical workplace conditions. The Service uses a system called Firewatch to record any concerns and actions as a result of the inspections undertaken.</p> <p>The Service is also considering the implementation of a new inspection form to streamline the process.</p>	Assessment:		
		Design	✓	
		Compliance	×	
Findings / Implications	<p>Through review of the Workplace Health and Safety Inspection Policy, we confirmed that the document was reviewed in September 2022, and a next review date is due in 2024. Minutes and papers for the approval of the Policy were not provided and through discussion with the Health and Safety Manager, we were advised that this was due to the Policy only having minor updates made and a formal review was not required.</p> <p>There is a risk that a limited senior oversight is provided when approving changes in the document, which can result in a lack of challenge and scrutiny by other executive members.</p>			
Management Action 3	We will integrate the review of the Workplace Safety Inspection policy within a formal meeting such as the Health and Safety Wellbeing Committee who will approve future changes.	Responsible Owner:	Date:	Priority:
		Tracy Hawkins, Health and Safety Manager	31 March 2023	Low

Health and Safety Risk Assessments

Control	<p>A generic Risk Assessment is available for each premise and is completed by the manager of the department. The form then goes to the Health and Safety team to confirm that the form has been adequately completed.</p> <p>Each H&S Risk assessment is uploaded on the intranet, and a review date is attached to the document. The owner of the risk assessment is required to review the document once it goes past its review date.</p>	Assessment:		
		Design	✓	
		Compliance	×	
Findings / Implications	<p>We conducted a walkthrough of the shared folder system that the Service uses to store Risk Assessments and we reviewed a sample of 10 risk assessments undertaken since April 2022, and through review of the document we were able to confirm that seven had been reviewed and were up to date, and evidence of both staff and manager signoff was present.</p> <p>However, for the remaining three which we noted were Fire Safety Risk Assessments for fire stations, we noted that no updates had been recorded. Through discussion with the Health and Safety Manager, we were informed that this was because Fire Safety Risk Assessments are assessed as part of the six-monthly work inspection which we confirmed through review had been reviewed as required.</p>			

If risk assessments are not updated adequately on the file system, there is a risk that information contained within them is outdated.

Management Action 4	We will review the process for updating Fire Safety Risk Assessments to better streamline the procedure.	Responsible Owner: Tracy Hawkins	Date: 30 March 2023	Priority: Low
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Incident Reporting Process

Control	<p>The Service has an electronic accident book. If an incident happens which results in injury, the individual in charge logs the details and completes a form which then gets sent to the Health and Safety team.</p> <p>A unique reference number is produced, and the incident gets categorised to either minor, moderate, or major. For moderate and major incidents, a formal investigation is undertaken by a third party. An investigation template is used for this.</p> <p>A RIDDOR report is produced and reported in line with requirements as follows:</p> <ul style="list-style-type: none"> For incidents which require a member of staff to be off work for over seven days, RIDDOR reports are required to be made within 15 days; and For specified injuries, RIDDOR reports are required to be made within 10 days. 	<p>Assessment:</p> <p>Design ✓</p> <p>Compliance ×</p>
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Findings / Implications	<p>From a report of all incidents since April 2022, we reviewed a sample of five and we confirmed that the near miss/incident reporting form was completed for all five incidents, except for the last section which was to be completed by the Health and Safety team only which we noted required a tick if the incident was RIDDOR reportable, alongside a date and a signature.</p> <p>For all of our sample, we noted that a formal investigation was noted as having been undertaken for all five incidents with a severity of moderate or higher, we assessed the incidents we reviewed and confirmed that they did not fit the criteria for them to be reported under RIDDOR.</p> <p>We were informed that five incidents had occurred since April 2022 that fit the criteria and were therefore reported for RIDDOR. Through review of the incidents, we noted three (all of which were incidents requiring being off work for seven days) were reported in line with the time requirements. In the remaining two instances (one requiring a member off staff being off work for more than seven days and the other for a specified injury), both were reported later than the requirement. The specified injury incident was reported 12 days late and the other was reported five days late.</p>
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If injuries are not reported to RIDDOR within the time requirements depending on the type of incident, there is a risk that the Service is non-compliant with regulations. There is a risk that the H&S team does not review the Incident Reports which can lead to RIDDOR reportable events not being adequately reported in a timely manner if they meet the RIDDOR criteria.

Management Action 5	<p>We will ensure that future Incident Reports will be completed by the H&S team noting if they are RIDDOR reportable or not, alongside the date of the review and a signature.</p> <p>In addition, we will report all RIDDOR reportable incidents within their required timeframe.</p>	Responsible Owner: Tracy Hawkins	Date: 31 Dec 2022	Priority: Medium
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Learning from Accidents

Control	<p>A quarterly report is presented to the Health Safety Wellbeing Committee. In this report an analysis is undertaken showcasing any health and safety trends. Papers and minutes are being kept for those meetings.</p> <p>A monthly report also goes to the SLT.</p>	Assessment:	
		Design	✓
		Compliance	x

Findings / Implications

We reviewed the agendas and minutes for the Health and Safety Wellbeing Committee from April and July 2022. Through review of the papers, we confirmed that detailed accident figures were reported in each meeting. Moreover, we noted that a “top five types of injuries” section was also present which outlined the number of injuries in each of the sections against performance from past years. However, we noted that a section documenting the lessons learned from past incidents was not present.

We reviewed a copy of the reports from July, August and September 2022 that were presented to the SLT and through review of the evidence, we found that each report contained a breakdown of the incident, the action taken, and the station where the incident happened. However, we noted that lessons learnt from incidents including how to prevent reoccurrence was not included.

If lessons learnt are not discussed and shared, there is a risk of incidents reoccurring.

Management Action 6	<p>We will introduce lessons learned in the quarterly meetings to the Health and Safety Committee and cascade the information to employees.</p>	Responsible Owner: Tracy Hawkins, Health and Safety Manager	Date: 31 March 2023	Priority: Low
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Emergency Services News Briefing

December 2022



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In this edition of our news briefing, we draw attention to some of the key developments and publications in the sector, with particular focus on the latest reports from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the Fire Standards Board new Data Management Standard

Police

Police dismissals to be reviewed

The Home Office will launch a targeted review of police dismissals to raise standards and confidence in policing across England and Wales. The Home Office review will consider:

- the effectiveness of the current system to “dismiss those who fall seriously short of the standards” required by policing and the public;
- the effect of the introduction of changes to misconduct panels, including legally qualified chairs; and
- whether forces are using their powers to discharge officers while they are on probation.

[Read more](#)

Over 50,000 female police officers now in forces

The Home Office has highlighted that women now make up over 50,000 police officers in forces in England and Wales. With 15,343 more police hired so far (77% of the target), the government is on course to meet its manifesto commitment to recruit 20,000 additional officers by March 2023. To ensure that forces are able to hire the additional officers needed to keep communities safe, the government has worked with chief constables and the College of Policing to modernise, standardise, and strengthen the recruitment process. All recruits must fulfil the requirements established by the College of Policing.

[Read more](#)

Force management statement template and guidance

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has published its latest template for forces to populate alongside updated guidance to support forces. The information required helps HMICFRS inform its inspections of forces' efficiency, effectiveness and legitimacy, thematic inspections and supplements its monitoring of forces' performance.

[Read more](#)

An inspection of vetting, misconduct, and misogyny in the police service

HMICFRS has published a report following a review of 725 police vetting files and 264 complaint and misconduct investigations. Key findings include:

- there were too many cases where people should not have been allowed to join the police, including officers with criminal records or links to organised crime;
- there were cases where evidence that a prospective officer may present a risk to the public was ignored;
- in some instances, forces consistently failed to implement recommendations contained in inspection reports;
- examples of police officers transferring between forces despite a history of concerning intelligence, complaints or misconduct allegations;
- there were incidents which should have been assessed as gross misconduct that were assessed as misconduct only, or not treated as misconduct at all;
- vetting interviews are used infrequently. Instances had arisen where vetting enquiries revealed concerning information, but forces hadn't interviewed applicants to clarify the issues; and
- HMICFRS found that misogyny, sexism and predatory behaviour towards female police officers and staff and members of the public still exists.

HMICFRS has made 43 recommendations which include:

- updating minimum standards for pre-employment checks;
- establishing better processes for managing risks relating to vetting decisions, corruption investigations and information security;
- improving the quality and consistency of vetting decision-making, and improving the recording of the rationale for some decisions;
- extending the scope of the law on police complaint and misconduct procedures;
- strengthening guidance for forces on vetting processes and relationships and behaviours in the workplace;
- understanding and defining what constitutes misogynistic and predatory behaviour;
- improving how the police collect corruption-related intelligence; and
- improving how the police assess and investigate allegations of misconduct.

[Read more](#)

Fire

Economic and Social Value of the UK Fire and Rescue Services Methodology

The National Fire Chiefs Council (NFCC) has launched the Economic and Social Value of Fire and Rescue Services (FRS) Methodology. The methodology has been developed by the Community Risk Programme at NFCC which commissioned Nottingham Trent University to carry out the research. The research was informed by subject matter experts from across the UK FRS and by the Home Office. The methodology includes a report which sets out the value of FRS activities using evidence-based methodologies to calculate the social return on investment and a tool which FRS can input their own data into. A digital version of the tool, using the base methodologies, will be developed for release during 2023.

The methodology will allow fire and rescue services to evaluate and understand the benefit and the financial impact of their response, prevention and protection activities. This will support FRS in their community risk management planning and help to inform their resource allocation.

[Read more](#)

Early Intervention Implementation Framework launched

The National Fire Chiefs Council (NFCC) has launched a new Early Intervention Implementation Framework, which is a suite of guidance and tools to assist fire and rescue services in delivering effective early intervention programmes that meet the needs of young people, communities and key stakeholders. The framework includes tools for strategic direction, implementation, monitoring and evaluation and a new strategic Theory of Change which sets out a national core approach for interventions. Within the Theory of Change are seven key steps that NFCC will support FRSs to take. To assist fire and rescue services to use the new framework, a series of virtual sessions are being hosted by the NFCC Implementation Support Team and the Early Intervention workstream.

[Read more](#)

Fire Standards Board launches new standard

The Fire Standards Board (FSB) has announced the launch of the 12th professional Fire Standard. Covering data management, it focuses on ensuring that fire and rescue services can deliver excellence to the public by maximising the value of good quality and reliable data. The aim of the Data Management Fire Standard is that services will use data to inform their community risk management planning and other key activities which will contribute to a reduction in risk and improvements in community safety. It is expected that the Standard will deliver an improved quality of service to the public because of their effective use of high quality and robust local, regional and national data to evidence their considerations and decision-making. As with all Fire Standards, there is a corresponding Fire Standards Implementation Tool, designed to support services in assessing how well they already meet the standard and what they may need to consider and act on in terms of their working practices.

[Read more](#)



Police and Fire

Being 'scam savvy' in the cyber world

Cyber crime is a serious threat to police forces and fire and rescue services. With many of us working online, to protect yourself and your organisation, it is more important than ever that you, as the first line of defence, are aware of scams.

Our Cyber Security 2021 survey found that 20 per cent of organisations had experienced a cyber attack in the last 12 months, and 71 per cent of respondents said the attack was a direct result of the coronavirus pandemic.

95 per cent of cyber security breaches are due to human error, so user behaviour and education is the best way to protect your organisation against many of the most common scams.

To assist providers, we detail some key considerations for securing your IT systems, digital infrastructure, and organisational assets.

Securing your IT environment: Key considerations

Network configuration

- Firewalls are imperative for monitoring, permitting and blocking data. You should have a firewall security policy, detailing the types of rules used and what each rule set does. Firewall rules should be reviewed frequently (in line with policy). The policy should also state how logging and alerts are configured and monitored.

Access controls and passwords

- Strong passwords should be required from all users. Review 'password history' controls frequently, to prevent individuals from cycling the same passwords, and consider implementing a lockout threshold of three to five attempts.
- Where possible, implement Multi Factor Authentication (MFA), as without MFA there is an increased risk of compromised accounts.

Security patches and antivirus software

- Antivirus and software updates should routinely be applied and supported by underlying policies and procedures. It's also important to ensure that all devices have the latest security patches installed and that they are encrypted to ensure confidential data is protected in the event of a cyber-security breach.

Data backup and business continuity

- Backups are essential to ensuring that key data can be recovered in the event of an operational failure or cyber-attack. A backup procedure and policy should already be in place that includes the backup schedule, retention periods, and backup restoration testing schedule.

Has your IT incident response plan been tested recently?

A comprehensive incident response plan is essential, as it will guide a provider's response to an attack. At a minimum, a formal incident management policy and related processes should be in place, including:

- roles;
- responsibilities;
- accountabilities;
- references to related regulation;
- reporting requirements; and
- explicit examples of what constitutes an incident or security breach.

Once documented, a walk-through and other tests of scenarios should be undertaken and extended to relevant third party service providers. The incident management policy should be tested at least every 12 months, and any lessons learnt captured and fed back into the process.

Further information

For more information about how we can help you to protect your organisation, please get in touch with your usual RSM contact.

RSM's Public Procurement Training Level 1

We are pleased to announce that our Public Procurement Training Session will be taking place Friday 3 February 2023. These events have been specifically developed to support practitioners who are starting their procurement careers or for those who need to refresh their knowledge.

Delegates will gain a comprehensive coverage of all key procurement provisions, best practice, and skills to ensure they can confidently manage tender processes. There will be plenty of opportunities to ask questions and also take part in practical exercises, online polls and follow-up surgery.

To book your place on our training session please use the link below:

[Register here, Friday 3 February 2023.](#)

Emergency Services Risk Register analysis.

We have begun our latest review of emergency services strategic risk registers. Our latest research aims to identify those key risk areas across police and fire, identifying persistent challenges, together with new and emerging risk areas.

Watch out for our analysis report which will be published in 2023.





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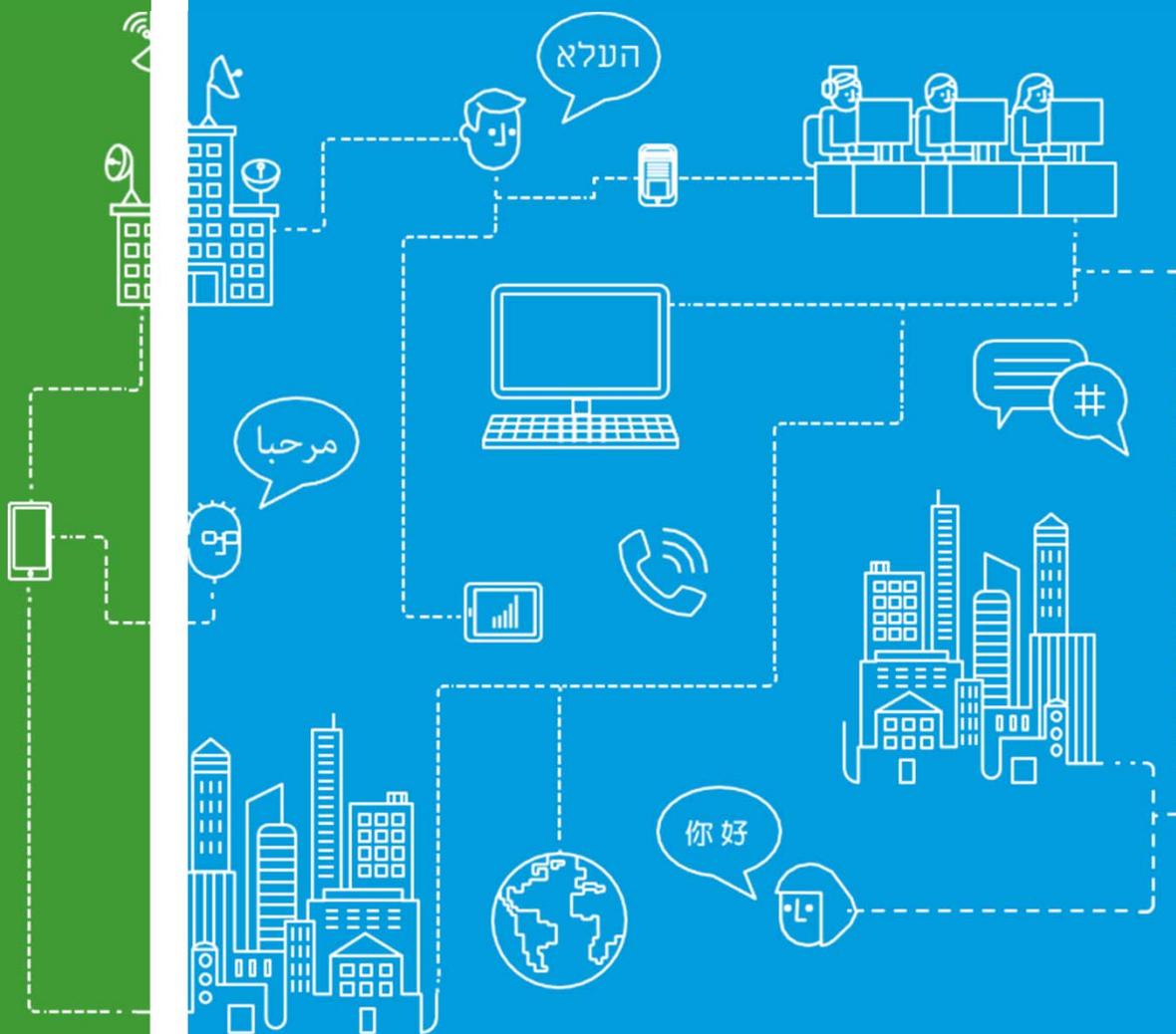
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Mandate Fraud

Enhancing your defences



September 2022

Mandate fraud

Mandate fraud is where you are tricked into changing details of a direct debit, standing order or bank transfer from an individual or group who are pretending to be an organisation you make regular payments to. Mandate fraud also occurs where an invoice is received containing the incorrect payment details. It's a simple but effective fraud, used by organised crime and "career fraudsters", as a low cost and low risk way to make money and to fund other types of criminality.

Mandate fraud accounted for [£81.9m of losses in 2020 according to UK banks](#), of which only £37.3m was refunded. Fraudsters are targeting all sectors with repeated attacks, that are increasing in sophistication. Whilst the risk of receiving a mandate fraud attempt is very high, the hard work, vigilance and the controls in place, reduce the likelihood of an attempt becoming successful.

In this briefing we highlight common characteristics of mandate fraud, set out your key defences, and what you should do if you spot a possible mandate fraud attempt.

YOUR KEY DEFENCES



First line of defence

Employees are the first, and most valuable, key control to circumvent the risk of mandate fraud. When staff are aware of the risk, they are alert to attempts and with guidance and training, can spot the methodologies used by criminals, preventing money being lost.



Confirmation of account holder

Organisations should use the bank account verification system if available, before processing any new supplier payments or mandate changes. This system verifies the intended sort code and account number against the name of the intended payee and will only allow a payment if they are a match. This is not always available on BACS but organisations could consider a test transaction or verification without sending funds using CHAPS or Faster Payment systems.



Good cyber security

Criminals use various methods to gather key information, laying the groundwork to enable a mandate fraud attempt to more likely succeed. Initial activity can include hacking or putting malware into IT systems, particularly email systems.

We have seen instances of fraudsters:

- “lurking” in email accounts, monitoring the communication style and types of contacts;
- adding Outlook rules to divert emails, then sending emails purporting to be the genuine account holder which are then immediately deleted; and
- using “rules” to hide the responses from the genuine user.

This allows the fraudster to have a full email conversation with the intended victim from a genuine company email account.

Fraudsters will often target a supplier, in order to gain control of an email chain. They may then use their control of multiple accounts to play both sides of the conversation in an email chain to make the attempt seem legitimate.

It is often difficult to identify exactly when an IT system compromise occurred, but good cyber security and user awareness, knowledge and discipline helps to prevent attempts from being successful.



Remember

- Don't click on unsolicited links in emails.
- Don't open unknown attachments.
- Have a unique and complex password for your email account.
- Report anything suspicious immediately to your manager and/or IT team.
- Ensure your IT team carry out system updates to ensure the latest patches and firewall updates are installed promptly.

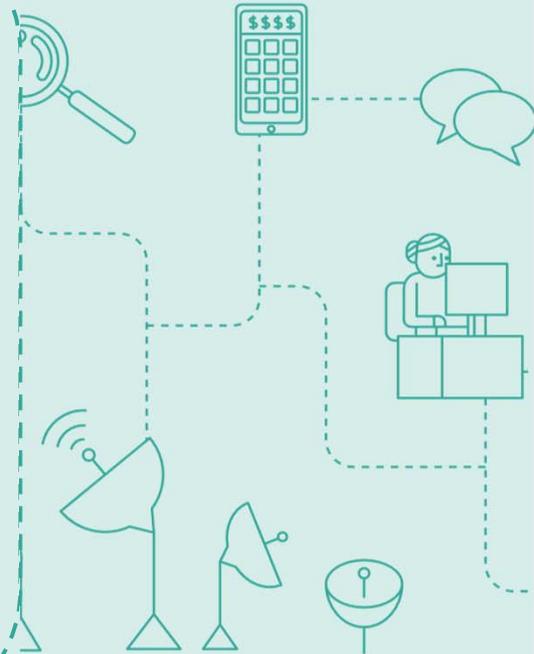
Red flags for mandate fraud



What is the sender's email address?

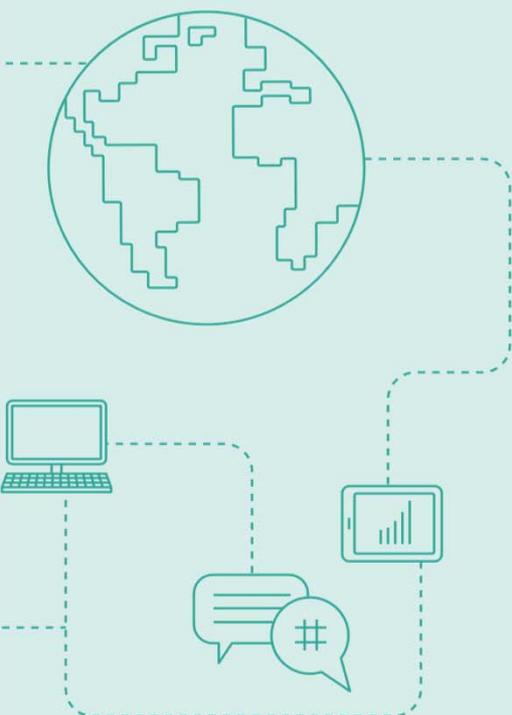
Get into the habit of holding your mouse over the sender's email name. This exposes the actual email address behind the name that appears. It is easy to change the sender's name to appear as whatever you want it to be, as it does not have to be the actual email address. If you hover over the name, you will be able to see the real email address and can cross reference this against your previous correspondence and records.

Attempts are often made from email accounts which are designed to look similar to that of a genuine supplier. In links to the NHS email domain (@nhs.net), we have seen fraudsters replace the "n" with an "r". In other examples, we have seen fraudsters often replace an "m" with an "rn" and replace a "d" with a "cl". Usually, it is a small change that's made, which might not be immediately obvious, but that small change is enough to ensure correspondence is controlled by a fraudster.



Is there a sense of urgency?

Fraudsters are most successful when they can instil a sense of panic into the victim. Often payments are made in a rush before the sender has a chance to stop and think, and therefore realise something is amiss. Mandate fraud emails often create a sense of urgency; for example "my train is delayed, and I can't access the systems, can you please send over £5,000 to Mr Morris in my absence." Remember there is always five minutes to take a moment, check with a colleague, or call the person you think has sent the email to check it did come from them. It is always better to wait and check, than act in haste and fall victim to fraud.



Are they asking you to go outside of the usual process?

It is common for fraudsters to encourage you to bypass the formal and official process. Be alert to such requests as it is unlikely that any of your colleagues will ask you to act outside of the usual procedures. Although sometimes these things do happen, if you are asked to act outside of usual process, contact the person you think has sent you the request using previously used contact details and check with them before acting. Do not be afraid to query more senior staff. The Chief Executive will be happy to provide authorisation if it is a genuine request.



Are there grammar and spelling mistakes?

When fraudsters make attempts to commit mandate fraud, they may be from overseas, with English not being their first language, or they are making attempts in such a hurry, that they make grammar and spelling mistakes. Often, the first sign of something suspicious, is the misspelling of words or emails that don't read well. Additionally, if you know the person that the email is purporting to be from, you are likely to be familiar with how they usually communicate, and this will be a further indicator.

What to do if you spot a possible mandate fraud attempt



1. Check the contact details

Verify the request by making direct contact with someone you have dealt with previously to check the request is legitimate. Always use known communication channels held in pre-existing records and never use the phone numbers or email addresses supplied on the request you have received. Use known details to check the responses you receive or cross-reference them to a genuine website. You could also consider asking your contact to verify information from previous correspondence or invoices that would only be known to them.



2. Stop the payment

If you think a payment has been made to a fraudulent account, contact your bank immediately. Payments are normally made using standard BACS payments and take three working days to arrive in the beneficiary account. The payment can often be reversed if caught early enough. A CHAPS or Faster Payments will transfer more quickly, but if notified promptly, the bank may be able to freeze the beneficiary account if it is held by them or contact the onward bank to attempt to freeze the account while enquiries are made. This will also add a fraud flag that may prevent others from becoming victims.



3. Tell someone

If you suspect a fraudulent payment has been made, or a fraudulent request has been received this should be flagged immediately to your supervisor. Fraudsters often target several people at once, so although you may have identified the request as fraud, a colleague may be able to make a change that would allow payment to be sent. Your IT department can look to secure any compromised email accounts and block fraudulent email domains and IP addresses, preventing future attempts.



4. Freeze the supplier account

The supplier account should be frozen to prevent any changes being made or payments sent. This allows a further investigation to commence without there being a risk of others sending money.



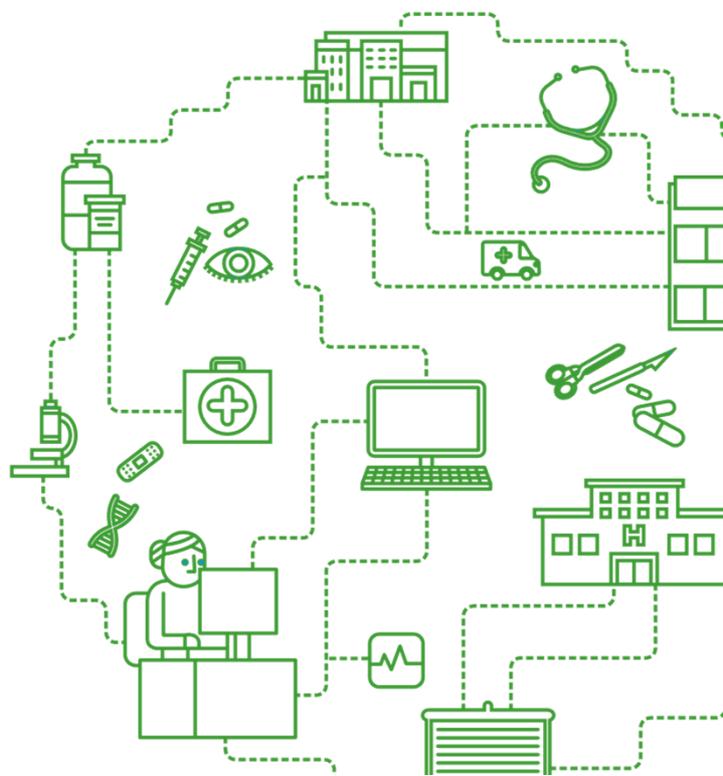
5. Do not engage

You should not seek to lure the fraudster to provide more details or engage with them further. When they elicit a response, they may be more inclined to keep trying and further target your organisation. If controls are strong and no payment is made, they will move their focus to another organisation where they have more chance of success.



6. Report the attempt

All attempts of fraud should be reported in line with your internal processes. If you have a security or fraud team they should be notified. Alternatively, you must escalate the fraud through your management teams to ensure that action is taken to prevent further losses or reoccurrence. The organisation could also report the matter to Action Fraud. You should retain all communication as this may be needed as evidence. Your IT department may be able to assist in ensuring any electronic evidence is secured.



For further information contact

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ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT & GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	EXTERNAL AUDIT UPDATE
LEAD OFFICER	CONOR BYRNE, HEAD OF FINANCE AND PROCURMENT
LEAD MEMBER	N/A
EXEMPT INFORMATION	N/A
ACTION	FOR NOTE

1. EXECUTIVE SUMMARY

1.1 EY will present a verbal update of audit activity in relation to both the 2020/21 and 2021/22 Statements of Accounts.

2. RECOMMENDATIONS

2.1 That the Committee **NOTE** the update from External auditors.

3. REPORT

3.1 Although it had been hoped to bring the audited 2020/21 Statement of Accounts to this Committee meeting for approval, this has not been possible due to the ongoing delays in Deloitte’s audit of the Berkshire Pension Fund accounts. It is anticipated that the Statement of Accounts will be ready for sign off at the next Committee meeting in March 2023.

3.2 Representatives from EY will attend the meeting to update Members on the status of both audits.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5. FINANCIAL IMPLICATIONS

5.1 The work of the external auditors assures members that the Authority’s finances are in good order.

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6. LEGAL IMPLICATIONS

6.1 Complies with the Local Audit (Appointing Person) Regulations 2015

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 None.

8. RISK IMPLICATIONS

8.1 Financial risks are identified and mitigations and controls are tested by the external auditors.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 The Authority opted into the national procurement exercise run by PSAA to appoint its external auditors.

10. PRINCIPAL CONSULTATION

10.1 The Chief Fire Officer has noted the contents of the report.

11. BACKGROUND PAPERS

11.1 None.

12. APPENDICES

12.1 None.

13. CONTACT DETAILS

13.1 Conor Byrne - Head of Finance and Procurement

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Tel: 0118 938 4720

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	ANNUAL STATEMENT OF ASSURANCE 2021/22
LEAD OFFICER	PAUL BREMBLE, HEAD OF CORPORATE SERVICES
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	NOTE AND AGREE

1. EXECUTIVE SUMMARY

- 1.1 The [Fire and Rescue National Framework for England](#) states that the annual Statement of Assurance should:

“...outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National Framework, the Community Risk Management Plan and to any strategic plan prepared by the authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters”.

- 1.2 The Royal Berkshire Fire Authority Statement of Assurance is structured as such that the headline judgements are made about the adequacy of arrangements associated with financial, governance and operational matters. In addition to which, a judgement is made on adherence to the National Framework.

2. RECOMMENDATIONS

That Audit and Governance Committee:

- 2.1 **NOTE** the summary judgements within the Statement of Assurance for each of the four key areas of Finance, Governance, Operations and delivering the National Framework;
- 2.2 **APPROVE** draft RBFA Statement of Assurance 2021/22; and
- 2.3 **AGREE** that the Statement of Assurance will be finalised and re-published by the Head of Corporate Services, following the conclusion of the audit of the

Agenda Item 8

Statement of Accounts 2021/22, in consultation with the Chair of the Audit and Governance Committee.

3. REPORT

- 3.1 The internal assessment was conducted by RBFRS officers against the Framework criteria and produced the following summary judgements:
- 3.2 **FINANCIAL** – requirements associated with the appropriate management of financial matters were **fully met** (subject to the conclusion of the external audit of Statement of Accounts 2021/22). Evidence to support this judgement and information on identified areas for improvement are set out in the Statement of Assurance
- 3.2 **GOVERNANCE** – requirements associated with appropriate business practice, high standards of conduct and sound governance were **fully met**. Evidence to support this judgement and information on identified areas for improvement are set out in the Statement of Assurance
- 3.3 **OPERATIONAL** – requirements associated with operational matters were **substantially met**. Evidence to support this judgement and information on identified areas for improvement are set out in the Statement of Assurance
- 3.4 **NATIONAL FRAMEWORK** – requirements associated with the Fire and Rescue National Framework for England have been **substantially met** as set out in the Statement of Assurance. This assessment was based on the judgements set out for financial, Governance and Operational evidence. This is further supported by the independent inspection carried out by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.
- 3.5 Further assurance is provided via audit activities as set out in the Statement of Assurance.
- 3.6 Additional assurance on the judgement in relation to the Financial matters, is provided through the annual audit of the Statement of Accounts and receipt of the Annual Audit Letter. The audit has not yet concluded, however, mindful of the internal assurance exercise undertaken, it is proposed that the Statement of Assurance be published with the Financial element being Fully Met. Following the conclusion of the external audit, and subject to an unqualified opinion being issued, any identified areas for improvement will be added to the published Statement of Assurance in consultation with the Chair of the Audit and Governance Committee.
- 3.7 The Annual Statement of Assurance report is at Appendix A.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 The Statement of Assurance aligns to the Strategic Commitments across a number of financial, governance and operational matters.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from this report.

6. LEGAL IMPLICATIONS

6.1 The Fire and Rescue National Framework, published by the Department of Communities and Local Government in July 2012, introduced the requirement for fire and rescue authorities in England to produce a 'Statement of Assurance' on an annual basis. An updated National Framework was published in May 2018. This maintained the requirement.

6.2 Section 21 of the Fire and Rescue Services Act 2004 (FRSA 2004) requires Fire and Rescue Authorities to 'have regard' to the National Framework in carrying out their functions.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 There are no direct equality and diversity implications arising from this report.

8. RISK IMPLICATIONS

8.1 The Statement of Assurance demonstrates that a Fire and Rescue Service has identified the risks it faces and where appropriate are taking the necessary steps to mitigate them.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 The judgement decisions within the report demonstrate RBFRS is working in collaboration with partners.

10. PRINCIPAL CONSULTATION

10.1 Statutory Officers and the Senior Leadership Team have been consulted in the preparation of this report.

11. BACKGROUND PAPERS

11.1 We have written this document in accordance with the [guidance](#) published by the Department for Communities and Local Government on Statements of Assurance for fire and rescue authorities in England. It provides information on the content of the statement of assurance.

11.2 There are a large number of background documents referenced in the Statement, some of which are available as hyperlinks. Associated documents are not attached with this paper, but can be made available in hard copy or electronic format on request.

