



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

Thursday, 28th March, 2024

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: Thursday, 28th March, 2024 at 6.30 pm

VENUE: Lynda Kenyon Suite
RBFRS Headquarters
Newsham Court
Pincents Kiln
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 Dennis Benneyworth	Councillor Morag Malvern
Councillor Tricia Brown	Councillor Dave McElroy
Councillor Haqeeq Dar	Councillor Joshua Reynolds
Councillor Billy Drummond	Councillor Robert Stedmond
Councillor Owen Jeffery	

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 24 January 2024 (Pages 5 - 12)**

Recommendation:

That the Minutes of the meeting and any recorded actions held on 24 January 2024, be confirmed as a correct record and signed by the Chair.

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

Recommendation:

To note there were no matters properly referred to this Committee for decision.

- 5. Annual Report on Governance (Pages 13 - 24)**

Purpose:

To note Annual Report on Governance and to recommend to Fire Authority in June for note.

- 6. Response to the Government Consultation on addressing the Local Audit Backlog in England (Pages 25 - 32)**

Purpose:

To note the Authority's response to the Government's Consultation on proposals to deal with the local audit backlog in England.

7. Member Development Annual Report and Progress against Action Plan
(Pages 33 - 60)

Purpose:

To note 2023/24 Member Development Annual Report and progress against action plan.

8. Quarterly Performance Report 2023/24 Quarter Three (October - December 2023) *(Pages 61 - 146)*

Purpose:

To note Royal Berkshire Fire and Rescue Service's (RBFRS) quarter three performance for the 23/24 financial year.

9. Forward Plan *(Pages 147 - 148)*

Purpose:

To note the Forward Plan.

10. Date of next meeting

Tuesday, 16 July 2024 at 6.30pm, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD.

MINUTES OF THE MEETING OF THE AUDIT AND GOVERNANCE COMMITTEE



Held on Wednesday, 24th January, 2024 at 6.30 pm

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

- Members:**
- | | |
|---|---|
| <p>(*present)</p> <ul style="list-style-type: none"> * Councillor Dennis Benneyworth * Councillor Tricia Brown * Councillor Haqeeq Dar * Councillor Billy Drummond * Councillor Owen Jeffery | <ul style="list-style-type: none"> * Councillor Morag Malvern * Councillor Dave McElroy Councillor Joshua Reynolds Councillor Robert Stedmond |
|---|---|

- In Attendance:**
- Mark Arkwell (Deputy Chief Fire Officer, DCFO)
 - Andrew Britten (EY External Auditor)
 - Graham Britten (Monitoring Officer, MO)
 - Paul Brooks (Head of Assets, HoA)
 - Conor Byrne (Head of Finance and Procurement, HF&P)
 - Ben Cairns (Area Manager, Response and Resilience, AM R&R)
 - David Crease (Area Manager, Response and Resilience, AM R&R)
 - Becca Chapman (Data and Performance Manager)
 - Lucy Greenway (Senior HR Adviser)
 - Daniel Harris (Internal Auditor, RSM)
 - Katie Mills (Assistant Chief Fire Officer, ACFO)
 - Jim Powell (Area Manager, Collaboration and Policy, AM C&P)
 - Fayth Rowe (Democratic Support Lead, DSL)
 - Michaela Smith (Democratic Support Assistant, DSA)
 - Lukasz Wrona (Head of Business Information Systems, HBIS)
 - Cath Dukes (Information Governance Manager, IGM)

Action

30. APOLOGIES FOR ABSENCE

Apologies of absence were received from Councillors Benneyworth, Reynolds and Stedmond.

31. DECLARATIONS OF INTEREST

There were no Declarations of Interest from Members in accordance with the provisions of the Fire Authority’s Local Code of Conduct. There were no Declarations of Interest received from Officers.

32. MINUTES OF THE MEETING HELD ON 30 OCTOBER 2023

The action for Becci Jefferies (Head of Human Resources & Learning and Development HR & L&D) to circulate a breakdown of sickness across all staff groups to members was completed.

RESOLVED that the Minutes of the meeting on 30 October 2023, be approved as a true record to be signed the Chair.

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

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

34. INTERNAL AUDIT UPDATE

Dan Harris, Auditor (RSM) referring to Appendix A, stated 5 out of 8 audits planned for 2023/24 had been finalised. The 3 remaining audit reviews will be held this quarter and presented at a future Audit and Governance Committee (A&GC) meeting. Out of the 5 audits presented, 4 received positive opinions. The 5th audit (Information Governance/GDPR) was an advisory and received management actions.

Dan Harris further explained the Information Governance/GDPR review on page 34 detailed 17 best practice actions to enhance control arrangements with key findings relating to personal data maps and 3rd party management. He stated 'Protecting Information' training needs to be improved as only 53% of staff had completed this. He stated implementation dates had been agreed with management in March, June and December.

In response to a question from the Vice-Chair, Lukasz Wrona (Head of Business Information and Systems HBIS) emphasised all Green and Grey book staff, as well as Fire Authority members were required to complete Information Governance/GDPR training, as they all encounter data. He stated, since the above audit the percentage of staff that had completed this training had increased.

Councillor Dar referencing page 35 asked whether the ICT password policy would be amended in line with National Cyber Security Centre (NCSC) best practice. Cath Dukes (Information Governance Manager) confirmed this policy was being updated.

RESOLVED that the RSM progress report be noted.