12. APPENDICES

12.1 Appendix A – Draft Statement of Assurance

13. CONTACT DETAILS

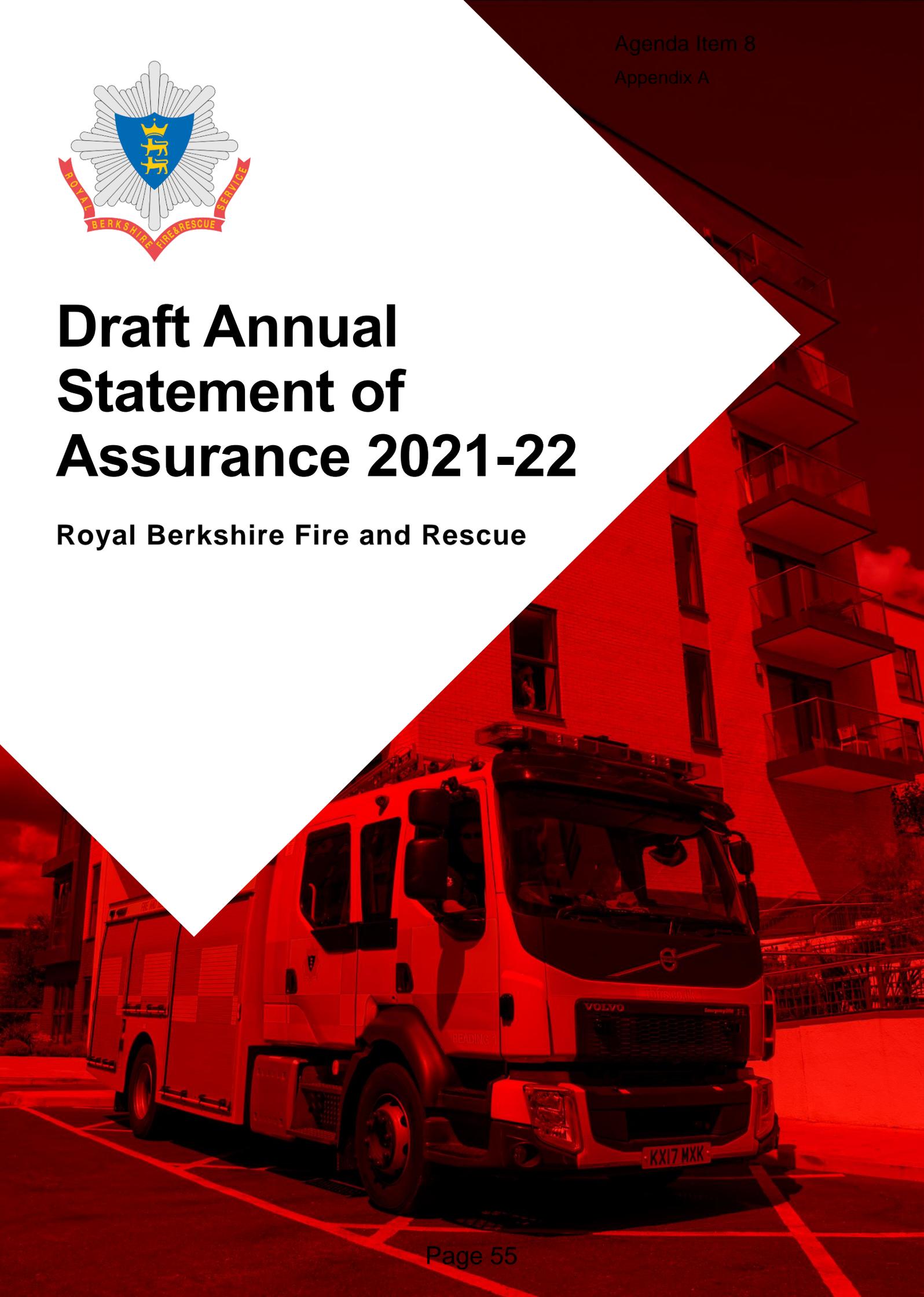
13.1 Angela Smith
Programme Office and Inspection Manager, 07776 340332

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Draft Annual Statement of Assurance 2021-22

Royal Berkshire Fire and Rescue





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The Statement of Assurance will be finalised and re-published, following the conclusion of the audit of the Statement of Accounts 2021/22, in consultation with the Chair of the Audit and Governance Committee.

If you need this document in a different format, you can reach us at consultations@rbfrs.co.uk or call us on 0118 945 2888 with details of the request and your contact information. Alternatively, send it to us in the post addressed to Consultations, Newsham Court, Pincents Kiln, Calcot, Reading RG31 7SD.

We will consider the request and get back to you. For more information on accessibility at Royal Berkshire Fire and Rescue Service, please read our [Accessibility Statement](#).



Introduction

We are required by the [Fire and Rescue National Framework for England](#) to provide an Annual Statement of Assurance on financial, governance and operational matters to enable our communities, Government, local authorities and partners to make a valid assessment of our governance arrangements. This Statement of Assurance sets out the governance arrangements the Royal Berkshire Fire Authority (RBFA) had in place for the period 1 April 2021 to 31 March 2022.

We have written this document in accordance with the [guidance](#) published by the Department for Communities and Local Government on Statements of Assurance for fire and rescue authorities in England, which suggests that where relevant information is clear, accessible and user friendly is available within existing documents, extracts or links to these documents may be included within a Statement of Assurance. This Statement includes extracts or links to key documents, or other sources of information, where relevant.

In 2018/19 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) completed its first cycle of inspections. Royal Berkshire Fire and Rescue Service (RBFRS) was rated as 'good' across the three main inspection pillars of 'effectiveness', 'efficiency', and 'people'. A copy of the inspection report is available on the [HMICFRS website](#). RBFRS continues to deliver its action plan to address the area for improvements identified in its first inspection, which is overseen by the Audit and Governance Committee. The publication of the new HMICFRS report is due early 2023 and will highlight any areas for improvement which will be monitored and progressed via our internal governance processes

The Fire and Rescue Service National Framework

The [Fire and Rescue National Framework](#) for England sets out the Government's priorities and objectives for Fire and Rescue Authorities in England. The National Framework outlines the high-level expectations although it does not require a detailed account of operational matters which are best determined locally.

The key priorities established by the framework are:

- Making appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- Identifying and assessing the full range of foreseeable fire and rescue related risks their areas face;
- Collaborating with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- Being accountable to communities for the service they provide; and
- Developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse.



Our legal responsibilities

The following legislation provides the main legal basis and outlines the statutory responsibilities and powers of the Royal Berkshire Fire Authority.

- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Policing and Crime Act 2017

In 2018, the Government launched a revised Fire and Rescue National Framework which sets out the Fire Authority's main responsibilities and these are shown below:

Royal Berkshire Fire Authority is required to:

- Contribute to safer communities by developing a Community Risk Management Plan (CRMP) to identify, assess and mitigate all foreseeable fire and rescue related risks faced by the communities of Royal Berkshire.
- Work in partnership with the people of Royal Berkshire and a wide range of partners locally and nationally to deliver a capable, resilient service.
- Be accountable to you for our actions and decision making.
- Have scrutiny arrangements in place that reflect the high standard you expect for an important public safety service.
- Provide assurance to you and to Government on financial, governance and operational matters and on national resilience capability.



How we make our judgements

In looking at our obligations, we have made a judgement on each based on the following definitions

Fully met	The requirements of applicable legislation and guidance are being consistently met.
Substantially met	The requirements of applicable legislation and guidance are mostly being met. Where legislation and guidance are not being met there is minimal risk to the Fire Authority discharging associated duties and powers for the provision of a fire and rescue service.
Partially met	The requirements of applicable legislation and guidelines are being inconsistently applied exposing the Fire Authority to considerable risk in discharging the necessary duties and powers associated with the provision of a fire and rescue service.



Summary Judgements

Financial Matters

It is the view of RBFA that, at the end of the 2021-22 financial year, requirements associated with the appropriate management of financial matters were fully met. This is subject to conclusion of the external audit of the Statement of Accounts 2020-21.

Governance Matters

It is the view of RBFA that, at the end of the 2021-22 financial year, requirements associated with appropriate business practice, high standards of conduct and sound governance were fully met.

Operational Matters

It is the view of RBFA that, at the end of the 2021-22 financial year, requirements associated with operational matters were substantially met.

National Framework Requirements

It is the view of RBFA that at the end of the 2021-22 financial year, the requirements associated with the Fire and Rescue National Framework for England have been substantially met.



Financial Assurance

It is the view of RBFA that, at the end of the 2021/22 financial year, requirements associated with the appropriate management of financial matters were fully met. This is subject to conclusion of the external audit of the Statement of Accounts 2021/22.

Evidence in support of the judgement

The Fire Authority places significant importance on ensuring that its financial management arrangements are in line with the expectations of a public body. An annual, independent audit is undertaken to review the Fire Authority's Statement of Accounts, which summarise the financial position of the Fire Authority at the end of the financial year and performance throughout the year.

The primary function of the external auditor is to express an opinion as to whether the Fire Authority's financial statements are free from material misstatement. However, the auditor also has responsibility for assessing whether the Fire Authority has reliable systems of control in place and the arrangements for securing economy, efficiency and effectiveness in the use of its resources.

The unaudited [2020-21 Statement of Accounts](#) are published on the Service website. The accounts are audited by independent external auditors who provide a view on the information contained in the accounts being 'true and fair'. The auditor considers whether the Authority has demonstrated it has delivered value for money prior to signing the audit statement.

The external auditor is currently undertaking both the audit of the Accounts for 2020/21 and 2021/22. The [Annual Audit Letter](#) issued by the auditor in relation to these accounts will be used to confirm their assurance opinion on the financial matters of the Authority. The interim judgement on financial matters, based on internal assurance activity, will be finalised and updated in the Statement of Assurance following conclusion of the Audit.

The external audit of the draft statement of accounts for both years has not yet been completed by our external auditors, Ernst Young LLP, due to the delay in completing the audit of the financial year ending 31 March 2020, and subsequent rescheduling of the audit of the following financial years. This situation is allowed for by [Regulation 10, paragraph \(2a\) of the Accounts and Audit Regulations 2015](#).

Therefore this notification explains, as per paragraph (2a), that we are not yet able to publish our audited final Statement of Accounts in line with the required deadlines, as per paragraph (1). The Audit and Governance committee will consider the results of both the audits at its next respective meeting, after which we will publish the final audited accounts.

Further information about how the Service implements financial controls can be found in our [Constitution](#).

Contracted internal audits



RBFA has contracted out internal audit to RSM, an external company. In addition to auditing aspects of the Fire Authority required by legislation, the internal auditors are also instructed, as part of the audit plan agreed with the Audit and Governance Committee, to audit various other aspects of the service.

In 2021/22 the following core audits were completed:

- Key Financial Controls (Creditors)
- Performance Management
- Vetting and Pre-employment checks
- Value for Money Effectiveness of the administration of pension arrangements
- Risk Management and Governance
- IT - Cyber Essentials
- Firefighter Pension Administration
- Payroll Provider – Data Plan

Our auditors issued a positive opinion assurance on all of our audits. Reasonable assurance was given on the Performance management and Vetting and Pre-employment checks audits, and medium recommendations were issued.

Areas for Future improvement

To be completed on receipt of the Annual Audit Letter for 2020/21 and 2021/22.

The medium recommendations are being addressed. All audit actions are monitored through the Strategic Performance Board and Audit and Governance Committee.



Governance Assurance

It is the view of RBFA that, at the end of the 2021-22 financial year, requirements associated with appropriate business practice, high standards of conduct and sound governance were fully met.

Evidence in support of the judgement

Our governance arrangements

Royal Berkshire Fire Authority is a combined Fire Authority which means it is made up of 20 elected councillors from the six Unitary Authorities in Berkshire: Bracknell Forest, Slough Borough, Reading Borough, Royal Borough of Windsor and Maidenhead, West Berkshire and Wokingham. The Fire Authority is a legal body with statutory duties and responsibilities, including the scrutiny of the Service as a whole. The Fire Authority is responsible for setting the strategic direction, policies and priorities of the Service.

Find out more about the Fire Authority on our [website](#).

Organisational governance

The Fire Authority, as a public body, places significant emphasis on ensuring that effective governance arrangements are in place.

Governance is concerned with how the Fire Authority manages its affairs on a day to day basis including business practices, standards of conduct and overall management procedures.

The Fire Authority undertakes an annual assessment of the governance arrangements using the principles of the Chartered Institute of Public finance and Accountancy/Society of Local authority of Chief executives (CIPFA/SOLACE) Framework *Delivering Good Governance in Local Government*. Our Annual Governance Statement explains how the Authority has complied with the Framework and meets the requirements of [Regulation 6\(1\) of the Accounts and Audit Regulations 2015](#), which requires all relevant bodies to prepare an Annual Governance Statement. The [Annual Governance Statement 2021/22](#) confirms assurance in the governance arrangements.

The Fire Authority is committed to being fully transparent in accordance with the principles of good governance and legal requirements.



Operational Assurance

It is the view of RBFA that, at the end of the 2021-22 financial year, requirements associated with operational matters were substantially met.

Evidence in support of the judgement

Management of Risk

The [Corporate Plan 2019-2023](#) includes our Community Risk Management Plan. The Authority had a statutory duty under the Fire and Rescue Service National Framework, to produce a plan to identify and assess all foreseeable fire related risks' at a county, regional and national level.

The Plan brings together our three strands of service delivery; Prevention, Protection and Response and sets out our plans to ensure the right resources are in the place, at the right time to respond to emergencies. Our Protection, Prevention and Response Strategies agreed in 2020/21 provide a roadmap for our activities across the three areas.

The public and any other stakeholder must be consulted on the content of the plan and are consulted again if we plan to change the service we currently deliver. The consultation must be undertaken in accordance with the legal principles of consultation and current Government guidance, as well as our own Consultation Principles which has also been subject to public consultation.

The responses received to any consultations are considered by the Fire Authority before any decision is made. Further information on our [consultations](#) are available on our website.

The processes we have adopted use a combination of risk modelling, historical data and professional judgement to make an assessment of impact and consequence with likelihood that an event will occur, ensuring that a thorough analysis has been completed. Our published [risk methodology](#) outlines the methods of modelling and mapping used to calculate risk and risk location within Berkshire.

We take into account local community and risk information by creating [Local Safety Plans](#) which feed into our risk management process. We outline our approach, the risks and the associated analysis in our [Corporate Plan and Community Risk Management Plan](#) published on our website.

We work closely with our partners as part of the Thames Valley Local Resilience Forum (TVLRF) and actively provide resource, capacity and capability in support of the work of the Forum. RBFRS is committed to a programme of joint service training with Thames Valley Police, South Central Ambulance Service and the three Thames Valley fire services to deliver Joint Emergency Service Interoperability Programme (JESIP) training to enable and fulfil the requirements of the JESIP Doctrine.



Specific Events

RBFA actively monitors how the service is delivered to the community of Berkshire through a variety of systems including:

- Regular performance reports
- Risk based operational debriefs
- Feedback from staff to identify improvements on how the service can be delivered through an operational assurance process
- Attendance at significant emergency incidents by managers to monitor the performance of the firefighters

RBFA ensures that all relevant matters arising from the above areas are considered, and where appropriate changes are made to improve the way the community is served throughout Berkshire.

A number of key performance indicators (KPIs) are used to monitor performance of our emergency response arrangements. The Strategic Performance Board (SPB) scrutinise performance and report to the Senior Leadership Team. Members play a key role in scrutinising performance through regular reports and presentations to Audit & Governance Committee and the full Fire Authority. All our [performance reports](#) and performance against targets are published on our website.

The Operational Assurance Framework exists to monitor, report and act on outcomes from active monitoring and incident debriefs and this feeds into both national operational learning and joint organisational learning.

Mutual Aid Agreements

RBFRS has mutual aid agreements with each of the neighbouring fire and rescue services whereby:

- In the event of a significant emergency, RBFA can, and have, requested additional resources from neighbouring fire authorities
- Should the address of an emergency be closer to a fire engine from a neighbouring fire authority, a request will be made for that fire engine to attend the incident

Specialist equipment and trained personnel can also be requested from other fire and rescue services to attend significant emergencies in Berkshire. In the event of a national emergency elsewhere in the county, RBFA has the following specialist resources that can be deployed to assist those in need:

- A Mass Decontamination Unit (MDU), to support large scale hazardous substance incident;
- A High Volume Pump, (HVP) to support large scale flooding incidents;
- A Water Rescue Unit, (WRU) to support rescues from large scale flooding incidents.



Health and Safety Assurance

We have an established suite of key health and safety performance indicators that enable us to closely monitor health and safety performance at all levels. The indicators cover areas such as personal injuries and vehicle accidents, near misses, events that are reportable to HSE under the RIDDOR, fitness testing and sickness. This is monitored quarterly by our Health, Safety and Wellbeing Committee. RIDDOR injury events, sickness and fitness data are also monitored by our Strategic Performance Board.

A comprehensive health and wellbeing provision is in place to support employees throughout their career. During 2021/22 effort was placed on protecting the health, safety and wellbeing of staff in all roles, ensuring measures were in place to maintain operational resilience and ensure safe working environments. Proactive advice and support is provided to take account of the range of challenges being faced by individuals and protect staff.

Training Assurance

Operational staff in qualification is regularly measured and development and assessment pathways take account of the skills and knowledge required for role. On-call individuals are afforded additional training opportunities alongside their whole time colleagues. An annual training plan is developed and a suite of core skill courses are available for all staff. Middle and Supervisory managers attend a leadership development programme.

During 2021/22 the range of training products to support staff access learning more flexibly has been broadened. The blend of practical and online facilities provides a more effective and efficient approach to training and assessment and has enabled the Service to disseminate important packages to enhance understanding of risks within the community and operational environment.

Duty to Collaborate

The Corporate plan and CRMP 2019-2023 outlines the legislation contained in the Policing and Crime Act 2017, which places a duty on emergency services to collaborate in the interests of efficiency and effectiveness. To support, champion and provide strategic oversight of collaborative activity within the service, RBFA has appointed a Lead Member for Collaboration. This Councillor forms part of Thames Valley Steering Group and is joint lead for Thames Valley Fire Control Service (TVFCS) Joint Committee. The Thames Valley Collaboration Steering Group provides the structure, governance and direction for blue light collaboration. This and our collaboration activities are explained in greater detail in the [Thames Valley Collaboration Report](#) and the Thames Valley Collaboration Register.

Areas for Future Improvement

There is a national changing picture on assurance related to marauding terrorist attacks (MTA). A national MTA working group has been established and we have representation at this group. Outputs of this group will be monitored and once published, we will review our approach and



assurance processes. At current time, we have only substantially met the framework criteria in this area. All other areas are fully met.

Reporting and assurance activity is managed through our Strategic Performance Board and Audit and Governance Committee. This monitors any actions and improvement plans.

Our [Annual Report](#) provides the details of our successes along with areas of improvement in line with our Vision. Our [Annual Plan](#) sets out our Annual Objectives and highlights areas of focus in achieving these Objectives.

The publication of the new HMICFRS report is due early 2023 and will highlight any areas for improvement which will be monitored and progressed via our internal governance processes.

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National Framework Assurance

It is the view of Royal Berkshire Fire Authority (RBFA) that, at the end of the 2021/22 financial year, requirements associated with the Fire and Rescue National Framework for England have been substantially met.

Evidence in support of the judgement

To provide an assessment of how well RBFA adheres to the National Framework, an internal assessment was undertaken and subject to an internal moderation exercise to scrutinise the assessments made. We use external evaluations through audits, assessment against professional standards and independent inspections. The outcome was that RBFA substantially met the Framework requirements for 2021/22 and actions are in place to monitor for changes. All other areas are fully met.

This outcome is further supported by the independent inspection by HMICFRS who judged RBFRS as good in our previous inspection across the three main pillars of 'Effectiveness', 'Efficiency' and 'People'. RBFRS is awaiting the publication of the latest report following the inspection in June 2022.

Equality, Diversity and Inclusion

Under the Equality Act 2010, public authorities have a legal obligation to comply with the public sector equality duty (PSED). This is a duty on public authorities to consider how our policies, decisions and activities affect people who are protected under the Equality Act. This incorporates nine protected characteristics age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

To meet our statutory obligations, when exercising our functions, we must have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not;
- Foster good relations between people who share a protected characteristic and those who do not



The general equality duty is supported by specific duties to help organisations to show compliance, requiring public bodies to additionally:

- Publish diversity information annually to demonstrate our compliance with the equality duty;
- Prepare and publish specific and measurable equality objectives at least every four years.

We are committed to promoting equality, diversity and inclusion (EDI) in both the service we deliver to the community and the employment of our staff. EDI is about understanding and respecting differences and ensuring the right people receive the right services. We also understand that a diverse workforce with individuals who can offer different skills, experience and knowledge will benefit us as an organisation and ensure we are able to meet the needs of the diverse community we serve.

The diversity of our workforce is important and we are working hard to attract and retain a wider pool of applicants into all positions.

An Equality, Diversity and Inclusion (EDI) Steering Group assists the Service to consider its activities and areas for attention and progression/development. We consult on and publish our Equality Objectives as part of our commitment to meeting the duties placed upon us. The Forum is a knowledge-sharing and consultative body that supports the Service to maintain progress regarding our objectives by drawing on a range of perspectives and experiences.

Our Future Plans

RBFA is determined to continue to provide a safe and efficient service, whilst meeting changing local needs and balancing the budget. Plans put in place over the last few years have provided a good foundation to meet that challenge.

In January 2023, RBFA will undertake public consultation on our Corporate Plan and CRMP 2023-2027, demonstrating how RBFRS will deliver its services, in order to achieve the Fire Authority's six Strategic Commitments. The CRMP aligns to the requirements of the [Fire and Rescue Service National Framework for England 2018](#) and the [Community Risk Management Planning Fire Standard](#).

Our [Annual Plan for 2022/23](#) is published on our website and includes specific areas of focus for the year ahead in support of our Vision for 2023 and beyond, and to ensure RBFRS utilises and maximises its available resources to deliver a quality service to the people of Royal Berkshire.



How we engage with our communities

You can get involved with the work of the Fire Authority by attending the public meetings that are held regularly by the Authority.

We value the views of our communities to ensure we are providing the service you need. We consult formally on the ways in which we propose to deliver services through the CRMP consultation. We offer our community the opportunity to sign up for updates regarding our consultations which are published on our [Consultation Hub](#). This and more information about our plans and priorities can be found on our website www.rbfrs.co.uk.

Access to information

A range of information about RBFRS is routinely published on our website. For more information on access to data and information, please visit our [website](#).

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT

COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	ROYAL BERKSHIRE FIRE AUTHORITY – PAY POLICY STATEMENT 2023/2024
LEAD OFFICER	BECCI JEFFERIES, HEAD OF HUMAN RESOURCES AND LEARNING AND DEVELOPMENT
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	NOTE AND RECOMMEND

1. EXECUTIVE SUMMARY

- 1.1 Section 38 (1) of the Localism Act 2011 requires the Royal Berkshire Fire Authority to prepare and publish a Pay Policy Statement each financial year. This statement includes information on remuneration for all staff as defined by the Act.

2. RECOMMENDATION

That the Audit and Governance Committee:

- 2.1 **NOTE** and **RECOMMEND** the draft Pay Policy Statement for 2023/2024 (Appendix A) for Fire Authority approval.

3. REPORT

- 3.1 Sections 38 to 43 of the Localism Act 2011 require that relevant authorities in England prepare a Pay Policy Statement for each financial year. Pay Policy Statements must be approved by a meeting of the full Fire Authority and subsequently published.
- 3.2 Amendments to the draft Pay Policy Statement for the Royal Berkshire Fire Authority (RBFA) for the forthcoming year (2023/2024) is drafted (Appendix A) taking into account guidance issued by the Department of Communities and Local Government Transparency Code 2014 and the Local Transparency

Agenda Item 9

Publishing Organisational Information guidance provided by the Local Government Association in 2015.

- 3.3 Whilst it has not been necessary to amend the format of the Pay Policy Statement for 2023/24, a number of updates have been included and are detailed below.
- 3.4 An updated section relating to the Firefighters Pension Scheme and the impact on RBFRS. This includes the removal of employer and employee contribution information related to the 1992 and 2006 Firefighter Pension Schemes which have now closed as all members have transitioned to the 2005 scheme.
- 3.5 Inclusion of information on the enhanced mileage rates for casual, essential and lease car users.
- 3.6 Removal of specific information on the amounts paid to lease car users.
- 3.7 Inclusion of information relating to Special Severance Payments (SSPs) which are made to employees outside of statutory or contractual payments when they leave employment, and the process that is followed when an SSP may apply.
- 3.8 Inclusion of information relating to the alignment of the non-operational Assistant Chief Fire Officer role to the pay award arrangements for the Deputy Chief Executive/Director of Corporate Services.
- 3.9 In light of the ombudsman case on pension's discretions, an amendment has been made to the 'Pensions Policy' section of the statement. Pending a decision from the Authority relating to pensions discretions, an amendment has been made to the sentence "in the event that re-engagement of a retiree takes place, their pension payments *will* be abated (up to 100%)" so it now reads "in the event that re-engagement of a retiree takes place, their pension payments *may* be abated (up to 100%)".

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from this report

6. LEGAL IMPLICATIONS

- 6.1 This report is prepared to enable Royal Berkshire Fire Authority to meet its obligations under Sections 38 to 43 of the Localism Act 2011 and the Local Transparency Code 2015 and in accordance with issued Government guidance.

- 6.2 The Pay Policy Statement must be approved by the full Fire Authority and therefore if there are any changes, these will be made before it is presented to at the Fire Authority meeting on 15 February 2023.

7. EQUALITY DIVERSITY AND INCLUSION IMPLICATIONS

- 7.1 There are no direct equality issues arising from this report.

8. RISK IMPLICATIONS

- 8.1 There are no risk management issues arising from this report.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 N/A

10. PRINCIPAL CONSULTATION

The following individuals have been consulted in preparation of this report.

- 10.1 Monitoring Officer
10.2 Head of Finance and Procurement
10.3 Chief Fire Officer

11. BACKGROUND PAPERS

- 11.1 Localism Act 2011
11.2 Openness and Accountability in Local Pay, Guidance under Section 40 of the Localism Act, February 2012, Department for Communities and Local Government.
11.3 Openness and Accountability in Local Pay, Guidance under Section 40 of the Localism Act, February 2013, Supplementary Guidance, Department for Communities and Local Government.
11.4 Hutton Review of Fair Pay in the Public Sector: Final Report, March 2011
11.5 Pay Policy and Practice in Local Authorities – A guide for Councillors, Local Government Association (January 2013) issued November 2013 to Local Authority Chairs
11.6 Local Government Transparency Code 2014 – Department for Communities and Local Government, October 2014.
11.7 Local Transparency Publishing Organisational Information - Local Government Association 30 November 2015

12. APPENDICES

- 12.1 Appendix A - Royal Berkshire Fire Authority Pay Policy Statement 2023/2024

13. CONTACT DETAILS

- 13.1 Becci Jefferies
Head of Human Resources and Learning and Development, 0118 9384670

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Royal Berkshire Fire Authority

Pay Policy Statement 2023/2024



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Introduction

This Pay Policy Statement reflects the Royal Berkshire Fire Authority's (RBFA) long standing Pay and Reward Strategy, which has been in place since its inception in 1998.

It has been formulated to discharge the RBFA's obligation to publish such a statement as required by Section 38 (1) of the Localism Act 2011. The purpose of this statement is to provide transparency with regard to RBFA's approach to setting the pay of its employees by identifying:

The methods by which salaries of all employees are determined; and

The detail and level of remuneration of its most senior staff as defined by the relevant legislation

The detail and level of remuneration for the lowest level of post/employee

The ratio of pay of the top earner and that of the median earner

RBFA seeks to balance the need to reward its staff sufficiently to attract, motivate and retain the talented individuals needed to deliver a first class fire and rescue service with the need to ensure that RBFA delivers its strategic commitment of providing good value for money.

This policy statement has been approved by RBFA. It will be subject to review annually and in accordance with new or proposed legislation to ensure that, it remains relevant and effective. Information supplied to inform the Pay Policy Statement will be based on figures available at the time of writing (31 October 2022).

Royal Berkshire Fire Authority Pay Policy Statement 2022/2023

Accountability and Decision Making

The Fire Authority is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to its' employees subject to the exercise of delegated powers. The Fire Authority has approved the pay ranges for any post in excess of £100,000 per year on appointment.

Responsibility and Scale

For 2022/2023, RBFA was directly responsible for a budget of £38,445,604 and the employment of 651 staff. The Fire Authority provides services to a total population of 914,859 residents.

The Fire Authority's pay strategy - How is pay determined?

The RBFA's overall approach to determining the pay of its employees is to participate in national collective bargaining for fire-fighters and fire control staff through the National Joint Council (NJC) for Local Authority Fire and Rescue Services; for non-operational support staff through the NJC for Local Government Services and for Directors through NJC for Brigade Managers of Fire and Rescue Services. These arrangements account for a total of 473 employees covered by NJC for Local Authority Fire and Rescue Services, 174 employees covered by NJC for Local Government Services and four covered by NJC for Brigade Managers of Fire and Rescue Services.

The pay scale rates for apprentices have been reviewed and remain well in excess of the National Minimum Wage for apprentices as at 1 April 2022.

The RBFA's long term approach to pay and reward has been to continue to support national pay bargaining as the most effective way to manage payroll costs and the challenge of running a fire and rescue service in one of the highest cost-of-living areas outside London.

RBFA does not pay any location allowances related to the cost of living in Berkshire.

There are occasions where the job evaluation scheme and pay grading structure does not take into account market factors such as market pay rates for specialist and technical project roles, or fluctuating demand for skills in the marketplace. It is therefore sometimes necessary to pay a supplement in addition to base salary in order to recruit and retain staff. To this end, a Role

Specific Supplement Policy has been published to ensure RBFA has a fair, transparent and controlled approach to pay. Currently seven individuals receive a role supplement.

At times we need ad hoc project work to be completed, which is achieved via Framework arrangements or paid on a casual hourly or day rate as appropriate to the task, duration and/or local market rates.

The Fire Authority also operates an individual Merit Payment Scheme to reward individual employees in any staff group as a result of specific exceptional performance in a one off task, sustained high performance within their normal job, or undertaking temporary additional responsibility where another allowance is not applicable.

The NJC for Local Authority Fire and Rescue Services

The NJC for Local Authority Fire and Rescue Services currently provides a nationally agreed competence based pay structure of six roles ranging from Firefighter to Area Manager and a parallel, with fewer levels, structure for Fire Control staff. For each role there is a Role Map and National Occupational Standards have been established.

Firefighters begin their careers as trainees for which there is a separate rate of pay. Wholetime Firefighters join under an apprenticeship scheme for which they are paid a trainee rate of pay. On satisfactory completion of initial training they move onto the development rate of pay and undertake a Development and Assessment Pathway (DAP). When they have demonstrated competence against the National Occupational Standards they receive competent pay. A similar structure of development and competent pay rates exists for each role, and for roles from Watch Manager to Area Manager, there are two job sizes at each role level for competent staff, which are based on the scale of the duties and responsibilities of the post. Allocation of posts to roles and job sizes within roles is determined through locally agreed evaluation processes.

At the time of writing, the 2022 pay award has not yet been agreed.

Other elements of pay include:

- ✓ Allowance payments for work undertaken outside the role map
- ✓ Continuous Personal Development (CPD) payments
- ✓ Locally agreed allowance for Area Managers undertaking a Head of Service role
- ✓ An operational allowance for being available to undertake 'Gold' level command
- ✓ Station Manager allowances paid to Watch Based Station Managers
- ✓ A flexible duty allowance paid to officers undertaking duties as part of the flexible duty rota

- ✓ A one-off payment made to members of the Pension Board for attendance at each Pension Board meeting
- ✓ Training allowance for Training Centre Instructors

Full details of the NJC for Local Authority Fire and Rescue Services terms and conditions of service are set out in the Sixth Edition of the NJC Scheme of Conditions of Service and any subsequent updates, Local Agreements reached between the Fire Authority and the Fire Brigades Union and the Fire Authority's Policies.

The NJC for Local Government Services

The NJC for Local Government Services National Agreement on Pay and Conditions of Service, sets the framework and provides a national pay scale for the pay and conditions of service for the Fire Authority's non-operational support staff.

RBFRS uses the pay ranges identified within the national pay scales, localised to reduce the number of spinal column points (SCP) within each grade and further extended to provide ten pay grades. Posts are allocated to a grade through a process of job evaluation using the HAY job evaluation methodology.

Staff are appointed to a spinal column point (SCP) in the appropriate pay grade and progress subject to satisfactory performance confirmed through an annual appraisal (Performance and Development Review (PDR)), to the top of their pay scale by annual increments on the first of April each year. Based on the outcome of PDRs, there are provisions for the acceleration or stopping of incremental progression. In order to avoid possible claims for age discrimination, there are no more than six SCPs in each grade range.

Fire Safety Inspecting Officers (FSIOs) progress through pay grades as they complete nationally recognised fire safety qualifications. Trainees in Procurement are able to receive increment SCP increases within their Grade subject to the achievement of the relevant examinations in addition to annual increments.

The 2022 pay has been reached between the National Employers and the National Joint Council (NJC) on rates of pay applicable from 1 April 2022.

In addition, the NJC has agreed that from 1 April 2023, all employees covered by Green Book conditions, regardless of their current leave entitlement or length of service, will receive a permanent increase of one day (pro rata for part-time staff) to their annual leave entitlement.

Senior Managers' Pay

A new Senior Leadership Team (SLT) structure was put in place with effect from 1 December 2021. This structure retains four positions designated as Chief Fire Officer/Chief Executive

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Appendix A

(CFO/CEX), Deputy Chief Executive/Director of Corporate Services (DCEX), Deputy Chief Fire Officer/Director of Operations and Collaboration (DCFO) and Assistant Chief Fire Officer/Director of Service Delivery (ACFO). The ACFO role can be assigned as either operational or non-operational role.

Conditions of service for the CFO/CEX, DCEX, DCFO and ACFO are aligned with those set out in the National Joint Council for Brigade Managers of Fire and Rescue Services Constitution and Scheme of Conditions of Service. The DCEX is aligned to the Joint National Council for Joint Chief Officers of Local Authorities – Constitution, Conditions of Service, and Salaries document; A decision by the CFO on 20 June 2016, aligned the pay award for the non-operational Director (DCEX position) to those set out in the National Joint Council for Brigade Managers of Fire and Rescue Services. The non-operational ACFO role is awarded pay increases in line with the DCEX arrangements.

The CFO/CEX, DCEX, DCFO and ACFO are each placed on a five point pay range set by the Fire Authority:

CFO	CO16	£134,576	DCFO/DCEX	CO11	£108,230	ACFO	CO9	£99,815
	CO17	£139,009		CO12	£111,925		CO10	£102,672
	CO18	£143,453		CO13	£115,617		CO11	£108,230
	CO19	£148,579		CO14	£119,311		CO12	£111,925
	CO20	£153,570		CO15	£130,132		CO13	£115,617

The Chairman and Vice-Chairman determine where on the agreed pay scale the CFO/CEX is placed, based upon year-end performance appraisals. The RBFA have determined that the CFO/CEX, as Head of Paid Service determines where on the agreed pay scales the Directors are placed based upon year-end performance appraisals. At the time of writing, the 2022 pay award had not yet been agreed.

In addition the operational CFO/CEX and DCFO are entitled to a vehicle for use in connection with Fire Authority business. Those in these roles are entitled to a Provided Car or receive the enhanced rate of £3,500 as a contribution towards a lease car. This is in line with the contributions towards a lease car for other eligible staff as outlined in the Car User Scheme. The non-operational DCEX and ACFO receive a Car Allowance of £1,239 per annum.

The operational Director posts (CFO and DCFO) also receive an additional allowance for providing out of hours operational incident command cover and services based on 10% of the mid-point of the Assistant Chief Fire Officer salary range, currently £10,823 per annum.

There are no other bonuses or additional payments currently made to the Directors. In the event a merit payment is made, details will be included in the annual report to the Management Committee.

Senior Managers' pay (i.e. Grade 7 to 10, Area Managers and Directors) accounts for 6.29% of the total pay bill (which includes all taxable earnings, including base salary, variable pay, allowances and lease car cash value).

Benefits Other Than Pay

Pensions

The RBFA offers membership of the Firefighters' Pension Scheme (2015) to newly appointed staff engaged in operational fire-fighting. From 1 April 2022, all operational members in a Firefighters' Pension Scheme became members of the 2015 Firefighters Pension Scheme.

Non-operational support staff and Control Staff are offered membership of the Local Government Pension Scheme (LGPS).

In 2015 most public service pension schemes were reformed. These reforms included 'transitional protection' for people closer to retirement. The Courts have ruled that this directly discriminated against some younger pension scheme members. The Public Services Pensions and Judicial Offices Bill (PSPJO) received Royal Assent on 10 March 2022 and this set out in law HMT's solution to the age discrimination. We currently await secondary legislation which address issues with legacy schemes. The impact on RBFA is likely to be significant and will continue to be monitored.

The respective contributions made by the RBFA and employees who are members of these pension schemes, from 1 April 2022 are as follows (in all cases members are auto-enrolled into the appropriate pension scheme in accordance with legislation in relation to workplace pensions):

Scheme	Employer Contributions	Employee Contribution Bands
2015 FPS (2015 Scheme)	28.8%	11% - 14.5%
LGPS	13.5*%	5.5% - 12.5%

* Employer contributions for members of the LGPS scheme are set at 13.5% of annual salary. RBFA also pays an employer annual lump sum to the pension fund of £366,000

Car Provision

The RBFA offers a Car User Scheme to staff who are required have access to a vehicle to be used in connection with their official duties. A revised Car User Scheme was adopted in September 2021 to ensure a fair and equitable process for determining the provisions for staff across the service. The Car User Scheme is currently under review. The current scheme is in three parts:

1. **Lease Cars** – Lease Cars are available for essential car users. These are paid as a standard rate and an enhanced rate. The enhanced lease car rate is provided for individuals who need an enhanced vehicle specification specifically related to the requirement of their role. This includes Flexible Duty Officers who are required to have a vehicle with a defined specification as outlined in the Car User Scheme. Any payment of the enhanced rate for non-Flexible Duty Officers is subject to approval by the appropriate Head of Service.
2. **Provided Cars** - following a change in taxation rules for car users, a Provided Car Scheme is available for Flexible Duty Officers (FDO) as an alternative to a lease car. The Fire Authority also maintains a pool of provided vehicles for use by other members of staff requiring access to a vehicle as part of their role.
3. **Car Allowance** – a car allowance is payable to those using their own car, for those not eligible for a lease car, should they meet the criteria outlined in the Car User Scheme.

Mileage Rates

RBFA pays an enhanced mileage rate to Casual and Essential car users above the authorised HMRC rates. Any amount over the HMRC authorised rates are subject to tax and national insurance.

The enhanced mileage rates are reviewed on an annual basis and are based on the CPI rate of inflation.

Lease car users are paid mileage based on whatever is higher of the HMRC Advisory rate and the average monthly prices of road fuels. This is reviewed on a monthly basis. Provided car users will reimburse their commuting and incidental mileage at the same rate that lease car user mileage is paid.

Cycle to Work Scheme

RBFA participate in the national “Cycle to Work” scheme through which its employees hire bicycles to use for travelling to and from work.

Subscriptions

Individuals required by RBFA to be members of professional bodies in relation to their duties are reimbursed subscription fees.

Uniform

The RBFA provides uniform clothing for its operational firefighting and Control Room staff and some Green Book staff engaged in public facing activities such as prevention work, Fire Safety Inspecting Officers and HQ reception staff. A number of other staff are provided with work wear

as required for the purpose of their role. In addition, the operational firefighting staff are issued with and required to wear Personal Protective Equipment when undertaking operational duties.

Employee Assistance Programme

The RBFA provides an employee assistance programme for all its staff.

Occupational Health Support

The RBFA provides an Occupational Health Service to all its staff which seeks to keep them fit and well to undertake their duties and to ensure their speedy and safe return to work when they are injured or sick.

Healthcare Provision

Where appropriate and cost effective, the RBFA may pay for physiotherapy, private medical assessment and/or treatment for its staff in order to secure their more rapid return to work following injury or sickness.

RBFA also provides the opportunity for staff to access the Benenden employee healthcare scheme at no direct cost to employees other than tax due on the benefit. This is currently at a cost of £11.90, for those who choose to opt into the scheme. As at 31 October 2022, there were 458 members of the scheme.

Outplacement Support

In the rare event of employment being terminated on the grounds of redundancy, RBFA may provide appropriate outplacement support to the employee(s) concerned in order to assist them to find alternative employment elsewhere.

Highest and Lowest Paid Employees

The CFO/CEX is the RBFA's highest paid employee. The policy regarding his remuneration is set out in RBFA's Senior Managers Pay section.

The CFO/CEX is selected by an RBFA Members' Appointment Panel following a comprehensive selection process and national advertising campaign.

Remuneration packages (as at 31 October 2022):

	Basic Salary and (operational command allowance (per annum)	Total remuneration (including pension contributions and car provision)
CFO/CEX	£159,402	£208,809.78
Lowest paid employee (excluding Apprentices)	£21,748	£25,445.16
Competent Firefighter	£32,244	£36,854.89

From April 2022, the compulsory government National Living Wage for workers over 23 years of age and over is £9.50 per hour. Please note the National Living Wage is distinct from the Living Wage, which is the level of pay recommended by the Living Wage Foundation, an independent campaign group. In assessing this requirement on current pay arrangements in RBFA it is noted that the lowest paid post to which an employee would be recruited would attract an hourly rate of £11.05 (excluding apprentices on apprenticeship rates of pay).

Given that staff pay and benefits dominate the RBFA budget, the current and anticipated future reductions in RBFA's financial resources mean that these costs are and will continue to be under close scrutiny.

RBFRS has in some cases found it difficult recruit suitable professionally qualified staff through normal channels and in some areas the use of interim agency staff or contractors working outside of IR35 legislation, is in place.

Reviews will be required to ensure appropriate remuneration is in place to attract and retain staff as structures within the Service are examined. Consideration of the total reward available to respond to changing organisational pressures and the linkages between pay and performance and redesigned structures will continue to be explored through organisational change programmes to ensure staff are attracted to, and retained by RBFA. In accordance with our Equality Policy, pay is monitored and reviewed. An equal pay audit was completed during 2022/2023. RBFA has published its Gender Pay Gap report in line with legislation, which can be viewed on the Services' website and also at gov.uk. RBFA also publishes an Ethnicity Pay Gap Report which will be available on the Services' website.

Pay Multiples

The relationship between the rate of pay for the median full time equivalent earnings and the highest paid employee excluding pension, can be described as the pay multiple.

The multiple between the median full time equivalent earnings and the CFO/CEX is 1:4.72.

Payments on Termination of Employment

Compensation Policy

The RBFA currently exercises its discretions under the Local Government (Early Termination of Employment), (Discretionary Compensation) Regulations 2006 to enhance statutory redundancy payments by paying one and a half times the Statutory Redundancy Pay Table and waiving the statutory maximum week's pay for calculation of redundancy payments. These discretions only apply to staff who are offered membership of the LGPS, that is Fire Control Staff and non-operational support staff.

Uniformed operational staff at all levels are not currently covered by the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and in the event of redundancy, their compensation is limited to statutory redundancy pay.

Special Severance Payments

Special Severance Payments (SSPs) are payments made to employees outside of the statutory or contractual payments when leaving employment in public service. SSPs will include any outstanding loans, bursaries or training expenses which are not being repaid by the employee. Payments (or write off of loans which includes bursaries or training expenses) will only be made where there is a convincing case that it is in the interest of the tax payers.

As a public body, the RBFA has procedures in place to demonstrate it has appropriately considered whether making a SSP is an appropriate use of public money. Therefore, when an SSP may apply, the case is fully considered and appropriate approvals are sought in line with any extant statutory guidance and in accordance with the scheme of budget delegation before any such payments are made or loans written off.

Pensions Policy

RBFA has adopted a policy of considering the re-engagement of its retired operational staff subject to certain conditions. In the event that re-engagement of a retiree takes place, their pension payments may be abated (up to 100%) to ensure that they do not earn more in retirement than they did immediately prior to their retirement. Refer to the Pensions and Retirement Planning Policy.

Publication of Pay Statement

Upon approval of the full Fire Authority, this statement will be published on RBFA's web site. In addition RBFA publishes the following details for Directors for the two most recent years in its Annual Statement of Accounts:-

- ✓ Salary including fees and allowances
- ✓ Any sums payable by way of expenses allowance that are chargeable to UK income tax (Benefits in Kind/Car Allowance)
- ✓ Total Remuneration excluding pensions
- ✓ Employer Pension Contributions
- ✓ Total Remuneration including pensions

In addition, RBFA publishes the numbers of employees earning £50,000 and over in bandings of £5,000 and any compensation for loss of employment and any other payments connected with termination

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	LOCAL PENSION BOARD UPDATE
LEAD OFFICER	LUCY GREENWAY, SENIOR HR ADVISER
LEAD MEMBER	NONE
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 The Local Pensions Board is seeking Audit and Governance Committee agreement to a proposed update to its Terms of Reference document. The update better aligns the Terms of Reference to the legislation.
- 1.2 Further to the 28 July 2022 Audit and Governance Committee, the Pensions Board has considered its current size and made an assessment as to whether increasing the size of the Board would help improve the quoracy of meetings. The Board is unanimous in the view that improved attendance at meetings is better achieved through management and self-discipline than it would be by increasing the size of the board.
- 1.3 The Board has continued its monitoring of the provision of the Firefighters Pension Scheme and report that there are no significant concerns with how the scheme is administered within a complex operating environment.

2. RECOMMENDATION

That Audit and Governance Committee:

- 2.1 **APPROVE** (Appendix A) revised Terms of Reference for the Local Pensions Board.
- 2.2 **NOTE** the Local Pensions Board’s view on the size of the Local Pensions Board and **APPROVE** the size of the board going forward to be set at four members.
- 2.3 **NOTE** the Local Pensions Board’s six-monthly update.

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3. **REPORT**

Terms of Reference

- 3.1 The Local Pensions Board works to a Terms of Reference agreed in 2015.
- 3.2 The Terms of Reference has recently been reviewed by the Board and a draft updated version is attached in Appendix A. The proposed amendments are highlighted in yellow.
- 3.3 In the main, the proposed amendments better align the Terms of Reference to the four items of legislation that Local Pensions Boards operate within.
- 3.4 In a bit more detail, the main changes of the updated draft are:
 - i. Sections 3.2 and 3.7. The draft supports any future change in the composition of the Board by stipulating that the number of board members are a minimum.
 - ii. Section 3.13. The introduction of observers to Board meetings to help support succession planning and transparency.
 - iii. Section 3.15. In order to align with the legislation, making it unambiguous that termination of membership of the Board is the responsibility of the Scheme Manager.
 - iv. Sections 3.15.6 and 7. The introduction of two further reasons for termination of membership that align with the legislation.
 - v. Section 5.6. Providing clarity, aligning with the legislation, that only member and employer representatives are permitted to vote.
 - vi. Section 6.1. Linking the Board's reporting line to the Audit and Governance Committee
 - vii. Section 6.2. Stipulating the minimum reporting intervals from the Board to the Audit and Governance Committee. This section pre-empts the Fire Authority's decision in this area and will need to change should the Fire Authority's decision be otherwise.
 - viii. Section 6.4. Detail of the records kept by the Board. Most of these are required by the legislation.
 - ix. Section 6.5. Detail of the Board information that is made public.
 - x. Sections 6.6 and 7. Details of what must be recorded in terms of meetings and decisions made.

Size of the Local Pensions Board

- 3.5 At the 28 July 2022 Audit and Governance Committee there was discussion about the issue of attendance levels at the Local Pensions Board given a number of meetings in the previous period had been inquorate.
- 3.6 This issue was discussed at the Local Pensions Board on 25 November 2022. There are a number of factors to consider should the size of the Board be increased, including finding the employer reps, the ease of finding calendar space for an increased number of members and the time lost to knowledge acquisition and maintenance versus the potential benefits of a lower quorum ratio.
- 3.7 The Board agreed unanimously that increasing the size of the Board would not likely improve the goal of improving attendance levels.

- 3.8 The Board has instigated a few measures since July 2022 to help facilitate good attendance levels and both meetings held since July 2022 have been quorate whilst the four meetings planned for 2023 are currently forecasted to be quorate.

Six-Monthly Report

- 3.9 The Board consists of four members – two employer representatives (Mark Arkwell and Lucy Greenway) and two (scheme) member representatives (Lincoln Ball and Steve Collins). Chairing the Board rotates between the management and the member representatives. Currently Lincoln is the Chair and Lucy the vice-Chair.
- 3.10 The board has met on two occasions since 28 July 2022.
- 3.11 At the Board meetings updates are received from the Human Resources department which, in part, administers the scheme.
- 3.12 The bulk of the administration of the scheme is undertaken by contractor West Yorkshire Pension Fund and their representative attended the 7 September 2022 Board meeting.
- 3.13 The Local Pensions Board continues to monitor the performance of West Yorkshire Pension Fund. Over the five months of monitoring since the last report to the Committee, West Yorkshire Pension Fund has met its targets on 86% of cases. Drilling into the figures in the table below, the 54% attainment in relation to Deferred Benefits Set Up on Leaving is less worrying to the Board given the setting up of these benefits are for realization years or decades into the future so a few days of delay is not seen as materially significant. Potentially of more concern is the 67% attainment of Pension Estimates meaning six of the eighteen people asking for a pension estimate in the five-month period waited more than ten days to receive it. WYPF informs us that this missed target is as a result of an increase nationally of people requesting pensions estimates given the changes to the pension schemes.

Key Performance Indicator	Cases	Average
Age 55 Increase to Pension	1	100%
Change of Address	6	100%
Change of Bank Details	3	100%
Death in Retirement	6	100%
Deferred Benefits Into Payment of Lump Sum	2	100%
Deferred Benefits Set Up on Leaving	15	54%
General Payroll Changes	14	100%
Initial letter Death in Retirement	6	83%
Pension Estimate	18	67%
Retirement Actual	3	100%

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Set Up New Spouse Pension	3	100%
Spouse Potential	1	0%
Update Member Details	27	100%
Grand Total	105	86%

Table 1 WYPF Performance Jun-Oct 2022

- 3.14 Given the current risks and issues reported to the Audit and Governance Committees on 28 July 2022, the Board has focused on mechanisms for addressing these including planning meetings on an annual basis and more visible oversight of Board member's learning activities. Additionally, the Board is exploring attending Human Resources meetings as a means to improve knowledge acquisition.
- 3.15 Since 28 July 2022, the Board has not been notified of any reported or potential breaches of the legislation. Potential breaches of the legislation that are likely to be of material significance are legally required to be reported to The Pensions Regulator.
- 3.16 The Board has also maintained its monitoring of the monthly Local Government Association Fire Pensions' Bulletin and scrutinized the resultant actions required of the Service.
- 3.17 At its 25 November 2022 meeting the Board agreed a plan moving forward that included:
- i. Methods to lower the risks associated with the attainment of knowledge
 - ii. Commitment to maximizing attendance at Board meetings
 - iii. Reviewing how the board publishes its activities, membership and documents within the legislation.
 - iv. Bringing together all the Board's datasets to support easier monitoring and management.
- 3.18 Notwithstanding the complexity and workload of the current pensions' environment, the Local Pensions Board has no significant concerns relating to the provision and administration of the Firefighters Pension Scheme and continues with its role of assisting the Authority in securing compliance with the various pensions' legislation.
- 3.19 The Board has also sensed that whilst there is still a complex period of administration ahead as legislation is introduced to correct age discrimination and part-time worker issues, there is a little light at the end of the tunnel and the beginnings of seeing what steady-state will look like in a few years.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5. FINANCIAL IMPLICATIONS

- 5.1 The Fire Authority currently makes an allowance of £104 per meeting available to each Local Pensions Board member. However, not all board members currently choose to receive this allowance.
- 5.2 The current Terms of Reference provide for:
- i. All reasonable expenses incurred by board members to be reimbursed upon production of a valid expenses claim.
 - ii. Adequate resources for the board to fulfil its role including the provision of legal advice and training. The board will seek approval from the HHR&LD for such expenditure.

6. LEGAL IMPLICATIONS

- 6.1 The provision of the Local Pensions Board is a requirement of sections 5 & 6 of the Public Service Pensions Act 2013.
- 6.2 The operation of the Local Pensions Board is also governed by:
- iii. The Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015 (regulations 4A to 4D),
 - iv. The Public Service Pensions (Record Keeping and Miscellaneous Amendments) Regulations 2014 (regulation 6)
 - v. The Pensions Act 2004 (section 248A)
- 6.3 The Court of Appeal judged in December 2018 that the way in which the transitional provisions of the 2015 pension scheme were implemented amounted to unlawful age discrimination and this has led to the relevant sections of the legislation being overridden by that legal judgement which was clarified by a further judgement made by the Employment Appeal Tribunal on 12 February 2021.

7. EQUALITY DIVERSITY AND INCLUSION IMPLICATIONS

- 7.1 The public sector equality duty requires public bodies to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010.
- 7.2 The current national issues in relation to firefighter pensions relate directly to age discrimination and the Equality Act 2010 and as such Royal Berkshire Fire Authority's actions and procedures to address these matters also directly relate to being assured that the law is applied.
- 7.3 To reduce the risk of discrimination, the resolutions made by the Fire Authority at its meetings of 17 February 2021, 7 December 2021 (Management Committee) and 28 April 2022 gave effect to the Employment Appeal Tribunal judgement for individuals about to retire who meet the eligibility criteria regardless of whether they are a claimant or non-claimant. Currently in RBFPS this applies only to pension scheme members who have retired since February 2021 with members retiring on the 2015 scheme before that (back to 1 April 2015) yet to have their cases resolved.
- 7.4 There are no additional equality and diversity implications considered in relation to this report.

8. RISK IMPLICATIONS

- 8.1 If there is a failure to comply with the requirements of The Public Service Pensions Act 2013 (as amended), The Firefighters' Pension Scheme (England) Regulations 2022 (as amended) and related regulations which may become increasingly likely given the legal determinations, current guidance and complexity with relation to the pension schemes then we can expect that there will be an increase in reports of potential breaches of the legislation, administrative errors, complaints and further legal proceedings leading to reputational and financial loss which are significant given the Fire Authority's strategic commitments.
- 8.2 If local pension board members, who are lay members, possess insufficient knowledge of the various firefighter pensions issues, which is possible given the complexity of the firefighters pensions legislation and guidance, then we can expect that the oversight and assurance provided to the Fire Authority will be negatively affected which is significant given this is a legal requirement of the Public Sector Pensions Act 2013.
- 8.3 The Board maintains a risk register which is reviewed regularly. The five main identified risks are related to: oversight, performance monitoring, knowledge, loss of knowledge and conflicts of interest. All risks are managed and are being monitored with only one risk (knowledge) needing more treatment.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 The legislation enables the establishment of joint boards with others. This was discussed briefly at the last Local Pensions Board meeting on 25 November 2022.
- 9.2 Currently the provision of a joint board is not a matter being pursued within Royal Berkshire Fire and Rescue Service.
- 9.3 Locally, especially given a shared administration provider, there is a potential for a joint Local Pensions Board with Buckinghamshire and Milton Keynes Fire Authority.

10. PRINCIPAL CONSULTATION

- 10.1 The Chief Fire Officer has been consulted on the contents of this report.
- 10.2 The Chief Finance Officer has been consulted on the contents of this report.
- 10.3 The Monitoring Officer has been consulted and on the contents of this report.

11. BACKGROUND PAPERS

- 11.1 None

12. APPENDICES

- 12.1 Appendix 1. Draft Revised Local Pensions Board Terms of Reference

13. CONTACT DETAILS

Lincoln Ball, RBFRS Pensions Board Chair, 07541 263386, lincoln_ball@live.co.uk



Local Pensions Board

Written by	Lincoln Ball
Published Date	TBC
Owner	Local Pensions Board
Review Date	01 Dec 2024

1. Guiding Principles

- 1.1. The RBFA Local Pensions Board is established in line with:
 - 1.1.1. The Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015 (regulations 4A to 4D),
 - 1.1.2. Public Service Pensions Act 2013 (sections 5 & 6),
 - 1.1.3. The Public Service Pensions (Record Keeping and Miscellaneous Amendments) Regulations 2014 (regulation 6)
 - 1.1.4. The Pensions Act 2004 (section 248A)
- 1.2. The RBFA Local Pensions Board is specifically guided by:
 - 1.2.1. The Pensions Regulator Code of Practice: Governance and administration of public service pension schemes
 - 1.2.2. LGA guidance document: Firefighters' Pension Scheme Guidance on the creation and operation of Local Pension Boards in England

2. Purpose and Aim

- 2.1. The purpose of the Board is to assist Royal Berkshire Fire Authority in its role as a scheme manager of the Firefighters' Pension Scheme. Such assistance is to:
 - 2.1.1. Secure compliance with the Regulations, any other legislation relating to the governance and administration of the Scheme, and requirements imposed by the Pensions Regulator in relation to the Scheme and;
 - 2.1.2. Ensure the effective and efficient governance and administration of the Scheme.

3. Membership

- 3.1. The Board will comprise an equal number of employer and member (of the pension schemes) representatives with a minimum requirement of no less than four in total.

Member Representatives

- 3.2. A **minimum of** two member representatives shall be appointed to the Board.
- 3.3. Member representatives shall either be members of the scheme administered by Royal Berkshire Fire Authority or have experience of representing pension scheme members in a similar capacity.



- 3.4. Member representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.
- 3.5. Member representatives will be from the Fire Brigades Union (FBU). However, should trade union representation in Royal Berkshire Fire and Rescue Service change over time, the allocation of the member representative positions may be reviewed to include any other recognised trade union.
- 3.6. In the event that trade union recognition exceeds two, the Board constitution will be reviewed.

Employer Representatives

- 3.7. A **minimum of** two employer representatives shall be appointed to the Board.
- 3.8. Employer representatives shall be office holders or senior employees of Royal Berkshire Fire Authority or have experience of representing scheme employers in a similar capacity. Office holders or employees of Royal Berkshire Fire Authority with delegated responsibility for discharging the scheme manager function of Royal Berkshire Fire Authority may not serve as employer representatives.
- 3.9. Employer representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meetings and participate in training as required.
- 3.10. Employer representatives shall be appointed by Royal Berkshire Fire Authority in a manner which it considers best promotes the purpose of the Board.

Other Members

- 3.11. Up to 3 other members may be appointed to the Board by Royal Berkshire Fire Authority or by the Board itself.
- 3.12. Any appointments of other members shall have regard to the best interests of the purpose of the Board.

Observers

- 3.13. **Up to two non-voting observers are permitted to attend each Pensions Board meeting for the purposes of transparency and succession planning.**

Term of office

- 3.14. The Term of Office should be in accordance with the committee cycle in Royal Berkshire Fire Authority. Employer representatives should be appointed at the Annual meeting of the Fire Authority in June each year.

Termination

- 3.15. Board membership may be terminated **by the Scheme Manager** prior to the end of the term of office due to:
 - 3.15.1. A member representative appointed on the basis of their membership of the scheme no longer being a member of the scheme;
 - 3.15.2. A member representative no longer being a member of the body on which their appointment relied;



- 3.15.3. An employer representative no longer holding the office or employment or being a member of the body on which their appointment relied;
- 3.15.4. The representative no longer being able to demonstrate their capacity to attend and prepare for meetings or to participate in required training.
- 3.15.5. A member's role changes to include the discharge of the functions of the Firefighters' Pension Scheme.
- 3.15.6. The Scheme Manager has determined that there is an irreconcilable conflict of interest.

4. Chairperson

- 4.1. The Board should appoint one of its members as chair.
- 4.2. The duties of the chair should be in accordance with the duties of a chair within Royal Berkshire Fire Authority.

5. Meeting Arrangements

- 5.1. The Board shall as a minimum meet twice per year.
- 5.2. The chair of the Board, with the consent of the Board membership, may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be conducted via communications between members of the Board including telephone conferencing and e-mails.
- 5.3. The total number of voting members required to be present for a meeting to be quorate is three, including the Chair or Deputy Chair.
- 5.4. The Chair shall determine when consensus has been reached.
- 5.5. Where consensus is not achieved this should be recorded by the Chair.
- 5.6. Only employer and member representatives are permitted to vote.
- 5.7. In support of its core functions the Board may make a request for information to the Chief Fire Officer with regard to any aspect of the scheme manager function. Any such a request should be reasonably complied with in both scope and timing.
- 5.8. In support of its core functions the Board may make recommendations to the Chief Fire Officer which should be considered and a response made to the Board on the outcome within a reasonable period of time.

6. Reporting and Governance

Reporting

- 6.1. The Board reports to the Royal Berkshire Fire Authority Audit and Governance Committee.
- 6.2. The Board shall produce an annual report for the Audit and Governance Committee in July of each year.

Duties of the Board

- 6.3. The Board should at all times act in a reasonable manner in the conduct of its purpose. In support of this duty, Board members:



- 6.3.1. Should act always in the interests of the scheme and not seek to promote the interests of any stakeholder group above another.
- 6.3.2. Should be subject to and abide by the Royal Berkshire Fire and Rescue Service codes of conduct for employees.

Records

- 6.4. On behalf of the Fire Authority the Board shall maintain the following:
 - 6.4.1. A Terms of Reference document,
 - 6.4.2. An Action and Decision Log document that acts as the minutes of Board meetings
 - 6.4.3. A RBFRS Local Pensions Board Risk Register document
 - 6.4.4. A RBFRS Pensions Board Training Log document
 - 6.4.5. A RBFA Pensions Board Code of Conduct Document
 - 6.4.6. An Employer and Member Representative Role Description document,
 - 6.4.7. A Performance Monitoring document,
 - 6.4.8. A Declaration of Interests form, and
 - 6.4.9. A Register of Potential and Actual Conflicts of Interest document.
- 6.5. The following information is available on the RBFRS website:
 - 6.5.1. Who the members of the Board are.
 - 6.5.2. The representation on the Board of members of the scheme or schemes, and
 - 6.5.3. The matters falling within the Board's responsibility.
- 6.6. The following information shall be recorded for each Local Pensions Board meeting:
 - 6.6.1. The date, time and place of the meeting;
 - 6.6.2. The names of all the members of the pension board invited to the meeting;
 - 6.6.3. The name of any person who attended the meeting and the capacity in which each attended; and
 - 6.6.4. Any decisions made at the meeting.
- 6.7. Decisions made by any authorized sub-committee of the Local Pensions Board or by individual members of the Board, if so authorized, must also record:
 - 6.7.1. The date, time and place of the decision, and
 - 6.7.2. The names of the members of the pension board who participated in making the decision.
- 6.8. On appointment to the Board Royal Berkshire Fire Authority shall publish the name of the appointees, the process followed in the appointment together with the way in which the appointments support the effective delivery of the purpose of the Board.

Conflicts of Interest

- 6.9. All members of the Board must declare to Royal Berkshire Fire Authority on appointment, and at any such time as their circumstances change, any potential conflict of interest arising as a result of their position on the Board.
- 6.10. On appointments to the Board and following any subsequent declaration of potential conflict Royal Berkshire Fire Authority shall ensure that any potential conflict is effectively managed in line with both the internal procedures of Royal Berkshire Fire Authority and the



requirements of the Pensions Regulator’s codes of practice on conflict of interest for Board members.

Knowledge and understanding (including Training)

- 6.11. Knowledge and understanding must be considered in light of the role of the Board to assist Royal Berkshire Fire Authority. The Board should establish and maintain a policy and framework to address the knowledge and understanding requirements that apply to Board members. That policy and framework shall set out the degree of knowledge and understanding required as well as how knowledge and understanding is acquired, reviewed and updated.
- 6.12. Board members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Board's knowledge and understanding policy and framework.
- 6.13. Board members shall participate in such personal training needs analysis or other processes that are put in place in order to ensure that they maintain the required level of knowledge and understanding to carry out their role on the Board.

7. Review

- 7.1. This terms of reference is reviewed annually.
- 7.2. The last review was November 2022.

Change Control

Version	Date	Change	Status
1.02	16 Nov 2022	Document placed into new template. Governance arrangements aligned with legislation. Additional reasons for termination added. Attendance of observers added. Other minor amendments.	Draft

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ROYAL BERKSHIRE FIRE AUTHORITY REPORT



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	GENDER AND ETHNICITY PAY GAP REPORTS 2022
LEAD OFFICER	BECCI JEFFERIES, HEAD OF HUMAN RESOURCES AND LEARNING AND DEVELOPMENT
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 introduced a requirement for the Authority to publish statutory calculations every year showing how large the pay gap is between their male and female employees, as per the calculations detailed on the UK government website (gov.uk). Information must normally be published on the Authority's website before 31 March each year and uploaded onto the Government's Gender Pay Gap Reporting Service.
- 1.2 Ethnicity Pay Gap reporting is not mandatory in the UK, however, for the second year, RBFRS has opted to publish its Ethnicity Pay Gap figures voluntarily.
- 1.3 The calculations are complex and prescriptive and include set pay elements on which to base the comparison between male and female pay. The complexities of Retained Duty System (On-Call) pay and working patterns increases the difficulties in reporting for RBFRS.
- 1.4 The pay elements included in the calculation are: hourly rate; allowances; on call rates; salary sacrifice deductions; shift premiums and holiday pay. The pay element calculations exclude overtime.
- 1.5 This Gender and Ethnicity Pay Gap Reports are based on the hourly pay rates as at 31 March 2022 (the 'snapshot' date for the public sector).

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- 1.6 Our findings for 31 March 2022 identify a median Gender Pay Gap of 9.91% (last year's national median average was 15.4%). The median Ethnicity Pay Gap was for March 2021 was also 9.91% (there are no national median averages reported). The median rate is used because it removes the effect of outliers which can skew the figures.
- 1.7 The previous Gender Pay Gap Action Plan has been subsumed into the wider Equality Diversity and Inclusion (EDI) Action Plan (Appendix C), with specific actions to address the findings of the Gender and Ethnicity Pay Gap reports.

2. RECOMMENDATION

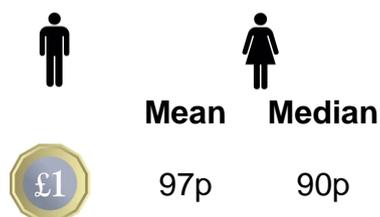
The Audit and Governance Committee:

- 2.1 **NOTE** the details of the Gender Pay Gap Report shown in Appendix A and **AGREE** it is published on the RBFRS website and on gov.uk;
- 2.2 **NOTE** the details of the Ethnicity Pay Gap Report shown in Appendix B and **AGREE** it is published on the RBFRS website ; and
- 2.3 **NOTE** the EDI Action Plan in Appendix C.

3. REPORT

Gender Pay Gap

- 3.1 Appendix A shows the findings from the calculations used to report the Gender Pay Gap for RBFRS. The method of calculation is set by the Government Gender Pay Gap service and is complex and is made more so by the complex Retained Duty System (On-Call) work patterns and pay structures.
- 3.2 The Gender Pay Gap Report is based on data as at 31 March 2022 at which point Royal Berkshire Fire and Rescue Service (RBFRS) employed 650 staff, with 492 (76%) being male and 158 (24%) being female.
- 3.3 The mean gender pay gap is calculated by adding up the hourly rate of all male/female employees and dividing that figure by the total number of male/female employees.
- 3.4 The median gender pay gap is calculated by listing all hourly rates of each gender and finding the central rate. The median rate is considered to be a better measure as it 'discounts' very high or very low rates which can skew the figures.
- 3.5 A positive pay gap indicated males are paid more than females. A negative pay gap indicates females are paid more than males.
- 3.6 Our findings have identified overall the mean gender pay gap is 3.08% (i.e. males are paid slightly more than females) and the median is 9.91% (i.e. the median pay for males is more than that of females).
- 3.7 In simple terms for each £1 earned by males, at RBFRS, females earn:



3.8 At RBFRS the median gender pay gap is considerably better than the available national figures (2021). The national median gender pay gap for 2021 was 15.4%.

3.9 As part of our reporting we are required to identify the mean and median pay gap for the four quartiles which are shown below. Figures for 2021 have also been included for comparison

Quartile	Mean Pay Gap		Median Pay Gap	
	2021	2022	2021	2022
Lower	-3.95%	-5.57%	-2.25%	-2.25%
Lower Middle	0.73%	1.27%	0.55%	0.55%
Upper Middle	-0.09%	1.77%	-0.66%	-0.66%
Upper	-0.89%	4.89%	2.57%	2.57%

3.10 A review of the quartiles shows there has been no change in the median pay gap in each of the quartiles when compared to last year. There has been a slight variance in the mean when compared to 2021 but this has remained broadly consistent. The upper quartile has the most variance as contains the broadest range of grades and roles in the organisation. The reported figures for 2021 figures are also contained in the Gender Pay Gap Report (Appendix A).

3.11 Due to the various elements which make up pay in the fire service including allowances, detachment payments and uniform allowances, the quartiles can be very fluid and therefore pay gaps in this area can appear to be different from the pay gap as a whole.

3.12 It is recognised that females are still significantly underrepresented in the operational workforce accounting for 6.5% of this group as at 31 March 2022, which is the same as the figure reported in 2021. The service continues to work hard to attract a more diverse workforce through a positive action plan and recruitment opportunities.

3.13 RBFRS is confident that it is paying the same salary to roles of equivalent value to staff. Where specific circumstances exist and can be evidenced and the benefit or risk to the organisation quantified, a role specific salary supplement may be applied to an individual, subject to consideration of a business case. An equal pay audit was completed in September 2022 and will be presented to the Committee on 23 January 2023.

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- 3.14 The overall mean pay gap is 3.08%.
- 3.15 The overall median pay gap is 9.91%.
- 3.16 In line with government guidance issued by the Government Equalities Office an action plan was developed and updated accordingly (Appendix B).
- 3.17 The Report and its action plan will be published on our website and the gender-pay-gap.service.gov.uk site in accordance with the requirements of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Ethnicity Pay Gap

- 3.18 Appendix B shows the findings from the calculations used to report the Ethnicity Pay Gap for RBFRS. The method of calculation is the same as that set by the Government Gender Pay Gap service and is complex and is made more so by the complex Retained Duty System (On-Call) work patterns and pay structures. However, instead of calculating the gap using male and female, the ethnic groups of white and ethnic minority are used. All Staff identifying as white regardless of other descriptor e.g. white-Irish or white-other are allocated to the white group for the purposes of reporting in accordance with guidance.
- 3.19 The Ethnicity Pay Gap Report is based on data as at 31 March 2022 at which point Royal Berkshire Fire and Rescue Service (RBFRS) employed 650 staff with 623 (95%) whose declared ethnicity is white and 23 (4%) declaring they are from an ethnic minority. Four staff (1%) have not disclosed their ethnicity.
- 3.20 The mean ethnicity pay gap is calculated by adding up the hourly rate of all white/ethnic minority employees and dividing that figure by the total number of white/ethnic minority employees.
- 3.21 The median ethnicity pay gap is calculated by listing all hourly rates of each ethnicity group and finding the central rate. The median rate is considered to be a better measure as it 'discounts' very high or very low rates which can skew the figures.
- 3.22 A positive pay gap indicated those in the white group are paid more than those in the ethnic minority group. A negative pay gap indicates that white staff are paid more than ethnic minorities.
- 3.23 Our findings have identified overall the mean ethnicity pay gap is 3.61% (i.e. those in the white group are paid slightly more than those in the ethnic minorities group and the median is 9.91% (i.e. white staff are paid slightly more than ethnic minorities)
- 3.24 In simple terms for each £1 earned by white staff, at RBFRS, ethnic minorities earn:

	Mean	Median
	96p	90p

- 3.25 Research undertaken by the CIPD suggests that when analysing available national data for 2021, the average mean ethnicity pay gap was 8.1% and the average median was 12.9%.
- 3.26 As part of our reporting we are required to identify the mean and median pay gap for the four quartiles which are shown below. Figures for 2021 have been included for comparison.

Quartile	Mean Pay Gap		Median Pay Gap	
	2021	2022	2021	2022
Lower	4.27%	-5.57%	0%	-2.25%
Lower Middle	2.94%	1.27%	3.89%	0.55%
Upper Middle	2.83%	1.72%	4.02%	-0.66%
Upper	-9.64%	4.87%	1.43%	2.57%

- 3.27 Due to the various elements which make up pay in the fire service including allowances, detachment payments and uniform allowances, the quartiles can be very fluid and therefore pay gaps in this area can appear to be different from the pay gap as a whole. The variance year on year can be explained by the movements of staff between quartiles.
- 3.28 The overall proportion of ethnic minority staff across each of the quartiles is broadly consistent, with the highest proportion being found in the upper quartile. This could indicate there are no mobility or progression concerns relating to ethnic minority staff. However, it is acknowledged that culturally, barriers may exist which are not evident from these figures, and that staff in ethnic minority groups may experience challenges regarding their career progression which relate to biases or barriers which may exist within the organisation. RBFRS is taking action to identify any such trends and address this.
- 3.29 It is recognised that staff from ethnic minority groups are significantly underrepresented across the Service, and RBFRS commits to working hard to attract a more diverse workforce, and has taken action to address the overall diversity within RBFRS. Examples of this can be found in the Ethnicity Pay Gap report.

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4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no direct financial implications arising from this report.

6. LEGAL IMPLICATIONS

- 6.1 RBFRS is required to publish its gender pay gap figures for 2022 before 31 March 2023. A failure to comply with the Public Sector Equality Duty or the specific duties can be investigated and enforced by the Equality and Human Rights Commission or alternatively challenged by way of judicial review.

7. EQUALITY DIVERSITY AND INCUSION IMPLICATIONS

- 7.1 The report identifies that a gender pay gap does exist in RBFRS, reflecting that overall males are paid more than females on average. This can be attributed to the different terms and conditions. The Gender Pay Gap Report (Appendix A), Ethnicity Pay Gap Report (Appendix B) and the EDI Action Plan (Appendix C) outlines the measures being taken to tackle this issue across the Service.

8. RISK IMPLICATIONS

- 8.1 Failure to publish gender pay information annually before 31 March each year would be a breach of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.
- 8.2 There are currently no requirements to publish Ethnicity Pay Gap information, however this will be published on the RBFRS website along with the Gender Pay Gap information.
- 8.3 An equal pay audit was completed based on data as at March 2022 and did not highlight any issues of pay inequality at RBFRS. This report will presented to the Audit and Governance Committee meeting on 23 January 2023.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 N/A

10. PRINCIPAL CONSULTATION

- 10.1 Monitoring Officer
10.2 Head of Finance and Procurement
10.3 Chief Fire Officer

11. BACKGROUND PAPERS

Not included on the report but available on request:

- 11.1 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017
- 11.3 RBFRS Equality Diversity and Inclusion Action Plan
- 11.4 Managing Gender Pay Reporting Guidance (issued by ACAS in conjunction with the Government Equalities Office) February 2019
- 11.5 Equal Pay Audit reported to Audit and Governance Committee 23 January 2023.

12. APPENDICES

- 12.1 Appendix A – RBFRS Gender Pay Gap Report 2021
- 12.2 Appendix B – RBFRS Ethnicity Pay Gap Report 2021
- 12.3 Appendix C – EDI Action Plan

13. CONTACT DETAILS

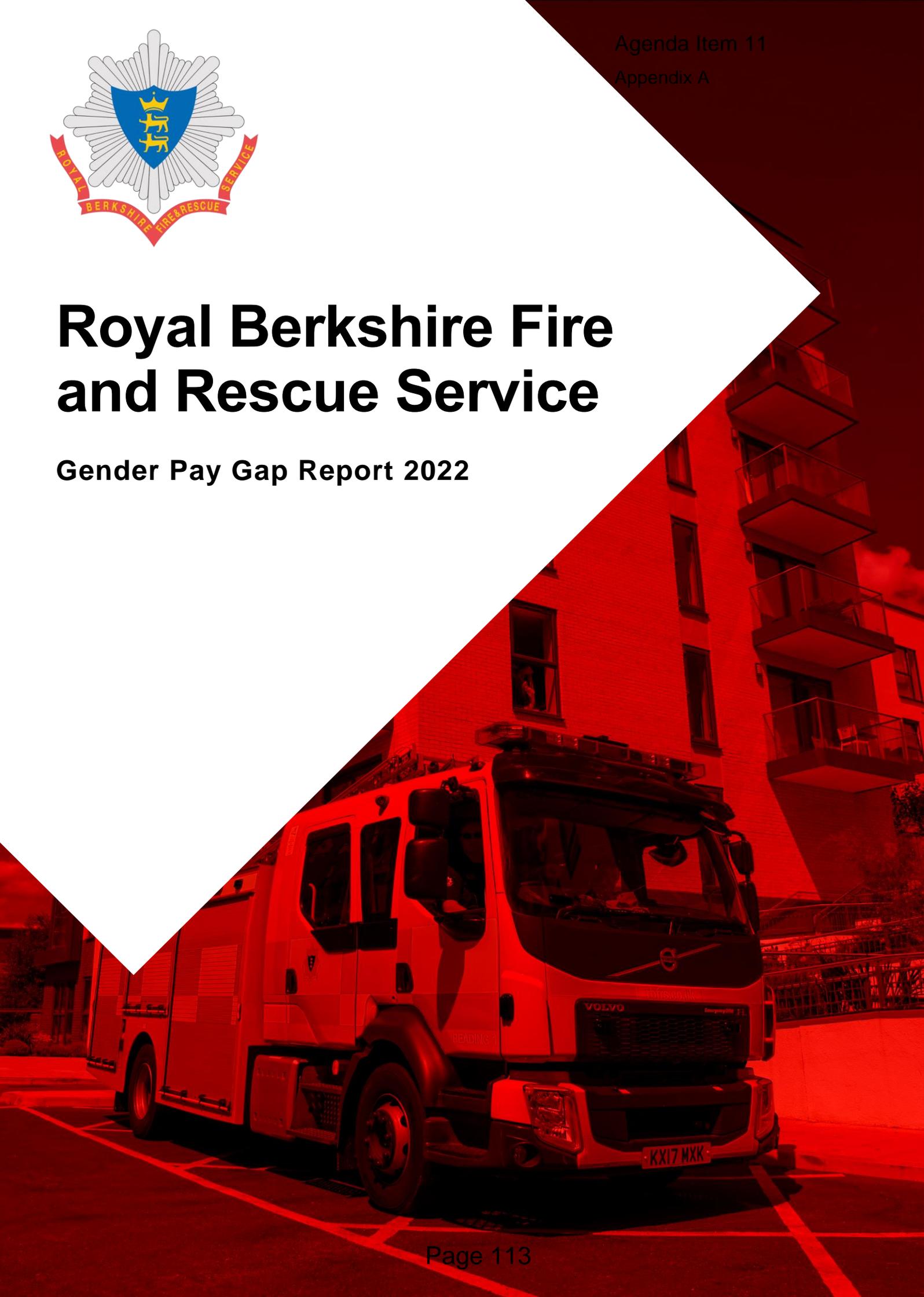
- 13.1 Lucy Greenway, Senior HR Adviser, 07585 991 606

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Royal Berkshire Fire and Rescue Service

Gender Pay Gap Report 2022





Executive Summary

The gender pay gap report for Royal Berkshire Fire and Rescue Service (RBFRS) provides information on the pay gap that exists between males and females within the Service. The pay gap is calculated using the mean and median average rates of hourly pay for males and females and this is also split into four quartile pay bands. A positive pay gap shows that males are paid more than females.

Due to national reporting requirements and provisions, RBFRS can only report the Gender Pay Gap for staff who identify as either male or female. RBFRS have, and continue to use, internal reporting mechanisms which take into account all gender identities and expressions that are not limited to the binary of male and female.

Our mean pay gap is 3.08% and our median pay gap is 9.91%. This shows on average for each £1 earned by males, females earn 97p according to the mean gender pay gap and 90p for the median. The median gap is a more accurate measure of a gender pay gap as it discounts very high or very low rates of pay that can skew the overall average. The national median gender pay gap for 2021 was 15.4%.

The mean and median pay gap is also calculated for each of the quartile pay bands (lower, lower middle, upper middle and upper). Due to the various elements making up pay within the Fire Service, including allowances and payments for additional responsibilities, these quartiles can be very fluid and pay gaps across the quartiles can appear different from the overall pay gap. Each quartile is also impacted year on year by movement within the quartiles in terms of recruitment of new staff, pay increases and promotions.

While RBFRS is confident that it is paying the same salary to roles of equivalent value to all staff, it is recognised that women are significantly underrepresented in the operational workforce, and the Service continues to work hard to attract a more diverse workforce through a positive action plan and recruitment opportunities.



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Background

Gender pay gap reporting requires employers with more than 250 employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The method for calculating this information is published on the UK government website gov.uk.

RBFRS are required to report on the following:

Mean gender pay gap	The difference between the mean hourly rate of pay of male employees and that of female employees as a percentage.
Median gender pay gap	The difference between the median hourly rate of pay of male employees and that of female employees as a percentage.
Mean bonus gap	The difference between the mean bonus pay paid to male employees and that paid to female employees as a percentage.
Median bonus gap	The difference between the median bonus pay paid to male employees and that paid to female employees as a percentage.
Bonus proportions	The proportions of male and female relevant employees who were paid a bonus during the relevant period
Quartile pay bands	The proportions of male and female employees in the lower, lower middle, upper middle and upper quartile pay bands.

In 2021 the UK average Gender Pay Gap using Office for National Statistics Data shows the average median pay gap for all employees is 15.4% (please note, the national average mean pay gap figures are not published).

RBFRS reported the lowest average median and the third lowest mean gender pay gap for our Fire Service family group in 2021.

RBFRS' Pay and Bonus Gender Pay Gap

This Gender Pay Gap Report is based on data as at 31 March 2022. RBFRS employed 650 staff with 492 (76%) being male and 158 (24%) being female.

Due to national reporting requirements and provisions, RBFRS can only report the Gender Pay Gap for staff who identify as either male or female. RBFRS have, and continue to use, internal reporting mechanisms which take into account all gender identities and expressions that are not limited to the binary of male and female.



	Mean		Median	
Year	2021	2022	2021	2022
Pay Gap	0.78%	3.08%	9.63%	9.91%
Bonus*	N/A	N/A	N/A	N/A

* RBFERS does not offer a bonus scheme therefore this measure has not been calculated. Additional Responsibility Allowances (ARAs) and Continuous Professional Development (CPD) payments are included in ordinary pay. For clarity, ordinary pay is defined as basic pay, shift premium pay, pay for piecework, pay for leave and allowances.

A **positive** pay gap shows that males earn 3.08% more than females based on a **mean** hourly rate of pay and 9.91% more than females on **median** hourly rates of pay.

What do the mean and median gender pay gap figures tell us?

The mean gives an overall indication of the size of the gender pay gap in RBFERS. A high mean gender pay gap indicates that a payment system is operated that disadvantages women. At RBFERS, the median gender pay gap is considerably less than the most recently published national figures. This indicates that when comparing the median hourly rates for the workforce as a whole, males earn on average slightly more than females.

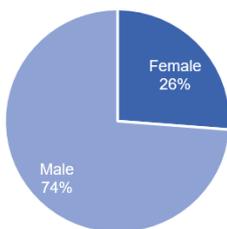
The median is typically a more representative figure as the mean can be skewed by a handful of highly paid employees. The median value for RBFERS across all staff is higher than the mean, suggesting there is some skewing throughout the organisation (this can be seen more clearly when you compare quartile on quartile).

The quartile distribution detailed below (which is based on the actual hourly ordinary pay for all staff) gives an indication of how males and females are distributed across the organisation, in addition to the mean and median pay gap in each of the quartiles.

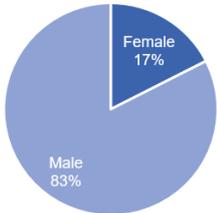
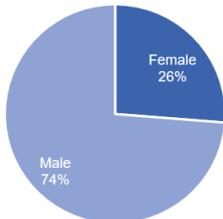
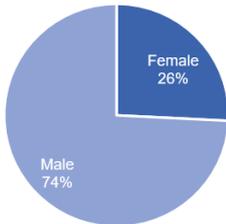
Quartile Pay Bands

The proportion of males/females in each quartile pay band is as follows:

Quartile	Year	Mean Pay Gap	Median Pay Gap
Lower	2022	-5.57%	-2.25%
	2021	-3.95%	-2.25%





Quartile	Gender Distribution	2022	2021
Lower Middle		1.27%	0.73%
		0.55%	0.55%
Upper Middle		1.77%	-0.09%
		-0.66%	-0.66%
Upper		4.89%	-0.89%
		2.57%	2.57%

Commentary

The mean and median pay gap was calculated for each of the quartiles to give an indication of the range and distribution of male and female pay. The figures above differ from the overall gender pay gap for RBFRS due to the scope for variation in hourly pay. This is as a result of the large range of roles and grades in the upper middle and upper quartiles compared to the smaller ranges in the lower quartiles.

The proportion of female employees in the workforce as a whole has increased by three per cent since the last report. The proportion of males and females in each quartile has remained broadly consistent when compared to last year.

In the Lower quartile, three Green Book apprentice posts are occupied by female staff and appear at the lower end of the band, whilst the top end of the quartile is made up of competent Firefighters who are mostly male.

In the Lower Middle quartile, additional payments for specific skills are included in the hourly rate. Most additional payments are made for skills associated with the role of Firefighters who are mainly male. This makes a difference to the overall mean and median in this quartile and in RBFRS as a whole. The majority of Firefighters and Crew Managers in this quartile are male. They are employed on the National Joint Council (NJC) for Local Authority Fire and Rescue



Service (Grey Book) which attract additional allowances that are not available to staff conditioned to the to the NJC for Local Government Services (Green Book), the majority of which are female.

In the Upper Middle quartile, the bottom is made up of Watch Managers the majority of which are male, whilst the top of the quartile is made up of Grade 4 and Grade 5 Green Book employees who are mainly female.

The Upper quartile includes nine Heads of Service (six male and two female). Due to temporary acting up arrangements, the Upper quartile also contained five Directors (three male and two female). It contains a high proportion of higher earning employees conditioned to the NJC for Local Government Services (Green Book), the majority of which are female.

It is recognised that women are still significantly underrepresented in the operational workforce accounting for 6.5% of this group as at 31 March 2022, which is the same as the figure reported in 2021. The service continues to work hard to attract a more diverse workforce through the EDI Action Plan and positive action activities. RBFRS is confident that it is paying the same salary to roles of equivalent value to all staff. An equal pay audit was carried out in September 2022, which did not highlight any underlying causes for concern.

The Service continues to work hard to attract a more diverse workforce, and is already undertaking actions to address the overall diversity within the workforce. Specifically in terms of increasing the representation of females in operational roles, this has included (but is not limited to):

- Positive action events such as 'have a go' days that are specifically female focused – several of these staff have applied for firefighter roles
- Expanding our equality monitoring processes and reviewing the data we gather to allow RBFRS to monitor the career progression of underrepresented groups within the service
- Focusing on retention of female identifying staff by taking action to ensure our workplace is inclusive, including supporting the menopause awareness group and recognising events such as International Women's Day

Specific actions to address the gender pay gap are contained in the Equality Diversity and Inclusion Action Plan which is appended to this report. A version of the Plan will be published on the RBFRS website.

Wayne Bowcock
Chief Fire Officer and Chief Executive
December 2022

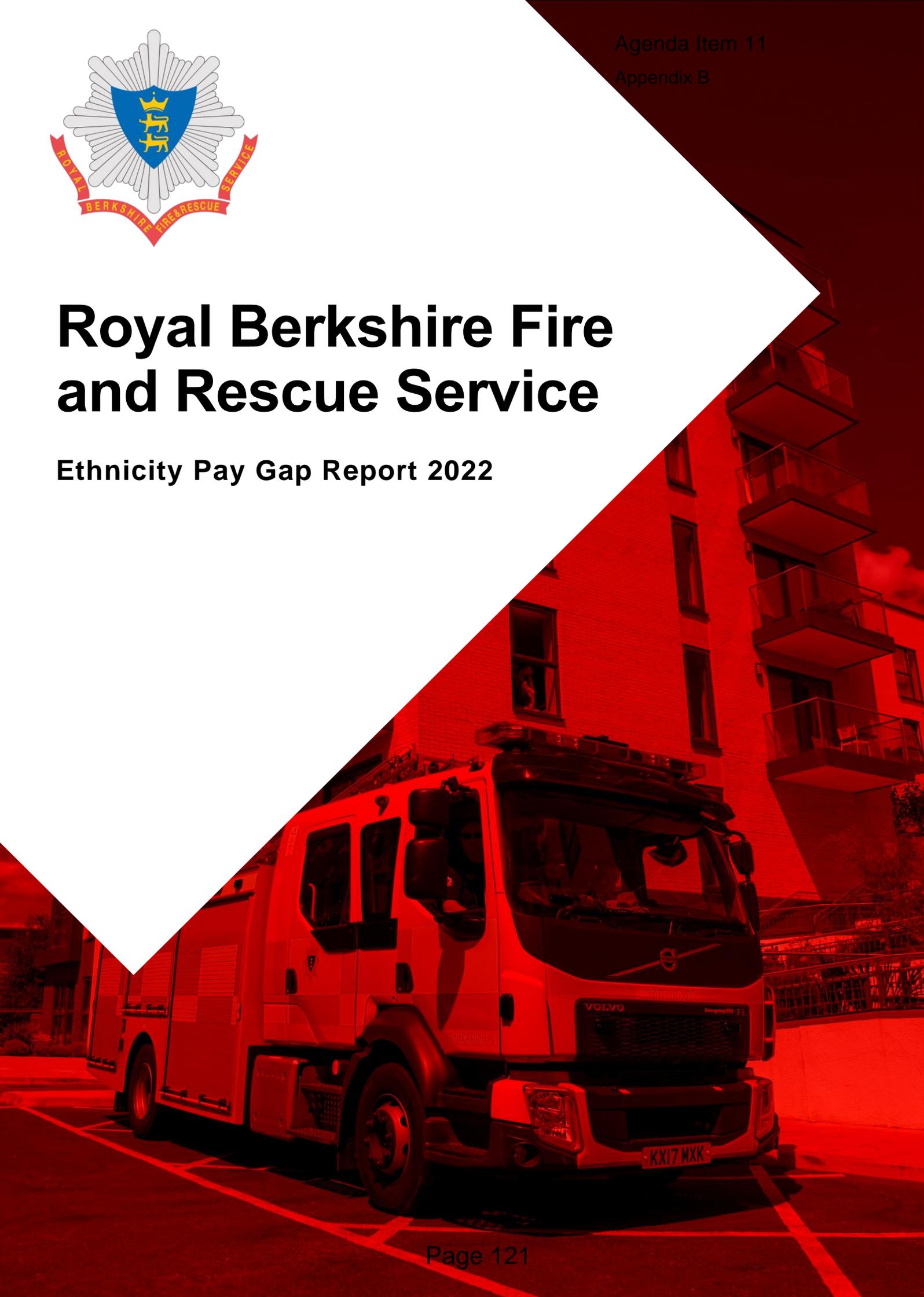
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Ethnicity Pay Gap Report 2022





Executive Summary

The ethnicity pay gap report for Royal Berkshire Fire and Rescue Service (RBFRS) provides information on the pay gap that exists between white and ethnic minority staff within the Service. Currently there is no legislative requirement for organisations to publish their ethnicity pay gap but RBFRS has opted to publish this information voluntarily. The continued publication of this report is an important tool to help us achieve our ambition to fully embed a diverse and inclusive culture.

RBFRS follows the CIPD and Race Disparity Audit's recommendations in this report, referring to ethnic minority groups rather than BME/BAME (black and minority ethnic/black, Asian and minority ethnic) which highlights some groups and omits others.

The ethnicity pay gap is calculated using the mean and median average rates of hourly pay for white and ethnic minority staff, and this is also split into four quartile pay bands. A positive pay gap shows that white staff are paid more than ethnic minority staff.

Our mean pay gap is 3.61% and our median pay gap is 9.91%. This shows on average for each £1 earned by white staff, ethnic minority staff earn 97p according to the mean ethnicity pay gap and 90p for the median. The median gap is a more accurate measure of an ethnicity pay gap as it discounts very high or very low rates of pay that can skew the overall average.

The mean and median pay gap is also calculated for each of the quartile pay bands (lower, lower middle, upper middle and upper). Due to the various elements making up pay within the Fire Service, including allowances and payments for additional responsibilities, pay gaps across the quartiles can appear different from the overall pay gap.

While the overall proportion and number of staff from ethnic minority groups across each of the quartiles is broadly consistent, it is recognised that ethnic minority groups are underrepresented in the workforce. RBFRS is taking action to address this including the development of an Equality Diversity and Inclusion (EDI) Action Plan, positive action activities and developing community engagement activities through our Local Safety Plans.



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Background

Currently organisations with more than 250 employees are required to publish their gender pay gap by law, but there is no requirement to publish their ethnicity pay gap. RBFRS has opted for the second year to publish these figures voluntarily. The method for calculating the ethnicity pay gap mirrors that of gender pay gap reporting and show how large the pay gap is between their white and Ethnic Minority employees.

Royal Berkshire Fire and Rescue Service (RBFRS) report on the following:

Mean ethnicity pay gap	The difference between the mean hourly rate of pay of white employees and that of ethnic minority employees as a percentage.
Median ethnicity pay gap	The difference between the median hourly rate of pay of white employees and that of ethnic minority employees as a percentage.
Mean bonus gap	The difference between the mean bonus pay paid to white employees and that paid to ethnic minority employees as a percentage.
Median bonus gap	The difference between the median bonus pay paid to white employees and that paid to ethnic minority employees as a percentage.
Bonus proportions	The proportions of white and ethnic minority relevant employees who were paid a bonus during the relevant period
Quartile pay bands	The proportions of white and ethnic minority employees in the lower, lower middle, upper middle and upper quartile pay bands.

This is the second year that RBFRS has reported the ethnicity pay gap, and due to the reporting of ethnicity pay gap figures being voluntary rather than a legal requirement, there are no national average figures reported to benchmark RBFRS ethnicity pay gap.

Research undertaken by the CIPD suggests that when analysing available national data for 2021, the average mean ethnicity pay gap was 8.1% and the average median ethnicity pay gap was 12.9%.

RBFRS’ Pay and Bonus Ethnicity Pay Gap

This ethnicity pay gap report is based on data as at 31 March 2022. RBFRS employed 650 staff with 623 (95%) declared ethnicity is white and 23 (4%) declaring they are from an ethnic minority. Four staff (1%) have not declared their ethnicity.



Due to the reporting requirements and provisions, RBFRS can only report the ethnicity pay gap for staff who declare their ethnicity.

RBFRS follows the CIPD and Race Disparity Audit’s recommendations in this report, referring to ethnic minority groups rather than BME/BAME (black and minority ethnic/black, Asian and minority ethnic) which highlights some groups and omits others.

The overall ethnicity pay gap for RBFRS is as follows:

	Mean		Median	
Year	2021	2022	2021	2022
Pay Gap	1.74%	3.61%	9.63%	9.91%
Bonus*	N/A	N/A	N/A	N/A

* RBFRS does not offer a bonus scheme therefore this measure has not been calculated. Additional Responsibility Allowances (ARAs) and Continuous Professional Development (CPD) payments are included in ordinary pay. For clarity, ordinary pay is defined as basic pay, shift premium pay, pay for piecework, pay for leave and allowances.

A **positive** pay gap shows that white staff earn 3.61% more than staff declaring they are from an ethnic minority based on a **mean** hourly rate of pay and 9.91% more than staff declaring they are from an ethnic minority based on **median** hourly rates of pay.

What do the mean and median ethnicity pay gap figures tell us?

The mean gives an overall indication of the size of the ethnicity pay gap in RBFRS. A high mean ethnicity pay gap would indicate a payment system that disadvantages ethnic minority groups – specifically when comparing the mean hourly rates for the workforce as a whole, staff identifying their ethnicity as white (white British, white Irish or white other) earn more on average than staff from ethnic minority groups.

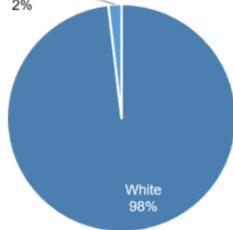
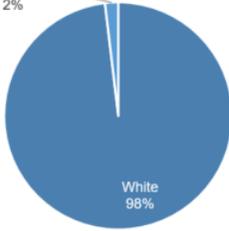
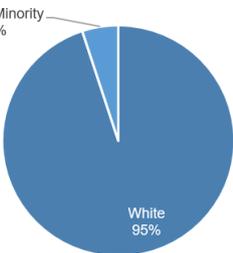
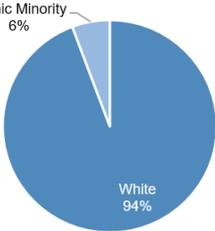
The median is typically a more representative figure as the mean can be skewed by a handful of highly paid employees. The median value for RBFRS across all staff is higher than the mean, suggesting there is some skewing throughout the organisation (this can be seen more clearly when you compare quartile on quartile).

The quartile distribution detailed below. This is based on the actual hourly ordinary pay for all staff and gives an indication of how white and ethnic minority staff are distributed across the organisation, in addition to the mean and median pay gap in each of the quartiles.

Quartile Pay Bands

The proportion of white/ethnic minority staff in each quartile pay band is as follows:



Quartile	Year	Mean Pay Gap	Median Pay Gap
Lower 	2022	-5.57%	-2.25%
	2021	4.27%	0%
Lower Middle 	2022	1.27%	0.55%
	2021	2.94%	3.89%
Upper Middle 	2022	1.72%	-0.66%
	2021	2.83%	4.02%
Upper 	2022	4.87%	2.57%
	2021	-9.64%	1.43%

Commentary

The mean and median pay gap was calculated for each of the quartiles to give an indication of the range and distribution of white and ethnic minority pay. When broken down into the four quartiles, the ethnicity pay gap differs significantly from the overall ethnicity pay gap. This can in part be attributed to the scope for variation in hourly pay in each of the quartiles. In addition each quartile,



contains a number of longer serving staff members, which sit in the upper, higher paid, part of each of the quartiles. Longer serving staff are more likely to have achieved competent status (for Grey Book) or reached the top of their pay spine (Green Book). 60% of staff from ethnic minority groups have over five years' service.

In the lower quartile, three staff are from ethnic minority groups, in the lower middle three staff are from ethnic minority groups, in the upper middle quartile there are eight staff from ethnic minority groups and in the upper quartile there are nine staff from ethnic minority groups. In each of these quartiles, staff from ethnic minority groups occupy a range of grades and roles.

While the overall proportion and number of staff from ethnic minority groups across each of the quartiles is broadly consistent (which could indicate there may be no mobility or progression concerns relating to ethnic minority groups), it is recognised that ethnic minority groups are still underrepresented in the workforce. The progression pathways will also differ for Grey and Green Book staff (whereby Green Book departments are often relatively flat in their structure and offer more limited scope for promotion).

We are confident that staff across the Service have equal access to promotion and development opportunities, but it is also acknowledged that culturally, barriers may exist which are not evident from these figures, and that staff in ethnic minority groups may experience challenges regarding their career progression which relate to biases or barriers which may exist within the organisation. RBFRS is taking action to identify any such trends and address this. The Service is currently expanding our equality monitoring processes to take into account progression, development and promotion. This will allow career progression and development to be monitored across the Service, with any causes for concern targeted and addressed as appropriate.

Notwithstanding the known issues with underrepresentation amongst ethnic minority groups, RBFRS pays staff in accordance to nationally agreed terms and conditions, and is satisfied that it is paying the same salary to roles of equivalent value across all staff groups. An equal pay audit was carried out in September 2022, the results of which did not indicate any underlying causes for concern.

The Service continues to work hard to attract a more diverse workforce and has already taken actions to address the overall diversity within the RBFRS workforce. These include but are not limited to:

- » Positive action activities and recruitment opportunities, including attendance at careers events and the hosting of 'Have a Go Days' at our stations
- » An internship programme aimed at 16 to 18 year old residents of Berkshire from ethnic minority groups that are currently under-represented within the Service ran over the summer of 2022. This paid internship gave students an opportunity to develop workplace skills and discover opportunities available within RBFRS. The pilot scheme is scheduled to continue for the next two years
- » Identifying and developing community engagement activities through our Local Safety Plans
- » Expanding our equality monitoring processes and reviewing the data we gather to allow RBFRS to monitor the career progression of underrepresented groups within the Service



Specific actions to address the ethnicity pay gap are contained in the Equality Diversity and Inclusion Action Plan which is appended to this report.

Wayne Bowcock
Chief Fire Officer and Chief Executive
December 2022

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Equality, Diversity and Inclusion (EDI) Action Plan

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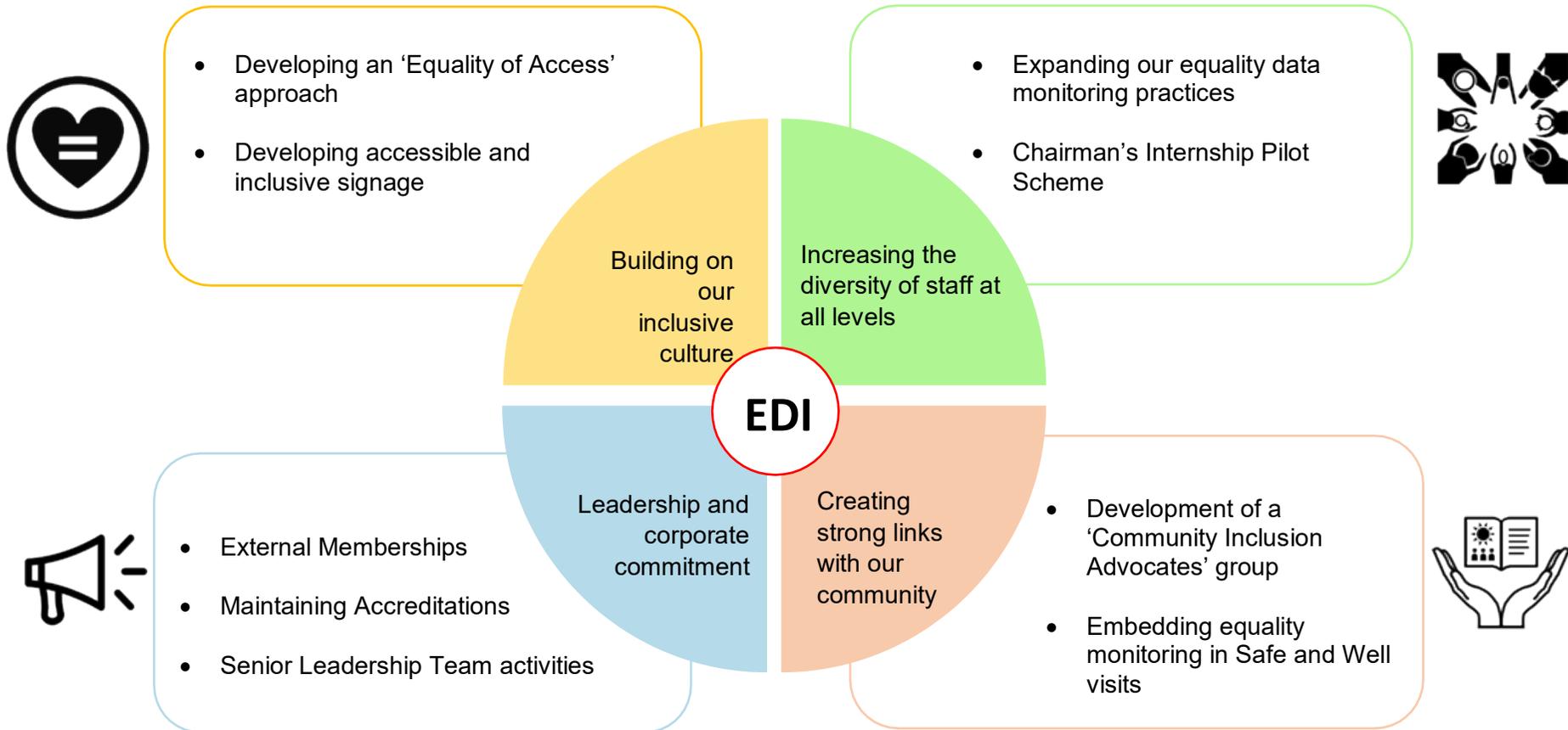
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While every effort has been made to increase the accessibility of this document, if you are having difficulty accessing the information, or require it in a more accessible format, please get in touch at Communications@rbfrs.co.uk

Agenda Item 11
Appendix C



Equality, Diversity and Inclusion at RBFRS





Objective	Increasing the Diversity of Staff at All Levels We recognise the value that a diverse workforce brings and will take action to increase the diversity of job applicants, seeking individuals with the right behaviours and skills to help us reflect and engage with our local communities.				
Action 1	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Data Monitoring – Review equality data monitoring within Service in support of EDI Objectives evaluation	Clear remit for Steering Group data monitoring developed, informing consistent monitoring of progress towards objectives Completion of actions in line with EDI Data Action Plan	16/01/23 31/12/23	Chair / Area Manager Collaboration and Policy Head of HR and Learning & Development	EDI Data Action Plan	New
Updates:					
Action 2	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Chairman’s Internship Pilot Scheme	As per project objectives Evaluation outcomes to provide detail for year one of three-year pilot scheme	30/11/22 (Year 1)	Internship Schemes Lead	Change100 Internships	New
Updates:					
Action 3	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Positive Action Events	Ongoing series of positive action/ community engagement events (i.e. targeted Have A Go days) led by Service Delivery with cross-Service support as required	31/12/23	Area Manager Response and Resilience Area Manager Prevention and Protection	Local Safety Plans	New
Updates:					



Objective	Leadership and Corporate Commitment				
	We will support our organisational leaders to understand their role in tackling inequalities and demonstrating inclusive behaviours, in line with our Behavioural Competency Framework. This commitment means we will be strong and visible in our leadership and ensure that all staff and members of our local communities have confidence in our commitment to equality, diversity and inclusion.				
Action 1	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Maintenance of Disability Confident Level 3	Plan in place for maintenance of L3 with clearly identified actions Completion of all actions on HR Disability Action Plan (i.e. review of Manager Guidance regarding dyslexia)	January 2024 (in line with three-year renewal)	Head of HR & Learning and Development	HR Disability Action Plan/ Service Plan	New
Updates:					
Action 2	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Senior Leadership Team EDI Activity, including continuation of coffee break series	3-4 Tea/coffee breaks hosted by SLT in 2022 Ongoing qualitative feedback	31/12/22	Chair / Area Manager Collaboration and Policy	Annual Staff Survey	New
Updates:					
Action 3	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Provide positive action information for internal and external awareness	EDI pages on RBFRS website updated EDI and Positive Action Siren pages updated	31/10/22	Communications & Engagement Lead EDI Co-ordinator	N/A	New
Updates:					



Objective	Leadership and Corporate Commitment We will support our organisational leaders to understand their role in tackling inequalities and demonstrating inclusive behaviours, in line with our Behavioural Competency Framework. This commitment means we will be strong and visible in our leadership and ensure that all staff and members of our local communities have confidence in our commitment to equality, diversity and inclusion.				
Action 4	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Talent Management	Sector-wide frameworks analysed and incorporated Further measures to be identified in line with progression of activity	31/12/23	Head of HR & Learning and Development	N/A	New
Updates:					
Action 5	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Maturity Model	Completion of NFCC EDI maturity model and identification of gaps/actions as a result	31/1/23	EDI Co-ordinator in consultation with relevant stakeholders	To be determined in line with progression of activity	New
Updates:					
Action 6	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
EDI Training – New face-to-face training development	New face-to-face training developed and procured in line with sector developments and best practice All staff complete training over course of contract Positive feedback qualitatively and quantitatively from attendees / additional measures of effectiveness	31/3/23	Head of HR & Learning and Development	N/A	New
Updates:					



Objective	Improving our Service Delivery by Creating Strong Links with our Community				
We will connect and communicate with our diverse local community to develop meaningful and sustainable links, which help us to increase our understanding of their needs. We will ensure that we tailor our prevention, protection and response activities accordingly and target the most vulnerable people with the greatest risk.					
Action 1	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Community Inclusion Advocates	Identification of representatives to form group Further measures to be developed in line with action progress: <ul style="list-style-type: none"> - Advocate in place in each hub - Engagement of advocates with community groups 	01/04/23	Hub Manager Representative	Local Safety Plans	New
Updates:					
Action 2	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Safe and Well Tablet Alterations	Equality monitoring data regularly gathered through Safe & Well visits, with clear identified use and actions identified as a result	31/12/22	Area Manager Prevention and Protection	N/A	New
Updates:					



Objective	Building on our Inclusive Culture We will continue taking action to ensure we have a culture where everyone feels valued and is treated with dignity and respect, and support all staff to contribute to the creation of an inclusive working environment.				
Action 1	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Accessible Technology Charter	Completion of relevant actions and sign up to charter	30/04/23	Communications & Engagement Lead	N/A	New
Updates:					
Action 2	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Visual Guides	Creation of visual guides for RBFRS HQ and station(s)	30/06/23	Assistant Chief Fire Officer / Director of Service Delivery	HR Disability Action Plan Business Support Community Events Package	New
Updates:					
Action 3	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Equality of Access	Development of a business as usual approach to embedding Equality of Access Documents Staff aware of and easily able to access documents	31/12/23	Chair/Area Manager Collaboration and Policy	Local Safety Plans	New
Updates:					



Objective	Building on our Inclusive Culture We will continue taking action to ensure we have a culture where everyone feels valued and is treated with dignity and respect, and support all staff to contribute to the creation of an inclusive working environment.				
Action 4	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Accessible Bathroom Signage	Changes made to accessible bathroom signs across RBFRS sites in line with best practice recommendations	31/1/23	Facilities Representative	HR Disability Action Plan / Disability Confident Accreditation Minor Capital Works	New
Updates:					
Action 5	Measure of Success/Impact	Target End Date	Steering Group Owner(s)	Associated Plans or Activities	RAG Rating
Expand Support for Neurodivergent Staff	Revised guidance produced for staff and managers for use of Do-IT Profiler Positive feedback for use of Do-IT Profiler; available licenses used HR process produced for Do-IT profiler HR Neurodiversity pages updated	31/3/23	Head of HR & Learning and Development	N/A	New
Updates:					

Appendix C



ROYAL BERKSHIRE FIRE AUTHORITY REPORT

COMMITTEE	AUDIT AND GOVERNANCE
DATE OF MEETING	23 JANUARY 2022
SUBJECT	EQUAL PAY AUDIT 2022
LEAD OFFICER	BECCI JEFFERIES, HEAD OF HUMAN RESOURCES AND LEARNING AND DEVELOPMENT
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	FOR NOTE

1. EXECUTIVE SUMMARY

- 1.1 A systematic equal pay audit was undertaken to review the effectiveness of policies and practices with regard to fair pay regardless of Gender, Ethnicity, Age, Disability and Contract type (i.e. Part-time/Full-time).
- 1.2 Detail of the comparators, elements of pay etc. can be found in the Equal Pay Report in Appendix A.
- 1.3 The audit has shown that in the areas of basic pay, overtime and merit payments employees are treated fairly regardless of their personal characteristics.
- 1.4 The actions identified in the previous audit have been updated and any further actions identified have been added to the report. Details can be found in section 3.7.
- 1.5 The findings of the equal pay audit reinforced the need for RBFRS to continue its work to address the representation of female and ethnic minority employee groups within the service.

2. RECOMMENDATION

The Audit and Governance Committee:

- 2.1 **NOTE** the contents of this report and the actions arising from the audit.

Agenda Item 12

3. REPORT

3.1 The equal pay audit was completed in September 2022. A full break down of the methodology and findings can be found in Appendix A, but the key points are summarised below.

3.2 Basic Pay

Whilst the Gender Pay Gap Report identifies that males earn slightly more than females, the equal pay audit shows that if we consider pay without allowances and other pay elements, the basic pay of females is slightly more than males.

The Ethnicity Pay Gap Report identifies that white employees earn slightly more than those from an ethnic minority. The equal pay audit shows that the basic pay of ethnic minority staff is higher than white employees.

Part time workers have a higher than average pay of those working full time.

When looking at age comparators across the ages of our workers, it is evident that experience (internal or external are rewarded).

3.3 Allowances

RBFRS pays a number of allowances which are mainly paid to Grey Book staff. The audit showed that allowances paid to males is higher than that of females and those paid to white staff are higher than those in ethnic minority groups.

Allowances are available to all eligible staff based in the role they undertake. However it is recognised that the differences identified in the audit are reflective of the imbalance of protected characteristic groups within operational roles (particularly in terms of gender and ethnicity).

3.4 Overtime

The audit considered both Grey Book and Green Book overtime. In the case of Grey Book overtime, the audit was focussed on pre-arranged overtime which is needed to provide specific skills to enable operational efficiency. The analysis showed that this pay type is relatively equally shared across all types of workers. Eligible employees are Wholtime Firefighters and Control. On-Call (RDS) employees are not included in the calculations if they cover additional shifts as this will be recorded as working hours rather than overtime payment. The audit shows that this pay element is paid in line with the demographic make-up of the workforce.

Green Book overtime is paid to a relatively small amount of individuals in specialist roles for performing specific duties and there were no issues found. It is also recognised that overtime for specific Green Book roles is also paid to staff undertaking specific contractual duties.

3.5 Merit Payments

Merit payments were analysed as this is an area which is subject to managers' discretion and whilst evidence suggests there is no unequal payment, the system has been improved, following an action identified as a result of the last audit to ensure merit payments are monitored to ensure consistency of approach and to eliminate any potential for unconscious bias.

The payment of merit payments are broadly reflective of the make-up of the workforce.

3.6 Spinal Column Starting Points

The audit identified a number of new starters employed on Green Book terms and conditions received a starting salary above the lowest spinal point because of their previous experience and knowledge and although the audit does not highlight any concerns we have enhanced our current system of scrutiny and continue to monitor spinal column starting points.

3.7 Conclusions

Overall, the equal pay audit did not highlight any significant issues but the following actions will continue to be carried out:

1. Ongoing monitoring of the Spinal Column starting points
2. Ongoing monitoring of merit payments
3. Initiatives to address underrepresentation of females and ethnic minority groups through the Equality Diversity and Inclusion (EDI) Action Plan.
4. Review of detachment payments

The Gender Pay Gap and Ethnicity Pay Gap Reports also identify recommendations to address the Gender and Ethnicity Pay gap within the Service.

The audit outcomes will be shared with the EDI Forum and Steering Group.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.

5. FINANCIAL IMPLICATIONS

- 5.1 None

6. LEGAL IMPLICATIONS

- 6.1 The Equality and Human Rights Commission (EHRC) has issues 'Equal Pay: Statutory Code of Practice' under section 14 of the Equality Act 2006 (as amended). This focussed on gender pay discrimination under the Act and recommends that all employers carry out regular equal pay audits. It also

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recommends that the methods used to identify and remedy unlawful gender pay discrimination can also be used to remedy unlawful pay discrimination on other grounds (such as race and disability)

6.2 The equal pay audit has been undertaken in accordance with the 5 step model in EHRC's Statutory Code of Practice.

6.3 The Pay Policy Statement is approved by the Fire Authority each year.

6.4 The statutory Gender Pay Gap Report and voluntarily published Ethnicity Pay Gap Report is received in a separate annual report by the Audit and Governance Committee.

7. EQUALITY DIVERSITY AND INCLUSION IMPLICATIONS

7.1 This report looks specifically at equal pay and provides a breakdown of findings from the audit conducted in September across the category groups.

8. RISK IMPLICATIONS

8.1 There are no significant risk management issues arising from the actions identified.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 None

10. PRINCIPAL CONSULTATION

10.1 Monitoring Officer

10.2 Chief Fire Officer

10.3 Head of Finance and Procurement

11. BACKGROUND PAPERS

11.1 Equal Pay Audit 2019

11.2 Gender Pay Gap Report 2021 and 2022

11.3 Ethnicity Pay Gap Report 2021 and 2022

12. APPENDICES

12.1 Appendix A – Equal Pay Audit 2022

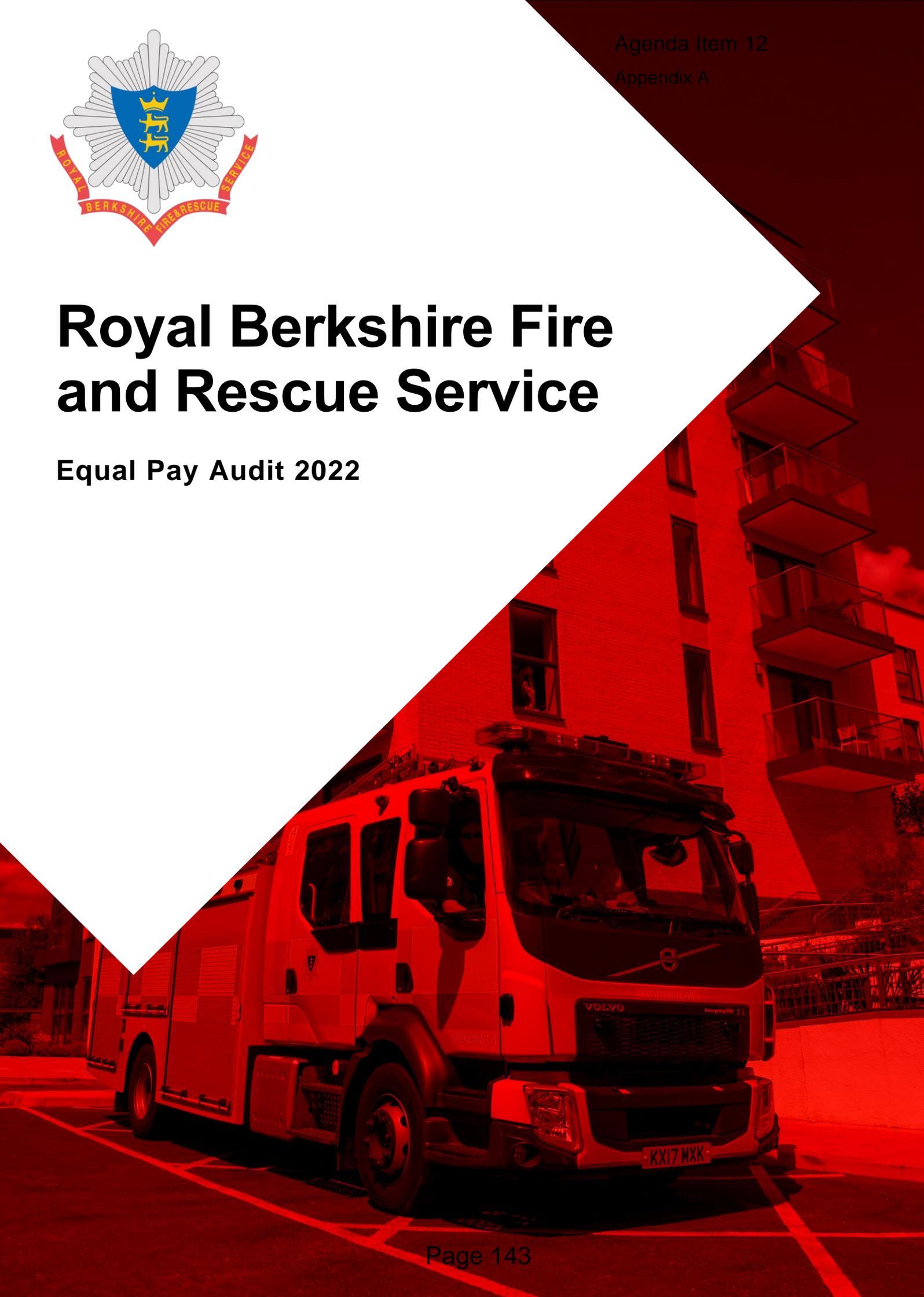
13. CONTACT DETAILS

13.1 Lucy Greenway
Senior HR Adviser
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Royal Berkshire Fire and Rescue Service

Equal Pay Audit 2022





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Equal Pay Audit 2022

Context

An equal pay audit was carried out by Royal Berkshire Fire and Rescue Service (RBFRS) as recommended by the Equality and Human Rights Commission (EHRC)'s Equal Pay: Statutory Code of Practice.

The equal pay audit goes further than the statutory Gender Pay Gap or Ethnicity Pay Gap reports by providing more extensive information on how individuals are paid at RBFRS and how the individual pay elements are distributed across the various protected groups.

This report assesses the effectiveness of policies and practices with regard to fair pay regardless of gender, ethnicity, age, disability and contract type (i.e. part-time/full-time).

RBFRS' overall approach to determining the pay of its employees is to participate in national collective bargaining for firefighters and fire control staff (Grey Book) through the NJC for Local Government Services and Directors through NJC for Brigade Managers of Fire and Rescue Services.

The NJC for Local Authority Fire and Rescue services currently provides a nationally agreed competence based pay structure, which is set nationally. The National Joint Council for Local Government Services sets the framework for the pay and conditions of service for the Fire Authority's Green Book staff. RBFRS have ten grades and posts are allocated to a grade through a process of job evaluation. Staff are appointed to a spinal column point in the appropriate pay grade depending on experience and specific technical skills.

Method

A range of different pay elements were considered over a range of selected reference periods were used which allowed a comprehensive range of data (as detailed below) to be compiled.

- » The 'snap shot' date for basic pay and allowances is the March pay period ending 31 March 2022.
- » The reference period for overtime payments was 12 months from 1 April 2021 to 31 March 2022.
- » The reference period for Spinal Column starting points and merit payments was 24 months from 1 April 2020 to 31 March 2022.

Tables detailing the staff in post at the time of the audit and demographic distribution can be found in Tables 1 and 2 at the end of this report.

Payroll information was provided by Dataplan.

Comparators

In order to assess whether workers with protected characteristics are treated equally meaningful comparators needed to be defined. These comparators are as follows:

- » Gender - comparator male v female*
- » Contract type - comparator full-time v part-time (part-time includes Green Book working less than 37 hrs per week and On-Call (RDS))
- » Disability - comparator no declared disability v declared disability
- » Ethnicity - comparator white British v ethnic minority**
- » Age groups compared are 25 and under; 26 to 35; 36 to 45; 46 to 55; 56 to 65; 66 and over.

* Due to the recommendations outlined in the Equal Pay Statutory Code of Practice RBFERS uses the gender comparators of staff who identify as either male or female. RBFERS have, and continue to use, internal reporting mechanisms which take into account all gender identities and expressions which are not limited to the binary of male and female.

** RBFERS can only report on ethnicity where staff declare their ethnicity. RBFERS follows the CIPD and Race Disparity Audit's recommendations in this audit, referring to 'ethnic minorities' rather than BME/BAME (black and minority ethnic/black, Asian and minority ethnic) which highlights some groups and omits others.

Elements of Pay

The audit considered a number of pay elements individually, to provide a clear and comprehensive picture of how people are rewarded within RBFERS and whether all groups were treated fairly in these respects. The elements considered were:

- » Basic Pay
- » Allowances
- » Overtime
- » Merit payments
- » Spinal Column starting points.

Calculations

As Grey Book and Green Book employees work different hours per week and to take into account those working part-time, all salaries have been calculated as an hourly rate based on the monthly pay data for 31 March 2022.

Results

Basic Pay

Basic pay is set nationally and therefore pay differences reflect this. In this area of pay, the concept of 'equal pay for equal value' is achieved within each contract type by an established method of job evaluation in both Grey Book and Green Book areas.

In the main, when considering the organisation as a whole, the audit has shown only a small differential between male and female workers with females earning £15.79 per hour and males earning £15.52 per hour. This figure is derived by finding a mean average hourly rate for all male workers and a mean average hourly rate for all female workers. The male average is lower because Trainee Firefighters and Firefighters on development pay are paid at a lower rate and identify as male.

Part-time workers earn on average 19.4% more per hour than full-time employees. This is reflective of the fact that a number of more senior roles (i.e. those Grade 5 and above) filled by staff on part-time contracts.

Employees who declared they were from ethnic minority groups were measured as a whole and compared with their white British colleagues. Staff who have not shared information regarding their ethnicity were not included for the purpose of the equal pay calculations. Basic pay of individuals from ethnic minority groups was 5.3% higher than white British employees.

The age of the employee does have some effect on basic pay. Average hourly rates per age group are shown in the table below:

Age	Hourly Rate
25 and Under	£10.37
26 - 35	£13.34
36 - 45	£16.52
46 - 55	£17.94
56 - 65	£15.08

66 and over	£18.59
-------------	--------

This distribution demonstrates that experience (internal or external) is rewarded. The 25 and under age group includes apprentices who received a rate which takes into account the requirement to undertake training and development whilst in post. The mean hourly rate for those on the 56-65 age group is lower as this group contains a wide variety of roles and staff groups from across the service which skews the mean average – i.e. there are a number of both higher and lower paid roles in this group.

Employees who have not shared information regarding a disability or long-term health condition have an average hourly rate that is 0.95% more than employees who have shared information regarding a disability. In this case, it is important to remember that only 36 employees have declared a disability (as this is an entirely personal choice) and it is recognised that there may be other individuals who have a disability but do not declare it. This may be due to a number of factors but it should be noted that as a Service we offer support to all our employees regardless of protected characteristics so those needing assistance may not feel it is necessary to declare any disability they may have, while exploring any underlying reasons why staff may not be willing to declare a disability.

Allowances

Additional Responsibility Allowances (ARAs)

The ARA category of payment is an additional payment made for skills or responsibilities that can be applied and maintained outside of the requirements of a person's role map but are within the job function of the organisation. These additional responsibilities support delivery of work of particular value to the Service. For the purposes of this audit, training allowances, job allowances (such as those paid to Watch Based Station Managers and Area Managers) and all other ARAs are reported as one total amount. Continual Professional Development (CPD), flexi-duty and detachment allowances are reported separately. Allowances are shown as an average amount per category.

ARAs are mainly paid to Grey Book staff and relate to the national conditions with amounts determined locally.

The analysis shows that the average ARA payment made to male employees was 112% higher than those made to female employees. The average ARA payments made to employees who have not declared a disability are 22% higher than those that have a declared disability. White British employees from receive 96% higher ARA payments than staff from an ethnic minority group. This can be attributed to the underrepresentation in this groups across the operational workforce, and the work location of the individuals to which the ARAs are paid (for example Boat Crew payments made to staff based at Caversham Road).

Age makes very little difference to the amount of allowances received except for in the 25 and under group. All Wholetime and On-Call (RDS) Firefighters in this age group are trainees or in development, which means they are not eligible to receive ARA payments.

While ARA and other payments are available to all eligible staff based on the role they undertake, it is recognised that the differences identified above are reflective of the imbalance of protected characteristic groups within operational roles (particularly in terms of gender and ethnicity). RBFRS has a comprehensive Equality Diversity and Inclusion (EDI) Action Plan and works closely with the EDI Forum and EDI Steering Group to consider actions which will have a long-term positive effect on minority representation.

Continuous Professional Development (CPD)

This allowance is paid to Grey Book and Control employees only. It can be claimed only when a Firefighter is competent and has five years' service. Other roles are required to have one years' service at competent level. Females and other minority groups are underrepresented in this area and males receive on average 113% more in CPD payments than females in this category.

Full-time employees receive 117% more CPD than part-time employees. This can be explained by the fact that 67% of On-Call (RDS) Firefighters are on training and development rates.

White British employees earn on average 62.8% more CPD than employees from ethnic minority groups.

In contrast employees who have declared a disability receive 30.8% CPD more than employees who have not declared a disability.

CPD is not paid to anyone in the lowest age group and those in the 26 to 35 age group receive, on average, the lowest proportion of CPD payments (only 9% of staff in this age group receive CPD payments). This can be explained by the requirement to have the requisite amount of service before claiming CPD payments.

Flexi Duty Payments

This payment is made to all Flexible Duty Officers based on the role undertaken regardless of any protected characteristic. However it is recognised that this group of staff are predominately white males and measures to address underrepresentation of the operational workforce are incorporated into the EDI Action Plan.

Detachment Payments

These payments are made to Grey Book staff who are required to work at a station away from their 'home' station. Males receive 112% more than females, with full-time employees receiving 100% of the payment due to the fact we do not have any part-time employees working in the Wholetime duty system (On-Call (RDS) receive an hourly rate regardless of the reporting station). Detachment payments may also be made where staff are required to work away from their 'home' station where a specific skill is required - for example drivers or those with an incident command

qualification. A further review will be undertaken to establish why males are sent out on detachment more than females (and therefore receive proportionately more detachment payments).

The age group receiving most of this allowance is 26 to 35 years. This may be explained by the fact that this groups makes up a large proportion of the operational workforce. A significant number of those in the higher age groups hold higher ranks (Station Manager (B) to Chief Fire Officer) and are not therefore detached.

Grey Book Overtime

In this case, the audit was focused on pre-arranged overtime, which is needed to provide specific skills to enable operational efficiency and meet the qualifications for the role being offered as overtime. Eligible employees are Wholetime Firefighters and Control. On-Call (RDS) employees are not included in the calculations if they cover additional shifts, this would be shown as working hours rather than an overtime payment.

The analysis shows that overtime is relatively equally shared across all types of workers, and differences are not significant enough to suggest any underlying equal pay issues amongst operational staff. To summarise:

1. Female staff receive 9% of Grey Book overtime and make up 12% of the Grey Book workforce.
2. Part-time workers receive 2.5% of Grey Book overtime and make up 0.7% of the Grey Book workforce (this figure represents the part-time workers in Thames Valley Fire Control Service).
3. Employees declaring a disability receive 6.7% of this overtime and make up 1.5% of the workforce.
4. The highest average overtime is undertaken by the 36-45 age group, which is reflective of the fact this age group makes up the highest proportion of the operational workforce.

Green Book Overtime

A total of 38 people (25% of Green Book staff) worked overtime in the reference period. Workers in Transport/Fleet (all of whom are male) undertake contractual overtime and therefore the statistics are presented both including and excluding this work group as this distorts the ad hoc overtime data.

269 occasions of overtime are worked by females (32.7%), however 57.8% of Green Book workers are female. If Transport/Fleet workers are excluded, 78% of overtime is worked by females. The Human Resources/Resourcing and Development department, the workforce of which is mainly female, undertake the majority of this overtime to cover out of hour's careers events and weekend recruitment activity.

96.9% of Green Book overtime is worked by white British employees who make up 83% of the Green Book workforce. 3.1% of Green Book overtime is worked by staff from ethnic minority groups who make up 17% of Green Book workers. If Transport/Fleet is excluded 92.7% is worked by white British employees.

Employees who have declared a disability, who make up 5.8% of Green Book workers, undertake 1.6% of Green Book overtime or 3.8% if Transport/Fleet is excluded.

11% of Green Book staff are part-time and work 1% of Green Book overtime or 2.3% if Transport/Fleet is excluded. It is difficult to ascertain why this might be but it may be that part-time employees have requested to work less hours and may not offer extra hours which would not attract an enhanced rate.

These differences are not at a significant level to suggest any equal pay issues.

Merit Payments

Merit payments are made to reward individuals who have taken on additional duties or performed exceptionally well. The calculations include honorarium payments for ongoing duties that are made on a monthly basis. In this 24 month period 123 merit payments were made. It is open to both Green Book and Grey Book employees. All proposed payments are reviewed by HR to ensure consistency of approach and to ensure that there is no obvious bias.

In general, all types of workers are in receipt of merit payments. The audit showed that 40% of all payments were made to females and 60% were made to males. This broadly coincides with the overall statistics in that males make up 77% of the total workforce. 93% of these payments were paid to white British employees (who make up 92% of the workforce) with only 7% being paid to those from ethnic minority groups (who make up 8% of the workforce).

The percentage of merit payments made to part-time employees (8%) was significantly less than that paid to full-time employees, however this is reflective of the overall workforce - part-time employees including On-Call (RDS) make up 5% of the workforce.

Merit payments are evenly distributed over the age group categories and broadly coincide with the overall age distribution across the service.

10 employees who have declared a disability received a merit payment (8% of merit payment received) which again broadly coincides with the proportion of the workforce with a declared disability (5%).

Average amounts of merit payment were fairly even across the various categories. The average merit payment for female staff was £1,115.33 and the average payment for males was £733.14. Individuals from ethnic minority groups received an average payment of £303.33 while white British employees received an average payment of £948.54. Both of these average payment have been skewed by four senior staff receiving a temporary honorarium payment for undertaking

additional duties in the early part of 2021. This impacted both the average figures for female and white British staff which is reflected in the difference detailed above.

It should be noted that the reason for merit and honorarium payments can differ, as can relate to a specific piece of work or one off task which may lie outside the normal job parameters, sustained high performance within an employee's normal job or undertaking temporary additional responsibilities where an ARA is not applicable. These payment are discretionary, so while the reasons and amounts being paid on an ongoing basis, care should be taken when trying to directly compare amounts as payments can be for a variety of reasons.

Spinal Column Starting Points

In Green Book areas, there is an option to recognise experience or specific technical skills by offering a starting salary within the evaluated grade but above the bottom of the band. In the reference period, only six individuals started at the top of the band, three of whom were previously agency workers or ex-members of staff with high levels of experience working within the organisation. The three remaining staff were appointed to areas within the organisation that required specialist skills or were in hard to recruit to roles.

It should be noted that any ex-members of staff are expected to apply for and compete with external candidates for any roles advertised and are subject to the same application and competitive selection process as any candidates new to the Service.

Many of those starting at the bottom of the band were Fire Safety Inspecting Officers. This is due to the fact a specific career grade scheme is in place to encourage individuals with limited experience to join the Service and provides them with a development pathway and relevant professional qualifications. As individuals progress through the development pathway, the pay received increases.

An analysis of starting points over 24 months can be seen in Table 3 at the end of this report.

Individuals who start at the top or middle of the band are spread fairly evenly across the categories of employees reviewed (Tables 3 and 4).

The variance among the age groups can be attributed to the fact that the older age groups are likely to start with more experience from other industries, whilst those under 25 are likely just starting their careers or undertaking their first job following college or university studies.

A central log held by HR details the justifications for Spinal Column starting points to ensure that there is no bias for appointing staff above the bottom of the grade. This is monitored by HR on an ongoing basis.

Conclusions

This audit has shown that in the areas of basic pay, overtime and merit payments employees are treated fairly regardless of their personal characteristics. Basic hourly pay for females is slightly higher (1.47%) than males. Part-time workers on average have a higher basic hourly rate than full-time workers and employees from ethnic minority groups receive a higher basic hourly rate than white British workers.

In the area of allowances, all allowances support the delivery of work of particular value to the Service and are mainly paid to operational personnel. Payments are in line with the demographic make-up of the Service, however the under representation of protected characteristics groups in operational roles is acknowledged and more work is being undertaken in this area through the Equality Diversity and Inclusion Action Plan.

Recommendations

The following actions are currently underway.

Action	Owner	Timescale	How Monitored	Status of Action
1. Commence consultation process to remove the inequality of the uniform payment to TVFCS staff	HR / GM (TVFCS)	Q4 2019/20	Proposal report to SLT followed by implementation plan as agreed	Complete – uniform payment removed from TVFCS staff in December 2020
2. Review CPD application process	HR	31 Dec 2019	Proposal to be submitted to Head of HR and L&D and Head of Service Delivery.	Complete – new policy published June 2020
3. Develop enhanced monitoring system for Spinal Column starting points and reasons thereof to ensure elimination of any potential unconscious bias.	HR	31 Oct 2019	Spreadsheet redesigned accessible on request and reviewed on a quarterly basis by HR Manager.	Complete – central record held in HR to monitor and analyse Spinal Column starting points. Monitored on an ongoing basis
4. Develop enhanced monitoring system to monitor merit payments	HR	31 Oct 2019	Data is entered into spreadsheet and	Complete – central record held in HR. Monitored on an

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Appendix A

and reasons thereof to ensure the elimination of unconscious bias.			reviewed on a quarterly basis by HR Manager.	ongoing basis by Senior HR Adviser – Service Provision
5. Monitor Spinal Column starting points and reasons on an ongoing basis to ensure the elimination of unconscious bias.	HR	1 Nov 2019	Data is entered into spreadsheet and reviewed on a quarterly basis by Senior HR Adviser.	Ongoing
6. Monitor merit payments and reasons on an ongoing basis to ensure the elimination of unconscious bias.	HR	1 Nov 2019	Data is entered into spreadsheet and reviewed on a quarterly basis by Senior HR Manager.	Ongoing
7. Initiatives to address underrepresentation of females and ethnic minority groups	HR	1 Nov 2019	Ongoing initiatives linked to EDI Action Plan, Gender Pay Gap and Ethnicity Pay Gap reports	Ongoing Monitored through EDI Action Plan via EDI Steering Group
8. Review of detachment payments to ascertain why males are paid proportionally more than females	HR	31 March 2023		Commenced December 2022

Addendum

Table 1: Staff in post by job type

Please note, this does not include staff currently on career breaks or maternity and not receiving payments. These figures are based on data from 31 March 2022.

Job Type	Total
All employees receiving payment	642
Wholetime only	341

Retained only	32
Control only	38
Green Book only	165
Dual Contract Control + Green Book	1
Dual Contract W/T + Green Book	5
Dual Contract W/T + RDS	28

Appendix 2: Distribution

Please note, these figures include eight individuals who were on career breaks or maternity and therefore not receiving a full salary payment. These figures are based on data from 31 March 2022.

Total employees	650
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Gender

Male	492
Female	158

Disability

Declared disability	33
No declared disability	617

Contract Type

Part-time	34
Full-time	616

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Appendix A

Ethnicity	
Asian or British Asian Indian	3
Asian or British Asian Pakistani	1
Asian or British Asian Other	3
Black or Black British African	3
Black or Black British Caribbean	4
Black or Black British Other	0
Chinese	1
Mixed White and Asian	1
Mixed White and Black Caribbean	2
Other	1
Other Mixed	3
Unknown	4
White British	603
White Irish	3
White Other	7
Age	
25 years and under	49
26 – 35	168
36 – 45	201
46 – 55	182

56 – 65	44
66 and Over	6

Appendix 3: Spinal Column Starting Points by Category

Gender

Spinal Column Starting Point	Total Staff	Total Percentage/Percentage of Category
Bottom	47	69.12%
Female	27	57.45%
Male	20	42.55%
Middle	15	22.06%
Female	9	60.00%
Male	6	40.00%
Top	6	8.82%
Female	1	16.67%
Male	5	83.33%
Grand Total	68	100.00%

Ethnicity

Spinal Column Starting Point	Total Staff	Total Percentage/Percentage of Category
Bottom	47	69.12%
Ethnic Minority	4	8.51%
White British	43	91.49%
Middle	15	22.06%
Ethnic Minority	1	6.67%
White British	14	93.33%
Top	6	8.82%

White British	6	100.00%
Grand Total	68	100.00%

Disability

Spinal Column Starting Point	Total Staff	Total Percentage/Percentage of Category
Bottom	47	69.12%
No	44	93.62%
Yes	3	6.38%
Middle	15	22.06%
No	14	93.33%
Yes	1	6.67%
Top	6	8.82%
No	6	100.00%
Grand Total	68	100.00%

Part Time/Full Time

Spinal Column Starting Point	Total Staff	Total Percentage/Percentage of Category
Bottom	47	69.12%
FT	38	80.85%
PT	9	19.15%
Middle	15	22.06%
FT	11	73.33%
PT	4	26.67%
Top	6	8.82%
FT	6	100.00%
Grand Total	68	100.00%

Age

Spinal Column Starting Point	Total Staff	Total Percentage/Percentage of Category
Bottom	47	69.12%
25 and Under	15	31.91%
26-35	11	23.40%
36-45	9	19.15%
46-55	7	14.89%
56-65	5	10.64%
Middle	15	22.06%
26-35	7	46.67%
36-45	3	20.00%
46-55	3	20.00%
56-65	2	13.33%
Top	6	8.82%
26-35	1	16.67%
36-45	3	50.00%
56-45	1	16.67%
56-65	1	16.67%
Grand Total	68	100.00%

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE

-  RoyalBerksFRS
-  @RBFRSOfficial
-  RoyalBerkshireFire
-  Royal Berkshire Fire & Rescue Service
-  rbfrs.co.uk

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	23 JANUARY 2023
SUBJECT	QUARTERLY PERFORMANCE REPORT 2022-23 QUARTER 2 (JULY-SEPTEMBER 2022)
LEAD OFFICER	BECCA CHAPMAN, DATA, PERFORMANCE AND RISK MANAGER
LEAD MEMBER	N/A
EXEMPT INFORMATION	NONE
ACTION	TO NOTE

1. EXECUTIVE SUMMARY

- 1.1 To provide Audit & Governance Committee with an overview of the Royal Berkshire Fire and Rescue Service (RBFRS) second quarter (July-September 2022) performance for the 2022-23 financial year.

2. RECOMMENDATION/S

That the Audit & Governance Committee:

- 2.1 **NOTE** the performance against Service Provision and Corporate Health measures for the targets agreed by the Fire Authority for 2022-23.
- 2.2 **NOTE** the progress made on the four priority programmes.
- 2.3 **NOTE** the position of corporate risk.
- 2.4 **DISCUSS** and **AGREE** any further actions, if appropriate.

3. REPORT

- 3.1 The quarterly performance report supports the Performance Management Framework which provides structure and governance that will enable RBFRS to measure, monitor and manage outputs and outcomes in a timely manner, allowing the organisation to respond and make informed decisions to ensure that statutory obligations and the Fire Authority's Strategic Commitments are successfully delivered.
- 3.2 Following data capture, review and analysis, evidence is reviewed by the Strategic Performance Board (SPB) whose purpose is to lead, support and

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monitor the effective delivery of the Strategic Objectives by monitoring and reviewing performance across the four Quadrants.

- 3.3 Informed by these processes, key data and highlights have been extracted and reviewed by the Senior Leadership Team (SLT) and are presented in this report for scrutiny at the Audit and Governance committee.
- 3.4 The attached report provides an overview of performance for the second quarter (July-September 2022) performance for the 2022-23 financial year. It reports performance in four key areas:
- 3.5 Quadrant one - Service Provision - This section presents data and information which will allow members to monitor how RBFRS are doing at delivering its statutory obligations and any internal services provided between teams, departments and functions.
- 3.6 Quadrant two - Corporate Health - This section brings together all data, information and measures from across the organisation, which will allow members to monitor how RBFRS are managing key resources, e.g. People and Finance.
- 3.7 Quadrant three - Priority Programmes (CRMP, People Strategy, Strategic Asset Investment Framework and the HRRB Project) - This section will allow members to monitor progress of work designed to deliver a defined outcome which is different to or improves on current working practices, policies and procedures in support of delivering against the strategic commitments and corporate plan 2019-23.
- 3.8 Quadrant four - Corporate Risk - This section groups provides an assessment of corporate risks that may impact on service delivery. This section will also include data and information from audit monitoring and an update on the HMICFRS Action Plan.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 Commitment 1 – We will provide education and advice on how to prevent fires and other emergencies.
- 4.2 Commitment 2 – We will ensure a swift and effective response when called to emergencies
- 4.3 Commitment 3 - We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 4.4 Commitment 4 – We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 4.5 Commitment 5 – We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money.
- 4.6 Commitment 6 – We will work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.

5. FINANCIAL IMPLICATIONS

- 5.1 This report provides RBFA financial information under the corporate health quadrant.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications arising from this report.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 This report provides RBFRS equality and diversity information under the corporate health quadrant.

8. RISK IMPLICATIONS

- 8.1 This report provides RBFRS corporate risk information under the risk quadrant.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 This report provides information on RBFRS performance measures and targets, as such there are no identified areas for collaboration.

10. PRINCIPAL CONSULTATION

- 10.1 The Chief Fire Officer was consulted during preparation of this report.
10.2 The Head of Finance and Procurement was consulted on the content of this report.

11. BACKGROUND PAPERS

- 11.1 Annual Plan 2022-23.

12. APPENDICES

- 12.1 Included with main report.

13. CONTACT DETAILS

- 13.1 Sam Faulknall-Mills
Performance & Planning Officer
07786 135 706
13.2 Becca Chapman
Data, Performance and Risk Manager
07585 991629

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Quarterly Performance Report

Q2 2022-2023 July-September



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Contact Us

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In an emergency

In an emergency, dial 999 and ask for the fire service.

If you are inside a building when a fire starts, remember to get out, stay out and call 999. Never try and put out a fire unless you have received sufficient training.

Contacting us when it's not an emergency

 Visit our website: rbfrs.co.uk

 Email us at: performance@rbfrs.co.uk

 Call us on: 0118 945 2888

 Write to us at: Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire, RG31 7SD



Introduction

This is the Quarter Two Performance Report, summarising our progress across the Service.

In our Annual Plan for 2022-23, we set 10 Annual Objectives for the year, which can be found at Appendix B. The Objectives are delivered through our Service Plans and Local Safety Plans and our projects and programmes. Ongoing analysis of performance data and information supports decision-making across the organisation. We monitor performance across four quadrants:

Service Provision: Monitoring the delivery of our statutory obligations and the services provided by RBFRS.

Corporate Health: Monitoring how key resources are managed, which includes measures relating to staff, finance and health and safety.

Priority Programmes: Progress against our key programme activity (our Community Risk Management Plan (CRMP), People Strategy, Strategic Asset Investment Framework and Built Environment Programme).

Risk: Monitoring corporate risk management and other assurance activity including internal audit and our HMICFRS Action Plan.

The Strategic Performance Board monitors performance quarterly, before key data and analysis is provided in this report for the Audit and Governance Committee to scrutinise.



Key

Performance Measures

	Target exceeded by more than 10%	Comparison with target
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	

Priority Programme Project Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

Classification of Risk Scores and Risk Movement

20 - 25	Outside assumed Risk Appetite and requires mitigation to proceed
19	Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified
17 & 18	Inside Risk Appetite. Mitigate further if cost effective to do so - discuss with a Director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
1-6	Inside Risk Appetite and unlikely to need further mitigation
↑	Risk increasing
↔	No risk movement
↓	Risk decreasing



Q2 Summary

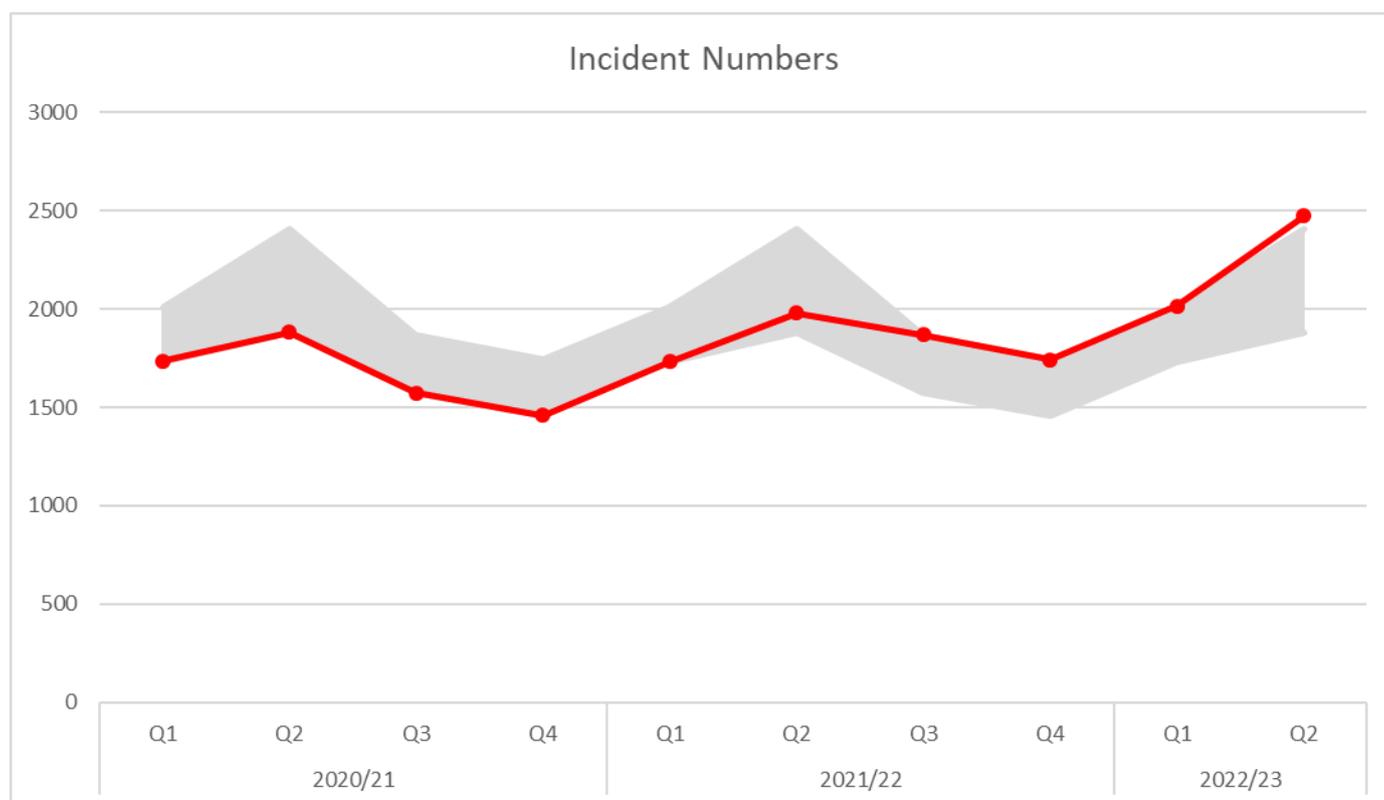




Incident Trends

The table below illustrates the number of emergency incidents we responded to in Quarter 2 2022-23 in comparison with previous years. This data is also presented in a graph below as a red line, with the previous 5 years minimum and maximum as background shading for context.

Incident Numbers				
	Q1	Q2	Q3	Q4
2020/21	1735	1883	1574	1460
2021/22	1732	1980	1869	1742
2022/23	2016	2474		



The number of incidents in 2020-21 fell due to the COVID-19 pandemic, whilst the number of incidents in 2021-22 returned to pre-pandemic levels. These historic years are included in the tables in this report to aid comparisons.

Whilst Primary Fires remain at relatively stable numbers, the number of Secondary Fires in this quarter were at their highest level in the last 5 years. This reflected the warm and dry conditions during the summer and accounts for the very high numbers of incidents in Q2 2022-23.

The number of Automatic Fire Alarms (AFAs) calls received rose in this quarter compared to last quarter, although these are at a lower level than in Q2 2021-22. Hoax calls remain very low in volume.



Road Traffic Collisions (RTCs) have remained relatively steady since economic activity resumed post-pandemic.



Quadrant One – Service Provision

This Quadrant scrutinises the service we provide to the public. Performance is monitored across Prevention, Protection, Response and Resilience using a set of performance measures, which can be found at Appendix C.

As anticipated, the high temperatures experienced in July and August (on top of previous months of low rainfall) created an increased operational demand for the Service in Q2 and this is discussed in detail in a dedicated section below.

The Wholetime appliance availability fell a little short of the 99% target achieving 97.4%. There were a number of contributing factors which saw a number of shifts whereby the Service could not achieve its planned 14 Wholetime appliances. These factors include crewing deficiencies, training requirements, switch crewing with specialist appliances and mechanical defects.

The On-call availability also fell some way off target achieving 40.3% against a target of 60%. August proved to be particularly impactful, predominantly due to annual leave arrangements.

Q2 has seen extensive Prevention and Protection activity completed in preparation for and on the day of the Queen's funeral (Operation Bridge) with RBFRS staff supported by colleagues from other Services. Staff worked tirelessly through this period providing advice and guidance relating to fire, water and road safety to members of the public who travelled to Windsor to pay their respects. This is discussed in detail in a dedicated section below

Extensive work has continued through Q2 to ensure that Prevention activities are targeted at the most vulnerable people in Berkshire. Activities have included seeking out vulnerability and providing interventions in areas furthest away from our fire stations. A new form of partnership working has seen an Occupational Therapy student working with West Hub engaging in activities including providing recommendations regarding how best to influence vulnerable people who smoke in the home. Through this ongoing focussing of Prevention resources towards the greatest risk it is very encouraging to see that there have been no recorded fire deaths in the year to date and that non-fatal fire casualties have seen a dramatic decrease compared to the previous quarter and previous year.

The number of deliberate primary fires recorded in Q2 is slightly higher than target. However, this shows a downward trend when compared with Q1. An increase in primary fires related to serious crime has been observed over the year to date and this is being targeted through extensive partnership working with TVP.

A particular issue has arisen in relation to the number of Safe & Well referrals completed within the prescribed timescales. Whilst the target of 90% for Very High and High risk referrals is always going to be a challenging one when considering the vulnerabilities and complex needs of clients, significant managerial action has taken place to improve processes and manage performance to ensure that waiting times are minimised. It is expected that this measure will continue to improve through Q3.

This report includes the first statistics for audit completion rate against the Risk Based Inspection Programme (RBIP). Audit completion rate has been impacted during this period by a large



number of staff undertaking training and assessment at the final stage of their Development Assessment Pathway to become fully competent Fire Safety Inspectors (FSIs). The increased number of fully competent FSIs combined with giving priority to inspection of premises in the RBIP over standard complaints and Post Fire Inspections is expected to result in an increase in RBIP audits completed over the final two quarters of 2022-23.

The percentage of broadly compliant audits has remained above target this quarter which is not unexpected due to the change in RBIP and the focus on sleeping accommodation prior to the Queen's funeral. With FSIs achieving competence through Q3 it is expected that this figure will improve slightly, although it is likely that it will remain above the 60% target.

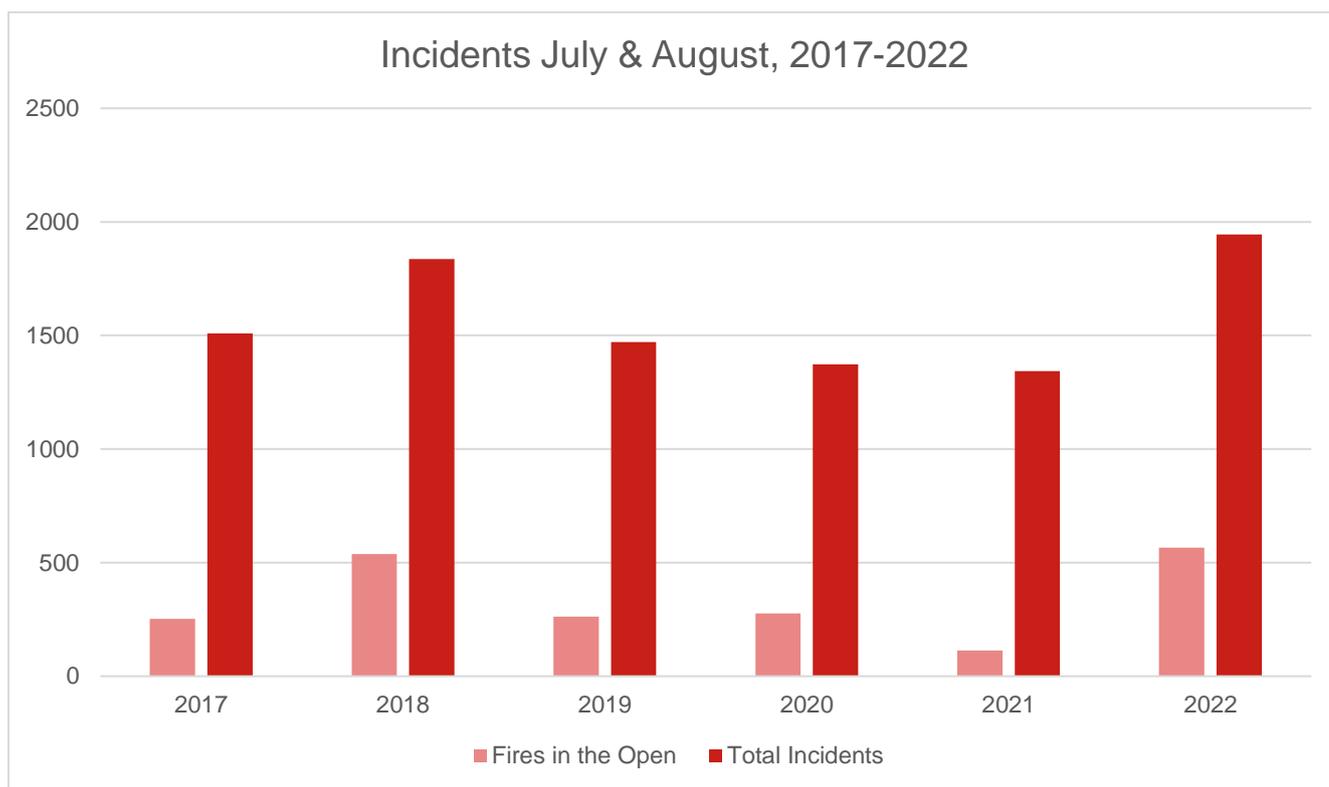
Despite a squeeze on competent resources experienced through the summer months, due to annual leave and staff in development, it is encouraging to see that the target of 95% fire safety consultations completed within required time frames continued to be exceeded by some distance.

Summer Heatwave 2022

This summer brought a sustained period of hot, dry weather. The Met Office issued a first ever extreme heat warning for the 18th and 19th July, which meant there was a risk to life.

As anticipated, the high temperatures experienced in July and August (on top of previous months of low rainfall) created an increased operational demand to the Service. The number of fire in the open incidents was double that of an average year and approximately five times the volume experienced across the same period last year. In addition to increased attendances, many of these individual incidents required a high level of resourcing in terms of numbers of fire appliances, specialist appliances and officers. During the period the Service also experienced an increase in demand across borders into neighbouring Services. Whilst the period did not result in a significant rise in water related incident attendances, tragically across the county there were 3 water related fatalities, all of which our crews did attend. During the periods where the Service were in "condition red", we worked with Berkshire Lowland Search and Rescue to enhance water rescue capability by providing them base locations to be closer to risk areas. Based on this increase in demand, it is not surprising that we have seen a drop in the response standard, which was 69.3% for Q2 overall.

The below chart illustrates the increase in Fires in the Open and overall incidents experienced during July and August this summer compared to previous summers.



Our CRMP planning assumptions are based on our ability to resource incidents which are deemed to be normal and foreseeable. Whilst this period did at times stretch our resourcing in terms of speed and weight of attack, it is reassuring that with the exception of limited periods where we call challenged low risk incidents such as commercial premise AFAs, we were able to successfully resource a higher number of incidents and resolve them in an effective manner, minimising risk to the community and our staff.

Whilst the events of July and August were foreseeable, they were arguably beyond normal at times, as the period was the first occasion where the Met Office instigated the extreme heat warning and July 18th recorded the hottest temperature on record in the UK. In order to support our business as usual operational delivery, it was recognised by the Service that it would be appropriate and proportionate to review our business continuity arrangements and operational resilience. Critical Event Management Team (CEMT) meetings were established from early July and continued through to the end of August. This forum monitored the national and local picture and directed activity and interventions in line with our adverse weather planning. At a local level, our operational support room was stood up on several occasions, which helped co-ordinate our resource disposition and stood up additional resources where deemed appropriate to manage risk and demand. Alongside our internal planning and responding, the Service worked closely with partners in the Local Resilience Forum through partnership meetings to ensure a common operating picture and exploit any mutual aid opportunities.

Whilst there was a sharp focus on response resourcing and capability, officers were also cognisant to manage risk through our prevention activity. Our local safety plans are the vehicle by which our staff will plan and deliver this and during the summer months water safety and wildfire are key features. Given the heightened risk this period, operational crews, prevention staff, the communications and engagement team put a concerted emphasis on these areas.



It is regrettable that the extreme weather conditions witnessed through Q2 aligning with a period of school holidays has resulted in a significant increase in deliberate secondary fires through this quarter. Activities across the county have seen staff working closely with local partners to successfully target antisocial behaviour and, where possible, to remove the opportunity for fire setting behaviour.

There was a significant rise in demand during the period for information from local media. There were many requests for press statements and interviews both in relation to incident response and prevention messaging. The prevention teams and communications and engagement teams took opportunities to support prevention activity through the RBFRS website, social media platforms and providing interviews.

One of the final actions of the CEMT was to commission a debrief of the summer heatwave. There will be a number of areas in scope, which will look in more detail at our operational planning and preparedness to deal with high demand over a sustained period.

Operation Bridge

In September this year following the sad passing of Queen Elizabeth II, our Protection Teams' help was requested for preparations for the Queen's funeral in Windsor on 19th September. This was referred to as Operation Bridge.

Initially we were focused on the influx of people coming into Windsor and surrounding areas for the period leading up to and on the day of the funeral. This meant that our focus was on sleeping accommodation premises such as hotels and Bed & Breakfasts. We also considered the fire safety facilities in temporary premises such as the Media City and accommodation for the Police.

As a result of the Risk Based Inspection Programme the Protection team were able to identify approximately 170 premises that could warrant inspection in the area, with the highest priority of these being high risk premises, of which there were 41.

Inspections were run for a week (12th - 16th September). In addition, Fire Safety Inspectors were on overnight Duty for the weekend of 16th - 18th September and a member of our Protection teams worked as an onsite Fire Safety Inspector in Windsor for two days, including a 3am dress rehearsal and on the day of Her Majesty's funeral.

The total number of RBFRS Inspectors included was 14, plus two coordinating managers Paul Hutt and Gareth Murphy based at Wokingham Fire Station. Debriefs were arranged at the start and end of each day to check on progress, feedback and direct Inspectors according to risk.

Further help was sought from other Fire Service Protection Teams to meet the demand and we were grateful to have support from Surrey FRS and Oxfordshire FRS. Surrey provided RBFRS with 8 Inspectors for 4 days and Oxfordshire provided 4 Officers for 2 days. We were also grateful to have support from other Fire Service Prevention Teams who joined with Protection colleagues to carry out joint visits. Tyne & Wear FRS provided 4 Officers for 3 days and Buckinghamshire FRS provided 1 Officer for 1 day.

RBFRS In development Inspectors were paired up with external Inspectors to allow more premises to be inspected, which gave them vital experience and learning and a wonderful



opportunity for partnership working. Officers from Oxfordshire were granted Temporary Warrants to enable them to inspect solo.

Inspections focused on the Safety Critical articles of the fire Safety Order these being:

8 - Duty to Take General Fire Precautions

9 - Fire Risk Assessment

13 – Fire-Fighting and Detection

14 – Emergency Routes and Exits

17 – Maintenance

This is known as a short audit which looks at key areas of a premises, if these were not satisfactory Inspectors were tasked to carry out a full audit.

Where inspectors were unable to gain entry or following an inspection premises were left with a leaflet to help them with their Fire Safety Measures and the 'Paying Guests' guide as further advice.

Over the course of the week just under 150 premises were inspected across the key areas, covering a wide range of premises including hotels, Bed & Breakfasts, a campsite, Ascot Racecourse and a nightclub.

The majority of premises were broadly compliant but we did find several that were not up to the legislative standard, with two premises being given Enforcement Notices. At both these premises the Responsible person chose to act in accordance with the advice given by the Fire Safety Inspectors, one moving their guests to another premises and the other moving their guests to a safer location within the premises. On both occasion the Fire Safety Inspectors were supported by Fire Crews who attended the premises in the evening to ensure the agreed actions were both being observed.

In terms of coordination, collaboration and mobilisation this was a shining example of RBFRS coming together not only internally but with external partners to achieve a common goal that not only served to keep the local community safe but visitors to our county as well.

Fire Engineering

The first two quarters of 2022 have seen a trend of increasing requests for fire engineering consultations, including multiple requests for the same premises. Anecdotally, it is possible that this is a result of the Grenfell tower disaster and the changing attitude across the construction sector, wishing to have greater fire service buy in to solutions. However it can be a fine line to walk as the FRS cannot be a design consultant or be responsible for the final approval of buildings. The result of this is that the fire engineering consultation processes are taking much longer to complete.

With the introduction of the requirement for sprinklers in premises over 11m high (since May 2020), we are seeing an increase in sprinklers in premises, but also the use of sprinklers as a



compensatory feature to allow for design flexibility. However, it is apparent that there is a lack of understanding that should sprinklers be used for compensatory reasons, a higher design density and sprinkler duration is probably required. This is resulting in many challenges to the sprinkler design assumptions with frequent success in securing this enhancement. Another identified trend is the reluctance to use the most recent Code of Practice for residential sprinkler systems, which came into effect 30th June 2021, using the rationale that as the design project had started before this date so they can use the older guidance. RBFRS's approach to this is the recommendation to use the updated Code of Practice which includes a new category of sprinklers for flats over 18m, and again, requires a higher duration than the older standard but we acknowledge that this cannot be enforced.

Leading themes within consultations are the extensions of corridors beyond what is allowed in prescriptive guidance, so an engineered approach is used to justify corridors with up to 30m in single direction travel distance. This requires repeated responses highlighting suitable flat fire size assumptions as well as application of suitable tenability limits for occupants during means of escape, and firefighters in firefighting mode.

In Q2, RBFRS has robustly challenged a consultation received for a development in the East of the county. This consultation is for residential blocks, the tallest being approximately 50m high, all are single stair premises with extended corridors and connected to a car park. We are still awaiting a response to our comments and fire engineering analysis to justify the communication of the car park with the stair. This is of particular concern due to the height of the premises, with only one stair, and the possibility of Electric Vehicles also using the car parking area.

Of particular note in Q2, we have received 3 consultations regarding cladding only. The NFCC's view is that only Fire Engineers are suitably qualified to assess these consultation types therefore we have started to see an increase in these submissions. To date, these have all been fairly simple; however, with the release of the updated Approved Document B, which became in effect on the 1st December 2022, it has required a number of additional goodwill comments to ensure that premises are aware of the upcoming changes. There is also a site visit to a hotel, which is undergoing a cladding change, planned to support the Central Fire Safety Hub.

Members of the Fire Safety Legal, Technical and Enforcement Hub attended an Institution of Fire Engineers Continuing Professional Development day in Norfolk, which identified the rising trend of fires involving e-scooters and e-bikes. With the provision of cycle stores within blocks of flats becoming more common place this has caused us to change our engineering consultation responses where we see cycle stores proposed, particularly where they are located next to a single stair within the premises, that enhanced design considerations are given due to this emerging risk.

Members of the team also attended a fire engineering mentoring day with Essex FRS. The Fire Engineering Lead gave an introductory lecture into Structural Engineering – which has resulted in other services asking for assistance where they have structural fire issues identified at premises. It is possible this could become an area of further work within the FRS, with the inclusions of 'structure' within the Fire Safety Order under the new Fire Safety Act 2021.

The Team have also adapted the internal fire engineering consultation form with the Prevention and Protection Policy Manager which will now include a section for Fire Engineering to be



considered in the Site Specific Risk Information, once the premises is complete, to assist operational crews and to try and capture relevant information at a design stage.



QUADRANT ONE – SERVICE PROVISION		DATA SUMMARY			
Overall Measures					
1. Number of Fire Deaths					2022/23 Target: 0
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	1	0	2	3	1
Target	0	0	0	0	0
2022/23 Actual	0 ↑	0 ↔			0 ↑
2. Number of non-fatal fire casualties					2022/23 Target: 75 max
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	12	13	3	12	12
Target (max)	18	19	19	19	18
2022/23 Actual	13 ↓	4 ↑			17 ↓
3. Number of deliberate Primary Fires					2022/23 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	30	27	37	35	57
Target (max)	29	26	36	34	55
2022/23 Actual	34 ↓	30 ↓			64 ↓
4. Number of deliberate Secondary Fires					2022/23 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	76	35	38	50	111
Target (max)	75	34	37	49	109
2022/23 Actual	91 ↓	115 ↓			205 ↓
Prevention Measures					
5. Increase the number of Referrals for Safe and Well visits received from our partners					2022/23 Target: 10%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year number (21/22)	704	716	764	802	1420
Target number	774	787	840	882	1561
2022/23 Actual number	906	901			1807
Percentage change	28.7% ↑	25.8% ↑			27.3% ↑
6. Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours					2022/23 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100% ↔	100% ↔			100% ↔
7. Percentage of Very High and High Risk Safe and Well Referrals completed within target time					2022/23 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	90%	90%	90%	90%	90%
2022/23 Actual	42.5%	36.2%			39.2%



8. Percentage of Medium Risk Safe and Well Referrals completed within target time						2022/23 Target: 75%
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A	
Target	75%	75%	75%	75%	75%	
2022/23 Actual	32.5%	32.3%			32.4%	

9. Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme						2022/23 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A	
Target	-	-	-	-	-	
2022/23 Actual	N/A*	12.5%			12.5%	

*The Risk Based Inspection Programme was launched on the 28th April. Monitoring data available from Q2 22/23.

10. Percentage of Full Fire Safety Audits with a 'Broadly Compliant' result *						2022/23 Target: 60% max
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	56.2%	57.4%	63.3%	51.3%	56.8%	
Target (max)	60%	60%	60%	60%	60%	
2022/23 Actual	78.8% ↓	73.0% ↓			75.7% ↓	

*As part of the Risk Based Inspection Programme the Fire Safety Inspecting Officers should be visiting premises which are less likely to conform to the RRO 2005 and are therefore a higher risk to life. This measure illustrates the percentage of closed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant' (satisfactory) and no further action or follow-up was required.

11. Percentage success when cases go to court						2022/23 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	0 cases	100% (1 case)	0 cases	0 cases	100% (1 case)	
Target	80%	80%	80%	80%	80%	
2022/23 Actual	0 cases	0 cases			0 cases	

12. Percentage of Statutory fire consultations completed within the required timeframes						2022/23 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	94.1%	97.7%	98.4%	97.2%	95.9%	
Target	95%	95%	95%	95%	95%	
2022/23 Actual	96.3% ↑	98.9% ↑			97.5% ↑	

13. The number of Automatic Fire Alarm calls received						2022/23 Target: Reduce
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	622	853	868	698	1475	
Target (max)	621	852	867	697	1473	
2022/23 Actual	755 ↓	782 ↑			1537 ↓	

14. Percentage of Automatic Fire Alarm calls where RBFRS did not attend						2022/23 Target: 30% min
	Q1	Q2	Q3	Q4	Year to Q2	
Previous Year (21/22)	23.8%	22.0%	21.2%	28.1%	22.8%	
Target	30%	30%	30%	30%	30%	
2022/23 Actual	27.0% ↑	22.9% ↑			24.9% ↑	



Response Measures					
15. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered					2022/23 Target: 75%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	76.1%	77.0%	79.4%	76.3%	76.6%
Target	75%	75%	75%	75%	75%
2022/23 Actual	76.0% ↓	69.3% ↓			72.3% ↓
16. Percentage of wholetime frontline pumping appliance availability					
					2022/23 Target: 99%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	98.6%	98.1%	97.0%	98.2%	98.3%
Target	99%	99%	99%	99%	99%
2022/23 Actual	97.6% ↓	97.4% ↓			97.5% ↓
17. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)					
					2022/23 Target: 60%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)*	59.8%	34.7 %	36.5%	43.8%	47.2%
Target	60%	60%	60%	60%	60%
2022/23 Actual	44.4% ↓	40.3% ↑			42.4% ↓
*excluding Pangbourne					
Resilience Measures					
18. Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale *					2022/23 Target: Monitor
<p>*Data for this measure is not yet available. Risk visits and risk information form an integral part of our operational preparedness. It was recognised at the beginning of Q2 that there was an unacceptable amount of high and medium risk visits which were past their revisit date. Managers were directed to focus attention on rectifying this situation, prioritising the high risk sites. Progress has not been as effective as it should have been, albeit operational response was particularly high during the period. Improvement is expected for Q3 and beyond.</p>					
19. Number of Service Delivery Hub exercises completed					2022/23 Target: 12
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	N/A	N/A	N/A	N/A	N/A
Target	3	3	3	3	6
2022/23 Actual	3	1			4
Customer Experience Measures					
20. Percentage of domestic respondents satisfied with the overall service					2022/23 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100% ↔	100% ↔			100% ↔



21. Percentage of commercial respondents satisfied with the overall service					2022/23 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	100%	No returns	100%	100%	100%
Target	95%	95%	95%	95%	95%
2022/23 Actual	100% ↔	100%			100% ↔

22. Percentage of respondents satisfied with the services with regards to Fire Safety Audits					2022/23 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	95.8%	100%	100.0%	100%	97.8%
Target	90%	90%	90%	90%	90%
2022/23 Actual	100% ↑	100% ↔			100% ↑

23. Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit					2022/23 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	98.2%	100%	99.0%	100%	99.3%
Target	100%	100%	100%	100%	100%
2022/23 Actual	99.1% ↑	100% ↔			99.4% ↑

24. Number of complaints received					2022/23 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	7	8	9	4	15
Target	-	-	-	-	-
2022/23 Actual	7 ↔	6 ↑			13 ↑

25. Number of compliments received					2022/23 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	5	3	1	5	8
Target	-	-	-	-	-
2022/23 Actual	7 ↑	5 ↑			12 ↑

Key - Performance Measures

	Target exceeded by more than 10%	Comparison with target
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	Comparison with actual the previous year
↑	Improvement in performance from equivalent period the previous year	
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	



Quadrant Two – Corporate Health

The Corporate Health Quadrant monitors the wellbeing of the organisation. Performance is monitored in relation to staffing levels, health and safety and finances within RBFRS, to ensure the organisation is being run safely, efficiently and is cost effective.

Finance

The 2022/23 Revenue Budget agreed by Members in February 2022 was set at £38.446m as a balanced budget with no use of reserves.

The forecast revenue outturn for 2022/23 is shown in below, and shows an anticipated deficit of £800,000, to be funded from reserves. Variances against individual revenue lines are explained below.

The current situation in regard to Grey book staff is that an offer of 5% has been made, backdated to 1 July 2022. We have incorporated this into the current forecast, and compared with the original budget of 2.5%, gives a forecast increase in employment costs for Grey book staff in 2022/23 of £373,000. This is split between *stations* (£320,000) and *non-station* Grey book staff (£53,000).

Station staff budgets are also under pressure with overtime forecast to be £453,000 over budget (before any adjustment for back dated pay rises and the NI reduction). At the end of Q1 the variance was forecast as £274,000. There are various factors for the increase and level of the variance, including the additional bank holiday for the Queen's funeral, increased working in the summer heatwave, the need to cover absences for sickness and those on light duties, annual leave and training in order to maintain crewing levels. 18 new recruits came onto stations in mid-April but need time to build up operational competency and have an effect on crewing cover. On a positive note, these additional overtime costs have partly been offset due to a different mix of station staff in development and competent roles compared to budgetary assumptions. Some of the increased workload in the summer was for over the border cover, particularly in Buckinghamshire, the costs for which are recovered and included under *Income Other*.

On-call stations are showing positive and negative variances across the county – with forecasted expenditure for stations in the West of the county being below budget and those in the East over budget. The net is a pressure variance of £25,000, including allowance for the payrise and NI reduction.

The Green Book pay award for 2022/23 has been accepted and equates to an additional budget pressure of £219,000 and has been built into the Q2 forecast. This additional cost is mitigated by a number of vacancies that have not been filled due to the overall budgetary position.

As a mitigation against the variances for pay rises is the government announcement that the additional 1.25% for national insurance would be removed from November 2022- resulting in forecast savings of £85,000, split between *stations* (£49,000) and *non-station* (£36,000).

Repairs and Maintenance. Water damage to the lecture block at the Whitley Wood Fire Station is estimated to cost around £77,000, but will be mostly reimbursed through an insurance claim (see other income below).



Rates. The final appeal on business rate charges (Dee Road site) has been successful and has resulted in a net refund of £109,000.

Utilities. As Members will be aware, energy costs have been rising sharply. Prices for energy used by commercial enterprises have not to date been subject to any price cap though fortunately our energy contractor has mitigated market extremes through hedging. Although additional budget provision for utilities has been made in the current year, it is anticipated that costs will exceed the budget allocated by an additional £217,000. This does not take into account the support the Government will provide to the public sector.

Transport. It is estimated that increased activity and the rise in fuel prices will result in an additional £44,000 in transport costs this year.

Cross border charges have been agreed with Thames Valley partners for the first two quarters of the year and, based on this, it is estimated that charges will be £29,000 higher (under *Contracts Other*) and income £159,000 higher (under *Income Other*) higher than the budgeted targets. The main increase is for over the border assistance to Buckinghamshire during the hot summer.

As part of the preparation work for possible industrial action, officers have reviewed the existing contract for contingency cover and enhanced the level of external support that would be available to the Authority. This has resulted in additional costs of £42,000 (under *Contracts Other*) in 2022/23 to train and equip the additional resource in preparation for any possible deployment need.

Other ongoing work to ensure that the Authority has sufficient arrangements in place has also led to additional *Equipment* costs of £35,000 being incurred.

Income other also includes £15,000 as our share of prior year surpluses that have been distributed by the Fire and Rescue Indemnity Company as well as the insurance claim for the water damage at Whitley Wood.

The *Grants* line is showing an adverse variance as the Authority unexpectedly received notification from the Home Office that the grant funding provided for Firelink will be completely phased out over a five year period, starting in 2022/23. A 20% reduction in funding will occur in each of the next five years. This has resulted in a £75k budget pressure in 2022/23 and the ongoing pressures will now need to be incorporated into the MTFP.

Investment Interest. Given the recent interest rate rises it is anticipated that yields from invested sums should generate additional income this year of £241,000.

Gov Grants/Precepts. As part of budget setting the Authority had to estimate the income it is due from central Government for section 31 business rates relief payments, for both the current and prior years. These figures are still to be confirmed fully, and are made up of a number of variables outside of the direct control of the Authority. The net expected variance is £190,000 in reduced income.



HR

Both the levels of sickness days lost and percentage of working time lost to sickness has decreased this quarter.

The total days lost to sickness absence across all staff groups this quarter is 19% lower compared to last quarter (1334 in Q2 vs 1641 in Q1). There is also a decrease of 0.7% when compared to the same period last year (1343 days). Further analysis can be found later on in the report.

The percentage of working time lost across all staff groups this quarter is 4.9% this is a decrease of 1.3% compared to last quarter (6.2%) with a decrease of 0.6% on the same quarter last year (5.5%).

Respiratory absence reduced this quarter by 40%. Absence due to confirmed COVID-19 cases made up 14% of all sickness absences (182 days - 50 episodes).

Musculoskeletal (MSK) sickness has increased by 6% this quarter and continues to remain one of the top causes of sickness absence equating to 38% of total days lost. The number of episodes has reduced from last quarter.

Mental health sickness has decreased this quarter by 33% equating to 18% of total days lost. Compared to the same time last year days lost to Mental Health absence equated to 20%

The percentage of eligible staff receiving a PDR meeting this quarter is 81% (458 staff). This is a reduction from the same quarter last year (94%).

The number of employees from an ethnic minority background remains the same (46) but the percentage has decreased this quarter from 7.2% to 7.0% due to staff in post figures increasing.

The number of female firefighters employed in the Service remains at 29 this quarter (6.6%)

The number of staff employed by RBFRS declaring a disability has decreased from 35 to 33 this quarter.

Sickness Management

A number of grey book employees sustained new or aggravated an existing musculoskeletal injury which saw them take a period of sickness absence or undertake a period of restricted duties during Q2. Three cases have been identified that demonstrate our approach to ensuring appropriate interventions are put in place to return individuals to full duties in a timely manner.

The first case involved a reoccurrence of an existing musculoskeletal issue. The individual sought GP advice early, accessed physiotherapy through Benenden which was continued through the NHS, and reviews took place with the Movement Specialist. After one month's absence Occupational Health deemed them fit to return to light duties. Following successful completion of a gym based assessment drills commenced and after a short period of light duties the individual returned to full duties.

The second case involved an injury to the lower limb. The individual was absent for one tour and following a short period of leave returned to work on light duties for less than a month. Due to the



role the individual was able to undertake meaningful work on light duties. During this period the individual received physiotherapy through Benenden and engaged with the Movement Specialist to devise an appropriate return to work plan. This was in line with Occupational Health advice.

The third case involved an individual sustaining a minor injury which affected their ability to lift heavy loads. The manager placed them on light duties. They obtained physiotherapy through Benenden and additionally sought advice privately. They were referred immediately to Occupational Health as this was the third related episode in six months. Advice was sought on appropriate support and proactive measures to manage reoccurrence into the future. As a result the individual engaged with the Movement Specialist to assist with the return to work in the short term and long term management of ongoing musculoskeletal issues. In total the individual was on light duties for two tours.

The Fire Fighters Charity offer a range of programmes to support staff from the fire and rescue service community. We continue to recommend that individuals reach out to the Charity for support, and during Q1 one individual attended the online long COVID recovery programme. This equipped them with tools to manage fatigue such as pacing and relaxation methods. Whilst the individual continues to remain on light duties they are better able to manage energy levels and the frustration that comes with this unpredictable condition.

**Royal Berkshire Fire Authority****Budget Update - Revenue Position Quarter 2 2022/23**

	Annual Budget £'000	Q2 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES				
STATIONS	17,162	8,767	17,820	658
NON-STATIONS	11,963	5,577	12,010	47
TRAINING	723	167	730	7
OTHER	255	125	265	10
	30,103	14,636	30,825	722
PREMISES				
REPAIRS & MAINTENANCE	757	350	837	80
RATES	821	469	712	(109)
CLEANING	267	97	249	(18)
UTILITIES	530	166	747	217
	2,375	1,082	2,545	170
SUPPLIES				
INSURANCE	397	227	389	(8)
EQUIPMENT	520	206	545	25
IS EQUIPMENT & LICENCES	754	555	767	13
CLOTHING/PPE	370	169	370	0
COMMUNICATIONS	799	314	811	12
OCCUPATIONAL HEALTH	221	118	237	16
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	143	105	148	5
COMMUNITY FIRE SAFETY SUPPLIES	180	69	180	0
SUPPLIES OTHER	197	74	201	4
	3,581	1,837	3,648	67
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	930	433	922	(8)
LEGAL	50	2	50	0
CONTRACTS OTHER (incl Professional Services)	695	150	776	81
	1,675	585	1,748	73
TRANSPORT				
VEHICLE RUNNING COSTS	727	387	776	49
TRAVEL	212	83	202	(10)
	939	470	978	39
PENSIONS				
PENSIONS	434	215	425	(9)
	434	215	425	(9)
INCOME				
GRANTS	(2,169)	(1,824)	(2,094)	75
RENTAL INCOME	(243)	(73)	(243)	0



TVFCS RECHARGE INCOME	(354)	(177)	(354)	0
INCOME OTHER	(385)	(89)	(654)	(269)
	(3,151)	(2,163)	(3,345)	(194)
NET COST OF SERVICES	35,956	16,662	36,824	868
DEBT CHARGES INTEREST	388	146	371	(17)
INVESTMENT INTEREST	(60)	(31)	(301)	(241)
REVENUE FUNDING OF CAPITAL	1,748	0	1,748	0
APPROPRIATION TO/(FROM) RESERVES	(287)	0	(287)	0
FINANCING COSTS	701	0	701	0
NET EXPENDITURE	38,446	16,777	39,056	610
GOV GRANTS/PRECEPTS	(38,446)	(22,165)	(38,256)	190
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	0	(5,388)	800	800



**Royal Berkshire Fire Authority
Quarter 2 Budget Monitoring Report 2022/23**

Thames Valley Fire Control Service (TVFCS)

	Annual Budget £'000	Outturn to Sept 22 £'000	Forecast to Y/E £'000	Forecast Variance £'000
EMPLOYEES	1,868	900	1,844	(24)
CORPORATE RECHARGES TO TVFCS FROM RBFRS	354	177	354	0
SUPPLIES/ OTHER	39	(10)	41	2
TECHNOLOGY	252	105	252	0
NET COST OF TVFCS	2,513	1,172	2,491	(22)
RBFRS Share of Costs (37%)	930	434	922	(8)



Equality, Diversity and Inclusion Objectives Progress Update

New objectives agreed in April 2022 are used for this report. The table below illustrates progress against our Equality, Diversity and Inclusion Objectives.

	End 21/22	Q1	Q2	Q3	Q4
Objective: Increasing the diversity of staff at all levels We recognise the value that a diverse workforce brings and will take action to increase the diversity of job applicants, seeking individuals with the right behaviours and skills to help us reflect and engage with our local communities.	New	G	G		
Objective: Leadership and corporate commitment We will support our organisational leaders to understand their role in tackling inequalities and demonstrating inclusive behaviours, in line with our Behavioural Competency Framework. This commitment means we will be strong and visible in our leadership and ensure that all staff and members of our local communities have confidence in our commitment to equality, diversity and inclusion.	New	G	G		
Objective: Improving our service delivery by creating strong links with our community We will connect and communicate with our diverse local community to develop meaningful and sustainable links, which help us to increase our understanding of their needs. We will ensure that we tailor our prevention, protection and response activities accordingly and target the most vulnerable people with the greatest risk.	New	A	A		
Objective: Building on our inclusive culture We will continue taking action to ensure we have a culture where everyone feels valued and is treated with dignity and respect, and support all staff to contribute to the creation of an inclusive working environment.	New	A	A		

Tables containing relevant Equality, Diversity and Inclusion data are presented quarterly and are available in Appendix A, which provide further explanation and detail regarding the below figures.

In summary, minimal changes have occurred in this quarter. The number of employees from ethnic minority groups and the number of female firefighters both remain the same, although due to an increase in staff in post the percentage drops by 0.2%. There was a small reduction in the number of individuals sharing information regarding a disability, with the total falling from 35 to 33. In the organisational age profile, again minimal changes were seen including a reduction of 4 in the youngest age group, and increases in the 46-55 and 56-65 age group. Trends will continue to be monitored by quarter to identify short-term changes as well as longer-term trends, in conjunction with activities to monitor the impact of this work on demographics over time. Further



work is also planned as part of the growth of the EDI Steering Group to explore options for equality monitoring and use of equality data.

Data on recruitment and promotion campaigns is currently with the team and under evaluation for future consideration, in line with a review of equality data as part of the revised EDI Action Plan. Further information regarding the current wholetime recruitment campaign will also be shared in the appropriate forums in line with the progression and conclusion of the process.

Key - Project or Action Plan Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start



QUADRANT TWO – CORPORATE HEALTH					DATA SUMMARY
26. Percentage of working time lost to sickness across all staff groups					2022/23 Target: 4% max
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	3.4%	5.5%	7.3%	7.1%	4.5%
Target	4%	4%	4%	4%	4%
2022/23 Actual	6.2% ↓	4.9% ↑			5.4% ↓
27. Percentage of eligible staff with Personal Development Appraisals					2022/23 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	76.0%	93.8%	98.2%	98.7%	93.8%
Target	100%	100%	100%	100%	100%
2022/23 Actual	30% ↓	81% ↓			81% ↓
28. Number of formal grievances					2022/23 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	2	1	4	0	3
Target	--	--	--	--	--
2022/23 Actual	2 ↔	1 ↔			3 ↔
29. Number of RIDDOR accidents and diseases					2022/23 Target: 4 max
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	2	1	1	1	3
Target (max)	1	1	1	0	2
2022/23 Actual	3 ↓	1 ↔			4 ↓
30. Percentage of spend subject to competition					2022/23 Target: 85%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	94.7%	92.3%	89.9%	83.8%	93.2%
Target	85%	85%	85%	85%	85%
2022/23 Actual	85.7% ↓	82.2% ↓			84.1% ↓
31. Compliant spend as a percentage of overall spend					2022/23 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2022/23 Actual	100% ↔	100% ↔			100% ↔
32. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*					2022/23 Target: 0
	Q1	Q2	Q3	Q4	Year to Q2
Previous Year (21/22)	0	0	0	0	0
Target	0	0	0	0	0
2022/23 Actual	0 ↔	0 ↔			0 ↔

*Freedom of Information Act, Environmental Regulations or Data Protection Legislation



Key - Performance Measures

	Target exceeded by more than 10%	Comparison with target
	Target met or exceeded by up to 10%	
	Target missed by up to 10%	
	Target missed by more than 10%	
	NA or data accuracy issues affect confidence in reporting	
↑	Improvement in performance from equivalent period the previous year	Comparison with actual the previous year
↔	Maintenance of performance from equivalent period the previous year	
↓	Decline in performance from equivalent period the previous year	



Quadrant Three – Priority Programmes

Our Priority Programmes Quadrant brings together progress updates on our areas of work where we are delivering defined outcomes that are different to, or improve on, current working practices, policies and procedures.

Updates are provided on our CRMP, People Strategy, Strategic Asset Investment Framework (SAIF), and the HRRB Project, assessing progress against the projects and objectives set in our 2022-23 Annual Plan.

A review of the existing initiatives is underway with the actions being reported on currently due for an update following the publication of key governance documents. Our CRMP and Corporate Plan, the Strategic Asset Investment Framework and People Strategy are currently under review due for publication early 2023. Following engagement, consultation and publication, the initiatives and actions associated with these areas will be refreshed to align with the new strategic direction. Our HMICFRS report is due to be published late January and will trigger an update of the existing areas for improvement. The BEP which incorporates the HRRB project is due for closedown at the end of 2022. The completed & outstanding work of the HRRB project is currently being handed over to the hubs and will form part of Business As Usual from the New Year.

Until publication, existing initiatives and actions will continue to be monitored unless completed.

Key - Priority Programme Project Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start



CRMP

RBFA is required to publish a Community Risk Management Plan (CRMP – formerly known as an Integrated Risk Management Plan). In 2018, we consulted on and published an [IRMP for 2019-23](#), which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

The below shows progress against our CRMP (IRMP) commitments published in our 2022-23 Annual Plan.

Project 1: Risk Analyses						
	End 21/22	Q1	Q2	Q3	Q4	
Review our Risk Methodology and data requirements to inform our new CRMP, ensuring our risk analysis supports equality of access to our services for all the communities of Royal Berkshire.	BAU	A	A			
Deliver our action plan to align our analysis to the Fire Standard for Community Risk Management Plans.	New	A	G			
Develop and consult on a new Community Risk Management Plan to start in 2023.	New	A	A			
Provide a mapping capability to support local risk analysis.	New	A	A			
Analyse information about fire casualties to determine risk factors.	New	NS	NS			
Continue to engage with and drive the National Fire Chiefs Council (NFCC) work to develop national best practice in risk analysis.	G	G	G			
Project 2: Prevention						
	End 21/22	Q1	Q2	Q3	Q4	
Continue to work in collaboration with our Berkshire partners to identify the most vulnerable people in our society, increasing the numbers of Safe and Well Visits resulting from Referrals.	A	G	G			
Deliver and evaluate our new programme of follow up Safe and Well Visits to the most vulnerable.	G	G	G			
Focus our activities in support of Children and Young People through our road and water safety education programmes, Fire Cadets and FireSafe.	A	A	A			
Carry out targeted road safety activity, including for motorcyclists and around smart motorways.	G	G	G			
Further develop local safety initiatives, campaigns and events to target risk at a local level and evaluate their effectiveness.	G	G	G			
Ensure a high standard of service through the quality assurance of our Prevention activities.	A	G	G			
Carry out a risk based review of Safe and Well Visit provision to be aligned with the development of our new CRMP.	New	NS	A			



Project 3: Protection						
	End 21/22	Q1	Q2	Q3	Q4	
Continue to develop and embed our new risk-based inspection programme to ensure that we are identifying and targeting our resources at the areas of highest risk, in line with our Protection Strategy.	G	G	G			
We will implement the learning from the phase one Grenfell Tower inquiry.	G	G	G			
Ensure a high standard of service through the quality assurance of our Protection activities.	R	G	G			
Project 4: Response Resource Deployment						
	End 21/22	Q1	Q2	Q3	Q4	
Continue to evaluate future developments in housing and infrastructure to ensure that our resource deployments match predicted future demands.	A	G	G			
As set out in our Response Strategy, continue the review of our specialist water rescue capabilities to be aligned to local risk and reflect national best practice.	A	G	G			
Improve and evaluate our ability to respond to risk in the West of the county through effective targeting of our Prevention and Protection activity.	New	G	G			
Undertake incident support and technical capability reviews as part of the risk analysis element of the development of the new CRMP.	New	NS	A			
Project 5: Response Safe Systems of Work Development						
	End 21/22	Q1	Q2	Q3	Q4	
Continue to clarify and prioritise next steps in the digital transformation journey as part of our Technology roadmap.	New	G	G			
Work with the NFCC and other key stakeholders to adopt new technologies, which support effective and efficient safe systems of work.	G	G	G			
Continue our investment of resource and expertise in the Thames Valley Breathing Apparatus Replacement project, conducting an effective and efficient joint procurement prior to implementation.	G	G	G			



People Strategy

The purpose of our [People Strategy 2018-2021](#) is to support RBFRS staff to become the best public servants they can be, creating a workforce that can deliver efficient and effective service on behalf of the Fire Authority, to manage all foreseeable fire and rescue related risks that could affect the people of Berkshire.

Objective 1: Recruit, train and develop people to ensure we create a safe, professional and capable workforce, who can provide a fit for purpose service, 24/7, 365 days a year						
	End 21/22		Q1	Q2	Q3	Q4
Undertake Fire Fighter recruitment using Apprenticeships	G		G	G		
Expand on alternative ways of delivering learning and development through improved use of technology	G		G	G		
Objective 2: Increase the diversity of our workforce to better represent and therefore serve our local communities						
	End 21/22		Q1	Q2	Q3	Q4
Continue to support the Leonard Cheshire Change 100 programme to work with disabled graduates on a 100-day intern programme.	G		G	G		
Review and consult on our Equality, Diversity and Inclusion objectives and deliver associated actions, including taking positive action to ensure job and career opportunities in our service are accessible to all individuals and groups in our communities	G		G	G		
Develop and implement the Chairman's Internship which will target young people from under-represented groups in Berkshire	G		G	G		
Objective 3: Develop people and recruit talent to take personal responsibility for leadership in the organisation to ensure a public service ethos, support collaboration and effectively deliver service improvement						
	End 21/22		Q1	Q2	Q3	Q4
Integrate and embed our behavioural competency framework and values at all levels of the service	G		G	G		
Deliver a framework for coaching and mentoring	G		G	A		
Objective 4: Develop a diverse and inclusive 'one team' culture where everyone's contribution is valued and positive behaviours are used to describe how we work together						
	End 21/22		Q1	Q2	Q3	Q4
Develop a Communications and Engagement strategy	G		G	G		
Continue to develop the Fire Authority Member Development Programme	G		G	G		
Develop and deliver a programme of staff engagement to inform our People Strategy, policies, processes and improvements	G		G	G		



Objective 5: Change policies, processes and systems to ensure they enable and support the delivery of a fit for purpose, efficient and effective service to the community						
	End 21/22		Q1	Q2	Q3	Q4
Develop our approach on equality of access to services and employment for potential staff and communities	R		R	R		
We will explore the options for use of digital resources for our Protection services	A		A	A		
Objective 6: Continue to support both the physical and mental health and wellbeing of our people.						
	End 21/22		Q1	Q2	Q3	Q4
Learn and adapt to different ways of working during and after the COVID-19 pandemic	A		G	G		
Deliver the requirements of the 2021/22 mental health action plan	G		G	G		



Strategic Asset Investment Framework

The Strategic Asset Investment Framework sets out how we will maintain and renew the vital capital assets, necessary to support our services. Our capital assets include our fire stations and HQ, fleet and equipment and our ICT systems. All together, they represent a major capital investment.

Buildings						
		Status				
		End 21/22	Q1	Q2	Q3	Q4
Minor Capital Works Programme	On Track	G	G	G		
	On Budget	G	G	G		
Fleet and Equipment						
		Status				
		End 21/22	Q1	Q2	Q3	Q4
Fleet: Special Appliances	On Track	A	A	A		
	On Budget	G	G	G		
Fleet: Other Ancillary Vehicles	On Track	G	G	G		
	On Budget	G	G	G		
Equipment	On Track	G	G	G		
	On Budget	G	G	G		
ICT						
		Status				
		End 21/22	Q1	Q2	Q3	Q4
Hardware	On Track	A	G	G		
	On Budget	G	G	G		
Software	On Track	G	G	G		
	On Budget	G	G	G		
Networks	On Track	A	A	A		
	On Budget	G	G	G		
Services	On Track	G	G	G		
	On Budget	G	G	G		
ESMCP	On Track	A	A	R		
	On Budget	A	A	R		



Built Environment Programme – High Rise Residential Project

The HRRB (High Rise Residential Building) project was initiated to undertake fire safety audits of 198 identified high rise premises within Royal Berkshire over a 6 month period. Phase one of the project was completed in Quarter 1 2021/22. Progress against the Phase two objectives will be reported below.

Phase 2 HRRB Project Objectives:					
1. Perform a Fire Safety revisit for each of the 97 identified HRRBs within Royal Berkshire that received an unsatisfactory audit during Phase 1. 2. Perform regular site visits of Interim Measures Buildings where frequency is based upon risk.					
	End 21/22	Q1	Q2	Q3	Q4
HRRB Revisits: Good progress towards the goal of completing return visits on the 97 premises identified with fire safety issues during phase 1 continues.	G	G	G		
Interim Measures Premises: Operational crews continue to perform monthly visits on HRRBs in Interim Measures. The HRRB team have performed a site visit on each of the 33 HRRB's in interim Measures in order to provide assurance to RBFRS that Interim Measures remain sufficient to mitigate the risk. Visits to premises in interim measures continue with a 14 having been removed from IM following remediation.	G	G	G		



Quadrant Four – Risk

Risk Register

RBFRS has a comprehensive Organisational Risk Management Policy, along with a framework for monitoring and managing risks and uncertainties to ensure that organisational objectives can be achieved. Strategic Risks and those with a current score of 17 or above, are escalated to the Corporate Risk Register and monitored monthly by the Senior Leadership Team. Each risk has 3 risk scores:

- Inherent Score – the risk score at the risk’s initial assessment
- Current Score – the risk score as of this current moment in time
- Treated Score – the risk score we expect to reach once the treatments have been completed and have mitigated the impact or likelihood of the risk.

Risk Movement Highlights

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter 2. To ensure the most up to date picture for risk, the updates include information about progress since the end of the quarter.

Key - Classification of Risk Scores and Risk Movement

20 - 25	Outside assumed Risk Appetite and requires mitigation to proceed
19	Inside Risk Appetite only because of extremely low probability. Mitigate if necessary and possible, accept only if no further action can be justified
17 & 18	Inside Risk Appetite. Mitigate further if cost effective to do so - discuss with a Director
7-16	Inside Risk Appetite. Mitigate further if cost effective to do so
1-6	Inside Risk Appetite and unlikely to need further mitigation
↑	Risk increasing
↔	No risk movement
↓	Risk decreasing



Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)				
Risk Owner: Deputy Chief Fire Officer				
	End of Q1 Risk Score	End of Q2 Risk Score	Direction of travel	Risk score as at Dec 22
<p>Risk Description: If we do not make sufficient provision of resources and budget to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network (ESN) and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.</p>	17	23	Increase	23
<p>This risk increased in risk score by 6 points during Q2 2022/23. This risk captures the challenge of ensuring implementation of ESMCP products.</p> <p>The ESMCP risk increased in risk score due to ongoing programme delays and the cessation of all but coverage workstreams. Delays beyond 2026 are likely. Costs for the both the project and the continued grant support for the Airwave service are both uncertain and in the case of the Airwave grant reduced by over £70k per year for the next 5 years from this point on (total loss of £340k). The South Central ESMCP board continue to closely monitor the situation and regularly meet with national programme officers to determine the most appropriate response to these developments.</p>				
Current Mitigations	Progress on Mitigations			
<p>Service level project board to oversee RBFRS delivery across national programme workstreams and South Central (SC) partners.</p>	<p>Current Status: Business Information Systems (BIS) remain heavily involved in Thames Valley ESMCP regional programme planning, to ensure RBFRS and TVFCS impacts are understood, planned for, and risks mitigated. ESN to be regularly reviewed at Programme Board regularly now that activities are beginning to ramp up. ESN Status briefing for Senior Leadership Team (SLT) arranged with Regional Programme Manager (RPM) for early April. Update: South Central Regional Board will be consulting with TV CFOs to determine joint service approach in light of high likelihood of further expected programme delays, potentially including the option to step back from direct programme engagement until such time as key programme milestones have been successfully delivered.</p>			
<p>Representation on South Central Programme Board with funded programme support and appointed staff within each regional workstream group.</p>	<p>Current Status: ESN grant regional funding position monitored on a quarterly basis with annual returns co-ordinated through B&MKFRS Finance. No identified issues associated with programme support funding either at a regional or FRS level at this time. RBFRS represented at SC regional board through</p>			



<p>Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)</p>	
<p>Risk Owner: Deputy Chief Fire Officer</p>	
	<p>HBIS (as Board Vice Chair) and ICT SDM (RBFRS project manager and participant/lead on several national programme technical workstreams). Update: Deep dive workshop on SC regional management of resource funding completed with a positive outcome. 2022-23 business case for use of funds approved, including funding for the Thames Valley Consortium Project Manager position required as a result of the RPM role removal by the central programme team.</p>
<p>Established relationships with Emergency Service partners across region to ensure sharing of information and collaboration opportunities identified.</p>	<p>Current Status: Both Thames Valley Police and South Central Ambulance Service invited to South Central Regional Board meetings. TVP attend on a regular basis. SCAS more sporadically. SC Regional Board Chair attempting to seek reciprocal invitations to equivalent bodies within TVP & SCAS. All responses to National Programme (NP) requests and input have so far been closely aligned to TVP, particularly in terms of any concerns raised. No significant change in engagement. Update: TVP indicating a temporary pause in programme activities due to additional delays to delivery.</p>
<p>Preparation of systems e.g. TVFCS Integrated Communications Control System (ICCS) being completed with national programme funding already secured</p>	<p>Current Status: BIS continue to work closely with TVFCS and RBFRS leadership to ensure close alignment for ESN readiness planning. There are concerns with ICCS supplier responsiveness due to external commercial factors. Engagement through the three service project managers continues. Next significant change is likely to be replacement of SANH with DCS (required because of end-of-life of SANH technology coupled with significant ESMCP delays). Medium Term Financial Plan (MTFP) input associated with upgrades/updates approved for 2022/23 budget cycle and associated agreements/contracts with partner organisations and 3rd party suppliers in the process of being updated and agreed. Update: Orders placed for full technical refresh of TVFCS systems at Calcot and Kidlington, to include increased performance capability and greater resilience. The upgrade will take place over the next 9-12 months. Supplier and RBFRS project management resources assigned.</p>
<p>Regular reporting to Audit and Governance Committee to ensure transparency in service and national programme progress</p>	<p>Current Status: Audit and Governance Committee now updated on a 6 monthly basis due to rate of National programme progress. This will be reviewed as programme pace increases/decreases over time as necessary. Reporting content is now synchronised with TV Joint Committee</p>



Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)	
Risk Owner: Deputy Chief Fire Officer	
	reporting, to ensure that the salient points of update are consistent across all governance bodies in the Thames Valley. Full harmonisation of reporting content via RPM input expected within the next cycle. Update: updates provided based on agreed committee meeting schedule
Detail resource requirements to ensure all workstreams are successfully delivered	Current Status: Resourcing requirements currently well aligned to the needs of the programme. An annual review of resourcing needs is carried out as part of LTR Grant funding submission. Unlikely to see a material change in resourcing needs within the annual planning cycle due to ongoing national programme delays. As the planning timeline firms up, RBFRS resourcing will be reviewed to ensure successful implementation of any local products and services in close collaboration with B&MKFRS, OCCFRS and TVFCS. Update: Competition Markets Authority (CMA) investigation and potential re-lotting of parts of ESN contract are likely to be the source of rumoured 24 month delay. South Central Regional Board will be consulting with TV CFOs to determine joint service approach in light of high likelihood of further programme delays, potentially including the option to step back from direct programme engagement until key programme milestones have been successfully delivered.
Regular reporting to TVFCS Joint Committee (JC) to ensure alignment of approach and awareness of NP progress and risk	Current Status: TVFCS JC updates provided by either the Chair or Vice Chair of the SC regional board. Content is shared and resued from local governance updates provided to the Thames Valley FRS' to ensure consistency of message and to minimise ongoing reporting burden. Expect full harmonisation of update content across all three FRS, Fire Authorities, Councils and TVFCS governance bodies in this cycle. Update: updates provided based on agreed committee meeting schedule.
Development of delivery options and plan to support ESN availability as dictated by the prevailing NP timeline.	Current Status: Working principle for deployment remains valid - that SC (and RBFRS) will transition to ESN six months after product available and 12 months before airwave shutdown. The National Programme has indicated a current transition window of around 27 months. National Programme indications beginning to modify expectations regarding programme progress and airwave shutdown. Unofficial communication indicated a further 24 month delay, putting Airwave shutdown in 2028. All other planning assumptions remain valid. Update:



<p>Key Risk: ESMCP (Emergency Services Mobile Communication Programme) (Risk: 418)</p>	
<p>Risk Owner: Deputy Chief Fire Officer</p>	
	<p>CMA investigation and potential re-lotting of parts of ESN contract are likely to be the source of rumoured 24 month delay. South Central Regional Board will be consulting with TV CFOs to determine joint service approach in light of high likelihood of further programme delays, potentially including the option to step back from direct programme engagement until key programme milestones have been successfully delivered.</p>
<p>Ensure close monitoring of SANH/DCS replacement proposals and analyse potential financial and technical impacts of implementation</p>	<p>Current status: Funding sources identified across all three TV FRS, and planning for implementation is underway. Engagement with Capita for quotations proving problematic, probably due to external commercial factors impacting Capita group delivering the change. Watching brief to be kept on situation, escalation may be required in medium term. Revised DCS quotation is 28% higher than originally communicated. Further discussion regarding funding sources ongoing at regional board level. Quotation levels continue to rise, but within absorbable levels for the moment. Planning for implementation now in early 2023. Update: no change to planning assumptions - DCS requirement even more valid given further programme delays.</p>
<p>Ensure close monitoring of ongoing cost models as they emerge from the full business case and communicate potential impacts early to mitigate negative financial impact.</p>	<p>Dialogue between Fire Customer Group, Fire Finance Network, National Programme and Treasury underway to refine models and seek solution to minimise or eliminate financial risk to local FRS. Initial cost modelling data emerging which is indicating potential for significant uplift in FRS costs. Dialogue at National Programme/Home Office level ongoing to mitigate. Programme delays increase uncertainty regarding cost of existing systems as well as ongoing ESN service costs. Update: Phased withdrawal of Firelink grant BEFORE planned ESN implementation strongly signals no planned financial support for ESN via grant funding going forward. Current risk score raised to 23 as likely to introduce £500k-£600k unbudgetted cost to the service within 5 years, meaning economic impact is high.</p>



Key Risk: Management of Budget Pressures (Risk: 664)				
Risk Owner: Deputy Chief Executive				
	End of Q1 Risk Score	End of Q2 Risk Score	Direction of travel	Risk score as at Dec 22
Risk Description: If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	21	22	Increase	22
<p>This risk increased in risk score by 1 point during Q2 2022/23. This risk captures the challenge managing budgetary pressures in the medium term.</p> <p>This risk has increased in risk score due to the increased national pay offer to Grey Book staff from 2% to 5% and the uncertainty of the eventual pay award. RBFRS have budgeted for a 2.5% pay award this financial year.</p>				
Current Mitigations	Progress on Mitigations			
Lobby National Fire Chief's Council (NFCC) and National Joint Council (NJC) to ensure that pay awards are funded in full. Currently only funding for a 2.5% pay award has been built into the MTFP for 2022/23.	Lobbying continues through the NFCC to highlight that pay awards must be funded and affordable. NFCC response to the Provisional Settlement states that inflationary pressures must be funded on an ongoing basis. 2022/23 Service grant is for one year only. Each 1% increase in grey book pay costs approx £200k.			
Maintain robust budget monitoring and management processes in light of rising inflation to 11% and pressures on non-staff costs	Additional focus and attention will be given to the monitoring of non-staff costs. A re-allocation of responsibilities amongst the finance team has taken place to enhance budget variance analysis in 2022/23. Analysis has been done on utility costs which are currently forecast to be £150k over budget.			
Review Member engagement in the budget setting process for 2023/24	Regular meetings with the Lead Member for Budget to build the revenue and capital budgets from July 2022. This will be linked the work on the CRMP, Efficiency Plan and Sustainability Strategy. Draft Terms of Reference (TOR) for Budget Working Party (BWP) with Lead Member for review prior to first meeting.			
Increase agility in internal planning processes to ensure delivery plans are matched to the MTFP.	Cross-departmental working is increasing the effectiveness of the Workforce Planning Group. Increased monitoring of overtime. Increased overtime costs are being reviewed by new task and finish group.			
Ensure effective forecasting of cashflows through robust treasury management.	Enhanced treasury management procedures have been implemented to monitor cash flows in relation to major capital projects and from unitary authorities. External auditors are			



Key Risk: Management of Budget Pressures (Risk: 664)	
Risk Owner: Deputy Chief Executive	
	requesting such information from local authorities on a regular basis given the backdrop of funding and cost pressures.
Engagement with NFCC and Home Office to ensure new pension burdens are matched by grants.	NFCC has made robust representations to Govt for adequate and sustainable pension funding as part of its response to the the Finance Settlement.
Monitor contract price rises on a monthly basis to assess cost pressures in the current year and the impact on next year's base budget.	Procurement Team are monitoring contractual price rises and passing this information on the budget holders. This will be used as part of the budget setting information for 2023/24.
Exercise to find 5% and 10% savings has been initiated.	SLT to agree ranking of savings w/c 7/11



Corporate Risk Register risks as at 6th December 2022

Strategic Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
417	Firefighter Safety	If we do not maintain the safety, health and wellbeing of our operational staff through effective training; operational policy and guidance; safe systems of work and; means to capture and respond to operational learning, we risk a significant firefighter injury or fatality, a failure to comply with our legal duty and an undermining of the operational effectiveness and competence of our staff. This could significantly impact the effectiveness of our operational response, have a long term impact on staff welfare and damage our public reputation and trust levels.	25	19	19
418	ESMCP	If we do not make sufficient provision of resources and budget to support the development, transformation to and implementation of ESMCP products and capabilities at a Service level, then we will not be a part of the proposed Emergency Services Network and we will be out of step with national and regional partners across the three emergency services. This could significantly impact on the effectiveness of our operational mobilization and response and limit access and use of operational technology to support incident command and joint emergency services interoperability. Consequently this could impact negatively on our collaborative and partnership working and our public and political reputation.	18	23	10
506	Volatility of funding	If RBFRS fails to receive sufficient funding, which is becoming more likely given the level of national debt, the Government's fiscal policy, increasing volatility in local funding and increasing budget pressures, we can expect to face further reductions in service delivery and a loss of public trust, which will severely impact on our ability to deliver our statutory duties and strategic objectives.	24	21	16



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
629	Management of Cyber Security	If we fail to ensure compliance with Cyber Security best practices and guidelines, which is increasingly likely due to ongoing evolution in the sophistication of attack methodologies, we may be exposed to operational degradation, financial loss and/or reputational damage due to reduced availability, integrity or currency of our data and systems.	21	21	12
651	Grenfell - Phase 1	If we do not respond to the recommendations made within the Grenfell Inquiry phase 1 report which is becoming increasing likely given the additional changes/information being received through a number of channels then we can expect potential impact to the safety of our staff and members of the public which is significant in respect to our public reputation and managing our community risk.	24	18	15
663	Capital Projects - Effective Estate Management	If we fail to effectively manage our property assets to ensure they are fit for purpose and in the right locations, which may become increasingly likely given the funding challenges and the increasing age of our fire stations, then we can expect our revenue expenditure to increase, our services to be less effective and our stations to further decline which would be significant in respect to our strategic objectives; to ensure value for money and ensure fire stations are suitable and accessible for our own staff and the communities they serve.	23	17	10
669	National Operational Guidance	If we do not ensure operational documentation is up to date, accessible and aligned to national best practice then there is the potential for personnel to train in or deploy operational procedures that do not maximise safety and operational effectiveness which is significant in respect of delivery statutory duties and legislative responsibilities	18	12	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
681	WDS Operational Availability, Crewing and Capabilities	If we do not maintain the necessary numbers, skills and knowledge requirements of WDS personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of appliance availability, delivery of our response standard and our wider service plans and this could significantly impact community safety and our organizational reputation.	23	21	12
682	On-Call Operational Availability, Crewing and Capabilities	If we do not sustain activity to ensure our on-call provision has the appropriate numbers of personnel with the necessary skills, knowledge and availability then we risk undermining organisational resilience in our response capability and this could impact community safety and organizational reputation.	21	16	12
699	Command Unit effectiveness	If we fail to assure the effectiveness and resourcing of our command support units, we are likely to attend an incident in which the command unit would be unavailable or operating sub-optimally which could impact our operational response, and affect the safety of our staff and members of the public	18	18	10
737	Fire Transformation	If the fire transformation programme brings significant change within the sector, which is becoming increasingly likely with the Government's fire reform agenda, then we face a period of increasing uncertainty which may affect the organisation's strategic direction.	21	21	11
742	Management of premises risk information	If we do not manage the capture, processing, storage and access of premises risk information which is increasingly likely due to the quantity and complexity of the data involved, staff may be unaware of hazards within the built environment or be presented with inaccurate or out of date information which may result reduced staff safety and or a breach of GDPR.	18	15	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
774	Comms Resource	If we fail to resource the Communications and Engagement Team adequately, in line with our current and anticipated work demands, then this could significantly impact the effectiveness of the support provided across the Service and risk delivery against our strategic objectives as set out in the Annual Plan and Corporate Plan	21	15	15
798	Environmental/Sustainability	If RBFRS fails to develop, fund and implement an environmental and sustainability plan, then we can expect an increase in financial pressure with rising energy costs, and RBFRS' reputation as a public sector organisation to be negatively impacted through being out of alignment to wider societal progress towards creating a more sustainable future which will significantly impact our ability to deliver our statutory duties and strategic objectives.	23	21	6
831	Service Delivery Policy	If we do not develop, deliver and maintain coherent service delivery policy and guidance, which is likely given existing legacy arrangements, we can expect to have contradictory, duplicated, erroneous or out of date policy which is significant in respect of supporting staff to provide a safe and effective Response service, aligned to our statutory duties.	16	16	6
833	Fire Investigation - Collaboration	If we are unable to provide the support and resource required to deliver a multi-service approach to ISO 17020 accreditation, which is becoming increasingly likely due escalating costs and increasing complexity and demand, then we can expect to encounter issues in supporting criminal prosecutions which is significant in respect of public safety and the reputation of RBFRS	21	18	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
842	Volatility of operational staff numbers	If Prevention, Protection and Response staff turnover increases, which may become more likely with changes in pension rules and recruitment of neighbouring services, then we can expect to have a challenge in retaining required levels of PP&R staff, which may affect our ability to meet our strategic commitment to ensure a swift and effective response when called to emergencies.	25	23	15
843	Proportion of operational staff in development	If PP&R staff turnover increases, which may become more likely with changes in pension rules and recruitment of other services, then we can expect to have a greater number of new members of staff who will be in development being recruited to replace experienced leavers, which may affect our ability to meet our strategic commitment to ensure a swift and effective response when called to emergencies and impact corporate memory.	25	23	15
844	Cost of living rise impact on staff	If the cost of living continues to increase, which is very likely with the rate of inflation expected to continue at high levels, then we can expect to see our staff members struggling financially, which would reduce staff wellbeing and increase the risk of industrial action. This risk may affect our ability to meet our strategic commitment to recruit, train and develop our people to ensure we create a safe, professional, capable and diverse workforce that are supported to become the best public servants they can be for the residents of Berkshire.	18	18	13
875	Industrial Action – ability to deliver statutory services impact	If the Fire Brigades Union elect to take national industrial action as a consequence of the ongoing pay award negotiations for Grey Book Staff, then we can expect there to be a significant impact on our ability to deliver our statutory services, which we must seek to mitigate through best endeavours and business continuity arrangements.	24	24	19



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
876	Industrial Action – financial impact	If the Fire Brigades Union elect to take national industrial action as a consequence of the ongoing pay award negotiations for Grey Book Staff, then we can expect there to be a significant financial impact on the Service due to the requirement to make best endeavours to mitigate the impact through its business continuity arrangements.	24	24	19
879	Organisational Capacity	If RBFRS does not effectively align its organisational resource capacity to priority areas, which is becoming increasingly likely given internally and externally driven demand within an environment of greater spending restriction, then we can expect reduced delivery of core services, negatively impacting on the wellbeing and retention of staff, which will significantly impact our ability to deliver all our annual objectives.	23	23	13
884	Industrial Action - Culture Impact	If the Fire Brigades Union elects to take national industrial action as a consequence of the ongoing pay award negotiations for Grey Book Staff, then we can expect there to be a potentially significant impact on the organisation's culture, which we will seek to mitigate through maintaining positive working relationships locally	22	22	19



Service Plan Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
664	Management of Budget Pressures	If we fail to accurately capture budget pressures over the medium term, which is becoming more likely given the volatility in the macro-economic environment, then resource allocation will become sub-optimal, impacting negatively on our ability to deliver an efficient and effective service to the public.	24	22	16
685	Pensions Case Law	If we do not keep informed of pension case law and prepare records and establish adequate arrangements to meet the expected changes to pension regulations and ensure the Pensions Administrator undertakes the necessary action; which is becoming increasingly difficult due lack of understanding and clear direction, the technical complexity associated with changes and competing demands, then we can expect to be in breach of the regulations, subject to potential legal challenge and adversely impact employees and pensioners, which are significant in respect to our financial security, employer duties and our reputation.	24	22	18
686	Pensions Governance	If we do not employ an effective pension governance, management and administration strategy; which is becoming increasingly important given the complexity and changes made to pension regulations, limited pensions expertise and capacity within the HR department, then we can expect to fail in our employer duties, breach regulations, be subject to legal challenge and scrutiny from The Pensions Regulator resulting in potential for enforcement and penalty notices, which are significant in respect to our financial security, statutory duty and our reputation.	21	21	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
767	TVFCS staffing resilience	If we do fail to develop and implement resilient TVFCS staffing arrangements, which is becoming likely due to the impacts of crewing deficiencies on managerial capacity, then we can expect to experience impacts on service delivery in the control room and the health and wellbeing of our staff, which is significant in respect of FRS delivering their statutory duties.	18	18	12
852	Fire Investigation Internal	If we are unable to effectively investigate fires within RBFRS which is possible due to a reliance on a 1 month notice period contract with West Midlands FRS for all Tier 2 fire investigations then we can expect to be unable to determine the cause and origin of significant fires both deliberate and accidental which is significant in respect of public safety and the reputation of RBFRS.	21	18	12
853	IBIS capability and limitations	If we are unable to record and access timely and accurate data in relation to Prevention and Protection activities which is likely due to the bespoke, 'in-house' nature of IBIS software then we can expect an impact on the accuracy of our identification and prioritisation of risk and our ability to comply with legislative requirements which is significant in respect of public safety and the reputation of RBFRS.	21	21	12
861	Hydrant Inspection and Repair	If we fail to appropriately resource and fund the hydrant inspection and repair programme, which is increasing likely given financial restrictions and difficulty recruiting personnel, then we can expect to see an increase in hydrant failure rates, already noted through operational feedback, which is significant in respect of Firefighter safety and providing an effective response to incidents.	21	21	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
867	Training Centre Refurbishment/Renewal	If RBFRS does not provide appropriate training centre facilities following a severe flooding incident, then we can expect operational training activities to be severely impacted leading to staff being unable to train and or maintaining competence of skills, which will significantly impact our ability to deliver our front line services and strategic objectives.	23	18	12
880	Increasing demand of Fire Safe Cases	If there are insufficient Fire Safe Counsellors to service demand which is increasingly likely given the gradual decrease in trained counsellors over time combined with an increase in demand which is duplicated across the SE Region then we can expect that RBFRS will be unable to provide Fire Safe Counselling to all the Young People who are referred to us. This would be significant due to the potential increase in fire risk within the home with associated loss of life, property and injury.	17	17	10
882	Building Safety Regulator	If the BSR were to require RBFRS to provide fully qualified FSIs to support its function from October 2023 which is increasingly likely given the national shortage of qualified FSIs across England FRS and given the powers granted to the HSE under the Building Safety Act RBFRS may have insufficient qualified FSIs to discharge our legal duties in relation to enforcement and regulation which is significant because these are statutory requirements.	18	18	12



Project Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
675	Handling FSG calls simultaneously	If we are unable to process large volumes of Fire Survival Guidance calls simultaneously then we can expect callers not to be able to speak with us and /or be diverted to other control rooms whereby they may not receive the Fire Survival Guidance advice required. This will impact on the safety of residents within these buildings and our operational response	18	18	15
864	Intranet build not completing within budget	If the project does not complete within the budget agreed, which is increasing likely due to our supplier offering add on training and other incentives that will be beneficial to the Service, then we expect budget creep if we run out of the number of support days we are given under contract. If this happens this will affect our ability to ensure that RBFRS provides good value for money.	18	18	11



Audit Plan

Audits provide assurance that the Service is run properly and in ways that have been agreed by our Officers and Members. They demonstrate that the business is conducted in accordance with relevant legislation, government expectations, good practice and organisational policy.

Our Audit Programme is agreed by the Audit and Governance Committee at the start of the year. Progress against all actions open at the start of Quarter 2, or opened during the quarter, is detailed below.

Key - Project or Action Plan Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Risk and Governance 26/05/2022	2022: RAG:1 The Performance Management Framework will be updated to clearly outline that the SLT is the main group responsible for review of the Corporate Risk Register.	01/12/2022	Low	G	Open
Progress: Performance Management Framework to be reviewed and updated later in 2022-23					
Risk and Governance 26/05/2022	2022: RAG:2 RBFRS will work with risk owners, through training and quality assurance to ensure that all risks are documented in line with the Organisational Risk Management Policy.		Low	C	Closed
Progress: Learning Management System training is implemented and compliance will be monitored (see action 2022: RAG: 5). Regular catch ups with risk owners and reviews of the full risk register are scheduled					
Risk and Governance 26/05/2022	2022: RAG:3 RBFRS will review how the strategic risks can be clearly linked to strategic objectives.	01/12/2022	Low	G	Open
Progress: Performance Management Framework to be reviewed and updated later in 2022. LMS training already teaches the use of meta-language for Risk Descriptions, which includes linking strategic risks to strategic objectives.					
Risk and Governance	2022: RAG:5	01/12/2022	Low	G	Open



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
26/05/2022	RBFRS will assign a refresher timeframe to key staff for the Learning Management System Risk Management training, compliance and compliance will be monitored.				
Progress: Learning Management System training is implemented and compliance will be monitored to ensure that all risk owners have been trained					
Value for Money 12/07/2022	2022: VFM: 1 The Payroll and Pension Services contract will be reviewed to establish any additional responsibilities and duties surrounding pension administration that have not been documented and RBFRS will consider whether the contract needs to be updated to include these.		Low	C	Closed
Value for Money 12/07/2022	2022: VFM: 2 The revised KPIs for pension administration (provided by WYPF) will be reviewed, agreed and implemented. This review will consider whether any additional KPIs need to be introduced to account for additional responsibilities and duties that have arisen since the contract was initiated. The KPIs in use will also be subject to annual review to ensure that they remain relevant.	01/12/2022	Low	G	Open
Progress: KPIs reviewed and due to be shared in Autumn 2022 but need to check with WYPF.					
Value for Money 12/07/2022	2022: VFM: 3 Records of questions and responses raised during WYPF Contract Meetings relating to underperformance with contract KPIs will be recorded within the Pensions Actions and Decisions Log		Low	C	Closed
Value for Money 12/07/2022	2022: VFM: 4 Updates on individual risks that are provided at the Pensions Board meetings will be recorded within the Pensions Board Risk Register.		Low	C	Closed



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Value for Money 12/07/2022	2022: VFM: 5 The Pensions Board Terms of Reference will undergo review and approval by the appropriate members to reflect current practice. The date of next review will also be recorded.		Low	C	Closed
Value for Money 12/07/2022	2022: VFM: 6 Where actions on the Pensions Action Log are not completed in line with the timescales set out, updates will be recorded regarding their progress and revised timescales for completion will be put in place.		Low	C	Closed
Cyber Essentials 19/07/2022	2022: CE: 1 Management will ensure that firmware patches are administered to systems in a timely manner; scheduled and documented		Med	C	Closed



HMICFRS ACTION PLAN

The HMICFRS report for RBFRS was published in 2019 rating us good in each of the three areas of effectiveness, efficiency and people. Improvements were identified within the report and the actions to address these are being tracked through this report.

Key - Project or Action Plan Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

Section One: Effectiveness							
Improvement	Delivered via	Status					
		End 21/22		Q1	Q2	Q3	Q4
Prevention evaluation to better understand benefits	Service Plans (Service Delivery & Collaboration and Policy)	A		A	G		
Prevention quality assurance	Collaboration and Policy Service Plan	A		G	C		
Protection quality assurance	Collaboration and Policy Service Plan	A		G	C		
Addressing the burden of false alarms	Collaboration and Policy Service Plan	G		G	C		
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	G		G	G		
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	A		G	C		

Section two: Efficiency							
Improvement	Delivered via	Status					
		End 21/22		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	G		G	G		

Section three: People							
Improvement	Delivered via	Status					
		End 21/22		Q1	Q2	Q3	Q4
Values and behaviours understood and demonstrated	HR & L&D Service Plan	G		G	G		



Effective use of competence recording system	HR & L&D Service plan	G		G	A		
Effective grievance procedures in place	HR & L&D Service plan	C					
Staff are confident in using feedback mechanisms	Corporate Services Service plan	G		G	G		
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A	A		



Fire Standard Implementation Tracking

Updated 26th September 2022

Key - Project or Action Plan Status

C	Project complete
G	Project on Track
A	There are issues with the project but these are being managed
R	Issues are having an impact on delivery
NS	Project not yet due to start

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		Fire Standard	Owner	Project Manager	FS consultation	FS publication date	Gap analysis	SLT Review	Action Plan in progress	Commentary
Standards in progress	1	Emergency Response Driving	Becci Jefferies		C	Feb-21	C	C	A=	That we have now successfully recruited to all roles in the department and are at full strength, however, the development of some new staff against the requirements of the standard are still required. A review of the actions in the implementation tool will be undertaken over Q3 to establish any additional actions and update progress.
	2	Operational Response - Preparedness	Doug Buchanan		C	Feb-21	C	C	A=	Review across Ops Competence, learning and preparedness needed to establish priorities. Majority of actions covered in competence and learning



									fire standards. Work still required to confirm where actions not covered and progress.
3	Operational Response - Competence	Becci Jefferies		C	Feb-21	C	C	G =	Action plan in place and being worked to. Review across Ops Competence, learning and preparedness underway, further meetings scheduled to prioritise and co-ordinate actions.
4	Operational Response - Learning	Jim Powell	Steve Leonard	C	Feb-21	C	C	C	Action plan completed. Review across Ops Competence, learning and preparedness underway, further meetings scheduled to prioritise and co-ordinate actions.
5	Code of Ethics	Nikki Richards	Lucy Greenway	C	May-21	C	C	G =	Action plan in place and being worked to
6	Community Risk Management Planning	Nikki Richards	Tim Readings	C	May-21	C	C	G =	Action plan being worked to.
7	Fire Protection	Trig Thomas		C	Sep-21	A =	NS	NS	Gap analysis being completed by GM P&P Policy for submission to SLT in Q3 .Minor Changes made to Fire Standard and republished.
8	Prevention	Trig Thomas		C	Jul-21	A =	NS	NS	Gap analysis being completed by GM P&P Policy for submission to SLT in Q3.
9	Safeguarding	Jim Powell	Liz Warren	C	Jan-22	C	C	G =	Action plan in place and being worked to
10	Fire Investigation	Trig Thomas	Jess James	C	Apr-22	A=	NS	NS	Fire standard published and gap analysis to be started.

Appendix A
Agenda Item 13



	1 1	Emergency Preparedness and Resilience	Jim Powell	Alison Hazelton	C	May-22	G =	NS	NS	An initial analysis was conducted with GM Evans. A refreshed approach is underway with AH and GM O'Keefe which will include further collaborative work with colleagues responsible for CRMP, Training, operational competence, preparedness and national policy
	1 2	Data management	Nikki Richards	Becca Chapman	C	Aug-22	NS	NS	NS	Consultation opened 16th March and closed 27th April. Response submitted (DRPM part of working group to develop the standard). Awaiting publication.
	1 3	Leadership and People	Becci Jefferies		G	Dec-22	NS	NS	NS	Consultation was responded to on 10th September
	1 4	Leading the Service	Becci Jefferies		G	Dec-22	NS	NS	NS	Consultation was responded to on 10th September
Not published	1 5	Workforce Management	Becci Jefferies			Aug-22				
	1 6	Fire Control	Jim Powell			Mar-23				
	1 7	Communication and Consultation Engagement	Paul Bremble			Mar-23				
	1 8	Commercial and Procurement	Conor Byrne			Sep-23				



	19	Finance and Assurance	Conor Byrne			Sep-23				
	20	Asset Management	Tony Vincent			Sep-23				



Appendix A – Additional Data

Equality, Diversity and Inclusion Data Summary

The number of employees from an ethnic minority background has remained the same (46) but the percentage has slightly decreased this quarter from 7.19% to 7.06%. This decrease is due to two BAME individuals leaving, two joining RBFRS and staff in post figures increasing. Compared to this quarter last year we are 0.26% higher. Overall performance stands at the end of the quarter is 7.06% The number of female firefighters employed at the end of this quarter remains at 29. One female On-Call Firefighter left and one joined a Wholetime secondary contract. The percentage has reduced from 6.8% to 6.6% due to staff in post figures increasing this quarter. The number of staff employed by RBFRS declaring a disability has reduced from 35 in Q1 to 33 in Q2. This is due to four employees leaving the service with a disability this quarter and two employees joining

Measure		Q1	Q2	Q3	Q4	2022/23	Q2	Authorised establishment at the end of Q2 2022/23 (Number of authorised posts)
		Actual	Actual	Actual	Actual	YTD		
STAFF IN POST	Wholetime	360	368			368	364	361
	Retained	68	70			70	68	65
	Control	41	39			39	42	39
	Green Book	171	175			175	175	169
	Total Number of	640	652			652	649	634
		Q1	Q2	Q3	Q4	2022/23 YTD	Q2 21/22	
STAFF TURNOVER	Wholetime	13	6			19	8	
	Retained	0	3			3	4	
	Control	2	3			5	1	
	Green Book	6	17			23	16	
	Total Number of	21	29			50	29	
	Staff in Post (SIP)	640	652			646	649	
Percentage of		3.28%	4.45%			7.74%	4.47%	
		Q1	Q2	Q3	Q4	2022/23 YTD	Target	YTD Q2 21/22
FEMALE STAFF	Wholetime	5.0%	5.2%			5.2%	4%	5.8%
	Retained	16.2%	14.3%			14.3%		16.2%
	Control	73.2%	74.4%			74.4%		69%
	Green Book	56.7%	55.4%			55.4%		57.1%
	Total	24.4%	23.8%			23.8%		24.8%



		Q1	Q2	Q3	Q4	2022/23 YTD	Target	YTD Q2 21/22
ETHNICITY FIGURES	Wholetime	4.4%	4.3%			4.3%	5%	4.7%
	Retained	4.4%	4.3%			4.3%		1.5%
	Control	7.3%	7.7%			7.7%		4.8%
	Green Book	14.0%	14.2%			14.2%		13.7%
	Total	7.19%	7.06%			7.2%		6.8%

Measure		Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2022/23 YTD	21/22 Performance	
								Q1 YTD
AGE PROFILE	25 and Under	48	44			44		34
	26-35	167	169			169		178
	36-45	201	201			201		209
	46-55	174	183			183		181
	56-65	44	49			49		42
	66 and Over	6	6			6		5
	Total	640	44			44		649

Staff Ethnicity Profile

Ethnicity	Wholetime	Retained	Control	Green Book	All Staff
White British	351	67	35	149	602
Other Ethnicity	16	3	3	24	46
Unknown	1	0	1	2	4
Total	368	70	39	175	652



Ethnicity	Number of Staff
Asian or British Asian: Indian	4
Asian or British Asian: Other	3
Black or Black British African	4
Black or Black British Caribbean	4
Chinese	1
Mixed White and Asian	1
Mixed White and Black Caribbean	2
Other	1
Other Mixed	3
Unknown	4
White British	602
White Irish	3
White Other	19
Asian or British Asian: Pakistani	1
Grand Total	652



Staff Age Profile

Age Group	Wholetime	Retained	Control	Green Book	Grand Total
25 and Under	14	8	7	15	44
26 - 35	96	25	14	34	169
36 - 45	134	22	7	38	201
46 - 55	114	11	10	48	183
56 - 65	10	4	1	34	49
66 and Over	0	0	0	6	6
Grand Total	368	70	39	175	652

Staff Gender Profile

Gender	Wholetime	Retained	Control	Green Book	All Staff
Female	19	10	29	97	155
Male	349	60	10	78	497
Other	0	0	0	0	0
Total	368	70	39	175	652



Appendix B – 2022-23 Annual Objectives

- 1) We will provide education and advice on how to prevent and mitigate the impacts of fires and other emergencies.
- 2) We will ensure a swift and effective response when called to emergencies.
- 3) We will provide advice, consultation and enforcement in relation to fire safety standards in buildings.
- 4) We will seek opportunities to contribute to a broader safety, health and wellbeing agenda, whilst delivering our core functions.
- 5) We will ensure that Royal Berkshire Fire and Rescue Service provides good value for money, and is financially and environmentally sustainable, whilst ensuring Equality of Access for the public.
- 6) We will continue to work with Central Government and key stakeholders in the interests of the people of Royal Berkshire.
- 7) We will recruit, train and develop our people to ensure we create a safe, professional, capable and diverse workforce that are supported to become the best public servants they can be for the residents of Berkshire.
- 8) We will manage RBFRS in accordance with best practice and national professional standards, understanding and continuous improvement, learning from events and being transparent in our compliance.
- 9) We will be strong and visible in our leadership in developing a diverse and inclusive 'one team' culture, reflecting our Equality, Diversity and Inclusion Objectives, where everyone's contribution is valued and positive behaviours are recognised.
- 10) We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.



Appendix C – 2022-23 Performance Measures and Definitions

Service Provision

ID	Measure	Definition
1	Number of fire deaths	The number of deaths that occur as the result of a fire, even when the death occurs weeks or months later.
2	Number of non-fatal fire casualties	The number of non-fatal casualties that occur as a result of a fire. This includes any injuries or medical attention which are attributed to the fire.
3	Number of deliberate primary fires	<p>The total number of primary fires that have been started deliberately.</p> <p>Primary fires are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions:</p> <ul style="list-style-type: none"> any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures any fire involving fatalities, casualties or rescues any fire attended by five or more pumping appliances
4	Number of deliberate secondary fires	<p>The total number of secondary fires that have been started deliberately.</p> <p>Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping</p>



		appliances attended, in which case they become primary fires.
Prevention		
5	Increase the number of Referrals for Safe and Well visits received from our partners	RBFRS receive referrals from other agencies for individuals at risk from fire in their homes. These referrals are a high quality source of information about those at risk in our communities.
6	Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours.	When RBFRS are made aware of the threat or an incidence of arson against an individual(s) a Safe and Well Visit should be conducted, wherever possible, within 48 hours.
7	Percentage of Very High and High Risk Safe and Well Referrals completed within target time	Safe and Well Referrals are risk assessed, with each category of risk having a target time for completion. Very High risk referrals have a target time of 72 hours and High risk referrals have a target time of 14 days.
8	Percentage of Medium Risk Safe and Well Referrals completed within target time	Safe and Well Referrals are risk assessed, with each category of risk having a target time for completion. Medium risk referrals have a target time of 21 days.
Protection		
9	Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme	A Fire Safety Audit is carried out to enforce the Regulatory Reform Order (RRO) 2005. Our Risk Based Inspection Programme targets the riskiest premises in the county for inspection. Fire Safety Audits can also result from complaints, or can be carried out after an incident or for training purposes. This measure allows us to monitor how our resources are being targeted at risk.
10	Percentage of Fire Safety Audits with a 'Broadly Compliant' result.	The percentage of completed Fire Safety Audits carried out in commercial premises, where the result was 'Broadly Compliant'



		(satisfactory) and no further action or follow-up was required.
11	Percentage success when cases go to court.	RBFRS prosecute serious cases following Fire Safety Audits. A successful outcome at court is a finding or admission of guilt.
12	Percentage of statutory fire consultations completed within the required timeframes.	Statutory fire consultations have a legally defined timeframe in which they must be completed. Types of consultation include: <ul style="list-style-type: none"> • Licensing • Building regulations
13	The number of Automatic Fire Alarm calls received.	Automatic Fire Alarm calls are calls from Alarm systems and have a higher likelihood of being a false alarm. Reducing the number of these types of calls makes us more efficient.
14	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	This is the number of Automatic Fire Alarm calls received where we did not attend. In some circumstances we are able to seek confirmation before attending, enabling us to be more efficient.
Response		
15	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	This is our Response Standard, and looks at the time taken from when the Fire Control Room Operator answers the phone until the time the first fire engine (appliance) arrives at the scene of the emergency incident. We aim to attend 75% of these incidents in under 10 minutes.
16	Percentage of wholetime frontline pumping appliance availability	This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing.



17	Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)	This is the percentage of hours where there are sufficient minimum qualified firefighters on on-call pumping appliances (fire engines) to enable the appliance to be available. On-call fighters are ready to leave their place of work or home and attend emergencies from the local retained station, when they receive the call.
Resilience		
18	Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	Operational Risk sites are those locations with particular characteristics (e.g. use, location) that pose a specific or unusual risk to our firefighters and the surrounding communities. Regular familiarisation visits by crews and support staff are required to ensure understanding of the risk is up to date.
19	Number of Service Delivery Hub exercises completed	Service Delivery Hub-level operational exercises are an important part of ensuring RBFRS is prepared for incidents that might occur through testing our planning assumptions, guidance and site specific response plans.
Customer Experience		
20	Percentage of domestic respondents satisfied with the overall service	A customer feedback questionnaire is sent to those who have experienced a dwelling fire asking about their satisfaction and experience with the service they received from RBFRS.
21	Percentage of commercial respondents satisfied with the overall service	A customer feedback questionnaire is sent to business owners/ managers who have experienced a fire in their commercial premises asking about their satisfaction and experience with the service they received from RBFRS.
22	Percentage of respondents satisfied with the services with regards to Fire Safety Audits	A customer feedback questionnaire is sent to business owners/ managers who have



		had a full fire safety audit, asking about their satisfaction and experience with the service they received from RBFRS.
23	% of domestic respondents satisfied with the service regards their Safe and Well Visit	A customer feedback questionnaire is sent to a sample of individuals who have received a Safe and Well Visit and asks about their satisfaction and experience with the service they received from RBFRS.
24	Number of complaints received	The number of complaints made to RBFRS about any aspect of our service or staff.
25	Number of compliments received	The number of compliments received by RBFRS about any aspect of our service or staff.



Corporate Health

ID	Measure	Definition
Human Resources and Learning & Development		
26	Percentage of working time lost to sickness across all staff groups	This measure looks at sickness across the whole organisation and the percentage of time lost, based on the number of working hours available to the organisation.
27	Percentage of eligible staff with Personal Development Reviews	This measure reflects the percentage of eligible employees who have had a Personal Development Review meeting. Eligible staff are those who have completed their initial probation period, before the end of the PDR period and who have not been absent for over 50% of the reporting period. Employees moving within the Organisation to new roles on trial or probation periods will still be eligible for a PDR.
28	Number of formal grievances	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety		
29	Number of RIDDOR accidents and diseases	RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) are more serious injury accidents and diseases.
Finance and Procurement		
30	Percentage of spend subject to competition	This measure looks at all items of expenditure over £10k as RBFA must obtain quotes or tenders for all these purchases. This excludes statutory payments such as local authority charges or HMRC.
31	Compliant spend as a percentage of overall spend	This measure calculates the supplier spend that is in a compliant contract as a percentage of the total spend to external bodies and suppliers (as per RBFA contract regulations).
Freedom of Information		



32	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation)	RBFRS are required to conform to Data Protection and Freedom of Information legislation. The Information Commissioner is responsible for determining compliance and issuing advice or penalties. This measure includes only incidents where there is a finding of a breach (not complaints which are subsequently dismissed).
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**Appendix D – Glossary**

Abbreviation	Meaning	Context
ACFO	Assistant Chief Fire Officer	
AFA	Automatic False Alarms	
AIO	Accident Investigation Officers	
ALP	Aerial Ladder Platform	
AM	Area Manager	
APB	Additional Pensionable Benefit	
AR3	Animal Rescue Level 3	Officer or team specialising in animal rescue
ARA	Additional Responsibility Allowance	
ARP	Adults at Risk Programme	
ARU	Animal Rescue Unit	
ASB	Anti-Social Behaviour	
AWE	Atomic Weapons Establishment	
BA	Breathing Apparatus	
BAU	Business As Usual	
BCF	Behavioural Competency Framework	
BFBC	Bracknell Forest Borough Council	
BME	Black and Minority Ethnic	
BMKFRS	Buckinghamshire & Milton Keynes Fire & Rescue Service	
BPI	Business Process Improvement	
CAFS	Compressed Air Foam System	Most appliances have this for extinguishing small fires quickly
CEMT	Corporate Emergency Management Team	
CFO	Chief Fire Officer	
CM	Crew Manager	
COMAH	Control of Major Accident Hazards	Top tier and low tier sites throughout Berkshire. High risk sites.
CRP	Community Risk Programme	
CS	Community Safety	
CSA	Community Safety Adviser	
DAPs	Development Assessment Pathways	
DCFO	Deputy Chief Fire Officer	



DIM	Detection Identification Monitoring	Mobilised from Oxfordshire Fire and Rescue Service
DPA	Data Protection Act	
DRA	Dynamic Risk Assessment	One of the methods for identifying risk in the workplace and recording it for legal reasons
DSS	Director of Support Services	
DVR	Digital Voice Recorder	
EDI	Equality, Diversity and Inclusivity	
EIR	Environmental Information Regulations	
EPM	Emergency Planning Manager	One for each of the six Unitary Authorities
EPO	Emergency Planning Officer	Some of the EPM's have a EPO, such as Reading Borough Council
ESMCP	Emergency Services Mobile Communications Programme	
ESN	Emergency Services Network	
FARRG	Fire and Rescue Risk Group	
FBU	Fire Brigades Union	
FCP	Forward Control Point	A nominated point area where resources can be deployed from to meet the needs of an incident
FDO	Flexi Duty Officer	
FF	Firefighter	
FI	Fire Investigation	
FIO	Fire Investigation Officer	A nominated Officer with the skills to assess what caused a fire and why
FOIA	Freedom of Information Act	
FPS	Firefighters' Pension Scheme	
FRIC	Fire and Rescue Indemnity Company	
FRSA	Fire and Rescue Service Association	
FS	Fire Safety	Green/Grey book personnel carrying out inspections within buildings and events
FSG	Fire Survival Guidance	
FSIOs	Fire Safety Inspecting Officers	
GDPR	General Data Protection Regulation	
GM	Group Manager	
HERU	Hazardous Environmental Response Unit	
HFRS	Hampshire Fire and Rescue Service	
HGV	Heavy Goods Vehicle	



HMEPA	Hazardous Materials Environmental Protection Advisor	Was known as a Hazmat Officer. Specialist Officer with the skills to deal with chemical incidents.
HMICFRS	Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services	
HMO	House of Multiple Occupancy	
HoS	Head of Service	
HRRBs	High Risk Residential Buildings	
HRU	Heavy Rescue Unit	Attends road traffic collisions of 3 or more cars HGVs
HR and L&D	Human Resources and Learning and Development	
HSE	Health and Safety Executive	
IBIS	Incident & Building Information System	The ICT system where all incident and building information is held.
ICO	Information Commissioner's Office	
ICT	Information Communication Technology	
ICU	Incident Control Unit	Large bus mobilised on 7 pump or more incidents
IEC	Immediate Emergency Care	
IRMP	Integrated Risk Management Plan	
IRS	Incident Recording System	
ITHC	Information Technology Health Checks	
JESIP	Joint Emergency Services Interoperability Principles	
JO	Junior Officer	
JY	Juliet Yankee	RBFRS call sign in Control for all appliances
L&D	Learning and Development	
L1	Level 1 Officer	Incident Command Level - Crew and Watch Manager
L2	Level 2 Officer	Incident Command Level - Station Manager/Group Manager A
L3	Level 3 Officer	Incident Command Level - Group Manager A & B
L4	Level 4 Officer	Incident Command Level - Area Manager and Principal Officer
LGPS	Local Government Pension Scheme	
LGV	Light Goods Vehicle	
LMS	Learning Management System	
LPP	Light Portable Pump	



LRF	Local Resilience Forum	Multi-agency partners collaborate to fulfil their duties under the Civil Contingencies Act 2004
LSP	Local Safety Plan	
MAC	Media Advisory Cell	
MAPS	Multi-Agency Problem Solving	
MDT	Mobile Data Terminal	
MHCLG	Ministry of Housing Communities and Local Government	
MORRG	Management of Road Risk Group	
MRV	Multi Roll Vehicle	
MSK	Musculoskeletal-(sickness)	
NAG	Neighbourhood Action Group	
NFCC	National Fire Chiefs Council	
NILO	National Interagency Liaison Officer	
NOG	National Operational Guidance	
NVQ	National Vocational Qualification	
OFRS	Oxfordshire Fire and Rescue Service	
OiC	Officer in Charge	
OJEU	Official Journal of the European Union	
ONR	Office for Nuclear Regulations	
OPAS	Operational Policy and Support	
OQP	Operational Qualifications Planner	
OSEP	Operational Support and Emergency Planning	
OSR	Operational Support Room	
OSU	Operational Support Unit	
OTB	Over the Border	
OTP	Officer Training Programme	
P2P	Purchase to Pay	
PDA	Pre-determined Attendance	
PDI	Personal Development Interview	
PDR	Personal Development Review	
PFI	Post Fire Inspection	
PID	Project Initiation Document	The formal document used to define project objectives, deliverables, costs and timescales for approval



PPE	Personal Protective Equipment	
PPV	Positive Pressure Ventilation	
PQA	Personal Qualities and Attributes	
PRF	Personal Record File	
PSAA	Public Sector Audit Appointments	
PSO	Programme Support Office	
QCF	Qualifications Credit Framework	
WBDC	West Berkshire District Council	
RA	Risk Assessment	
RBFA	Royal Berkshire Fire Authority	
RBWM	Royal Borough of Windsor and Maidenhead	
RDS	Retained Duty System	
RIDDOR	Reporting of Injuries Diseases and Dangerous Occurrences Regulations	
RMS	Remotely Managed Stations	
RRT	Risk Reduction Team	
RTC	Road Traffic Collision	
RTW	Return To Work	
S&W	Safe and Well visit	
SAG	Safety Advisory Group	
SAIF	Strategic Asset Investment Framework	
SCAS	South Central Ambulance Service	
SCC	Strategic Command Centre	
SCG	Strategic Coordinating Group	
SDMT	Service Delivery Management Team	
SECTU	South East Counter Terrorism Unit	
SJCC	Staff Joint Consultative Committee	
SLT	Senior Leadership Team	
SM	Station Manager	
SPB	Strategic Performance Board	
Stn 1	Station 1 – Caversham Road	Wholetime
Stn 10	Station 10 – Wokingham	Wholetime
Stn 11	Station 11 – Mortimer	Retained (On Call)



Stn 14	Station 14 – Ascot	Satellite Station (operates from 0900-1800 hours daily)
Stn 15	Station 15 – Crowthorne	Retained (On Call)
Stn 16	Station 16 – Bracknell	Wholetime
Stn 17	Station 17 – Slough	Wholetime
Stn 18	Station 18 – Langley	Wholetime
Stn 19	Station 19 – Maidenhead	Wholetime
Stn 2	Station 2 – Wokingham Road	Wholetime
Stn 20	Station 20 – Whitley Wood	Wholetime
Stn 21	Station 21 – Windsor	Satellite Station (operates from 0900-1800 hours daily)
Stn 3	Station 3 – Dee Road	Wholetime
Stn 4	Station 4 - Newbury	Wholetime
Stn 5	Station 5 - Hungerford	On Call (Retained)
Stn 6	Station 6 - Lambourn	On Call (Retained)
Stn 7	Station 7 – Pangbourne	On Call (Retained)
Stn 9	Station 9 – Wargrave (closed September 2020)	On Call (Retained)
ToA	Threat of Arson	
TCG	Tactical Coordinating Group	
TCR	Training Course Request	
TIC	Thermal Image Camera	
TVFCS	Thames Valley Fire Control Service	
TVP	Thames Valley Police	
UA	Unitary Authority	
USAR	Urban Search and Rescue	
WAH	Working at Height	
WDS	Wholetime Duty System	
WM	Watch Manager	
WRT	Water Rescue Team	
WT	Wholetime	
WYPF	West Yorkshire Pension Fund (from context)	

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE

-  RoyalBerksFRS
-  @RBFRSOfficial
-  RoyalBerkshireFire
-  Royal Berkshire Fire & Rescue Service
-  rbfrs.co.uk

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Draft Annual Budget 23/24	Management Committee	7.02.23	Annual	Note and recommend	HF&P	N/A	Part I
Budget Monitoring Q3	Management Committee	7.02.23	Annual	Note	HF&P	Budget and Income Generation Lead	Part I
Scheme of Member Allowances Annual Review	Management Committee	7.02.23	Annual	Note and recommend	MO	N/A	Part I
Appliance Availability Q3	Management Committee	7.02.23	Quarterly	Note	AM (R&R)	N/A	Part I
Annual Budget 23/24, Medium Term Financial Plan & Strategic Asset Investment Framework and TVFCS Budget	Fire Authority	15.02.23	Annual	Agree	HF&P	Budget and Income Generation/ Collaboration and Strategic Assets Lead	Part I
Built Environment Presentation	Fire Authority	15.02.23	Ad-hoc	Note	DCFO	N/A	Part I
Emergency Services Environment and Sustainability Group Charter	Fire Authority	15.02.23	Ad-hoc	To sign	HFF&E	Strategic Assets and Sustainability Lead	Part I
Pay Policy Statement	Fire Authority	15.02.23	Annual	Agree	HHR&L&D	N/A	Part I
LFB Culture Review - Audit (Gap analysis)	Fire Authority	15.02.23	Ad-hoc	Agree	CFO	N/A	Part I
Scheme of Allowances Annual Review 23/24	Fire Authority	15.02.23	Annual	Agree	MO	N/A	Part I
Industrial Action Update	Fire Authority	15.02.23	Ad-hoc	Note	DCFO	N/A	Part II
Internal Audit Report	A&GC	28.3.23	quarterly	Note	HF&P	N/A	Part I
External Audit Report	A&GC	28.3.23	quarterly	Note	HF&P	N/A	Part I
Statement of Accounts	A&GC	28.3.23	Annual	Agree	HF&P	Budget and Income Generation Lead	Part I
Annual Governance Statement 22/23	A&GC	28.3.23	Annual	Note	Programme Office and Inspection Manager	N/A	Part I
Annual Report on Members Development	A&GC	28.3.23	Annual	Note and Recommend	DChEx	Organisational Development Champion	Part I
Annual report on Governance / Members attendance and allowances	A&GC	28.3.23	Annual	Note and Recommend	DChEx	A&GC Chairman	Part I
Annual Plan 2023/24	A&GC	28.3.23	Annual	Note and Recommend	DChEx	N/A	Part I
Members Code of Conduct annual consultation - results	A&GC	28.3.23	Annual	Note	HCS	N/A	Part I
Quarter 3 Performance Report	A&GC	28.3.23	Quarterly	Note	Data, Performance and Risk Manager	N/A	Part I
Corporate Calendar 2023/24	Fire Authority	27.04.23	Annual	Agree	DChEx	N/A	Part I

ITEM	DECISION BODY	NEXT REPORTING DATE	REPORTING FREQUENCY	RECOMMENDED ACTION	LEAD OFFICER	LEAD MEMBER	PART I / II
Corporate Plan and CRMP Consultation Results	Fire Authority	27.04.23	Ad-hoc	Agree	HCS	CRMP Lead	Part I
Lead Member and Champion Annual Reports	Fire Authority	27.04.23	Annual	Note	Lead Officers	Lead Members	Part I