35. EXTERNAL AUDIT UPDATE

Conor Byrne (Head of Finance and Procurement Services HF&P) introduced auditor Andrew Britten (EY) who confirmed that at the last meeting in October the Statement of Accounts for 2020/21 had been signed off. He explained the

position of the current two outstanding open 2021/22 and 2022/23 Statement of Accounts. The Ministry of Housing, Communities & Local Government (MHCLG) announced its move on open audits to provide maximum assurance. The back stop date to resolve open audits had been moved from 31 March to 30 September 2024. A modified opinion will be produced on those audits. He stated it was his hope legislative tools would be available to provide an opinion of 2023/24 Statement of Accounts.

Members asked for Conor Byrne's view on the open 2021/22 and 2022/23 Statement of Accounts. Conor Byrne stated it was not satisfactory from a Fire Authority perspective and stated there was no easy answer to this issue. One of the reasons for this delay was due to a shortage of personnel in the audit sector.

The Vice-Chair stated he was reassured to know that this was a national issue and acknowledged it was not an issue solely related to Fire Authority actions or lack of actions. Andrew Britten confirmed it was down to several factors not relating to the Fire Authority.

RESOLVED that the report be noted.

Dan Harris, Andrew Britten & Cath Dukes left the meeting at 6.49pm.

36. PAY POLICY STATEMENT

Lucy Greenway, Senior HR Adviser, stated the Service were required to prepare a Pay Policy Statement each financial year in accordance with Section 38 (1) of the Localism Act 2011. The statement includes information on remuneration for all staff as defined by the Act. Information on staff was taken from data as at 31 October 2023.

She stated several amendments were made to the 2024/25 Pay Policy Statement (Appendix A). Detailed on page 55/56, amendments include Pensions legislation to address age discrimination issues with legacy Firefighter Pensions Schemes, a second options exercise for retained Firefighters, employer contribution rates for the Firefighters Pension Scheme following GAD revaluation, car users in line with changes to the Car User Scheme, enhanced mileage rates for casual, essential and lease car users and finally incidental mileage claims for Flexible Duty Officers, Level 4 Officers and those on a continuous duty rota.

The recommendation was proposed by the Chair and seconded by Councillor Drummond.

RESOLVED that:

- (1) The report be noted, and
- (2) The draft Pay Policy Statement for 2024/2025 Appendix A be recommended to the Fire Authority for approval.

37. GENDER AND ETHNICITY PAY GAP REPORTS 2023

Lucy Greenway, Senior HR Adviser, reported the Service was required to publish Gender Pay Gap data in accordance with the Equality Act each year and that the findings must be published on RBFRS website, and uploaded to the Government's gender pay gap reporting service by 31 March 2024. She also stated that the Service had undertaken an Ethnicity Pay Gap report, which showed the pay gap between white staff and staff from ethnic minority groups. RBFRS has chosen to voluntarily publish these findings for the third year.

Lucy Greenway stated the same method of calculation was used for both reports (Gender and Ethnicity Pay Gap). Calculations were complex and based on hourly rates as of 31st March 2023. The Gender Pay gap reports on the proportion of males and females in the Service, as well as the mean and median pay gap. The Ethnicity Pay gap uses the same reporting method but considers white staff and staff from ethnic minority groups rather than males and females.

She explained that overall, in paragraph 3.6 of the report that a negative pay gap exists, meaning that female employees were paid more than male employees. This year the overall mean pay gap was -5.70%, and the median was -2.32%, meaning for every £1 males earn, females earn approx. £1.05p, and for the median for every £1 males earn, females earn approx. £1.02p. Mean and median decreased since last year due to several factors including roles and grades, recruitment activity and staff gaining competent status. The median was a more accurate reflection of the pay gap which was positive for RBFRS as the median was below the national average (8.3% for 2022), and comparably better than other Fire Services in 2022.

Detailing quartile information, Lucy Greenway stated a quartile was impacted year on year by movement within quartiles such as recruitment of new staff, pay increases and promotions. The gender pay gap can be explained by the terms and conditions of employment that individuals were conditioned to, with Grey Book staff attracting allowances and additional payments that Green Book staff do not. Recruitment activity of predominantly male Firefighter Apprentices had significantly impacted the pay gap overall this year.

Lucy Greenway highlighted it was important to note that while the gender pay gap figures do indicate a strong position, it should be recognised that females were significantly underrepresented in the operational workforce. The mean and median gap should therefore be looked at in the context of these demographics.

An action plan had been produced to help address the gap, particularly in terms of female operational staff which include positive action events, expanding equality monitoring processes and focus on the retention of female identifying staff. Specific actions were identified in the EDI Action Plan (Appendix C). She stated it was a sector wide issue and RBFRS were continually working on ways to address this.

Ethnicity Pay Gap figures on page 79, paragraph 3.27 show that a negative pay gap exists. This year the overall mean pay gap was -11.12%, and the median was -5.61%, meaning for every £1 a white employee earns, staff from ethnic minority groups earn approx. £1.11. The median resulted for every £1 a white employees earn, staff from ethnic minority groups earn approx. £1.05. Like the previous report the median was a more accurate reflection of the pay gap.

With no national figures to compare RBFRS to, CIPD research suggests that nationally, the average mean gap was 8.1% and the average median gap was 12.9%. RBFRS therefore has an ethnicity pay gap below the national average.

Detailing the quartile results (Appendix B), Lucy Greenway reported when broken down the gap within each quartile differs significantly from the overall ethnicity gap. She explained this could be attributed to the scope for variation in hourly pay in each quartile. Longer serving staff were more likely to have achieved competent status with 62.5% of staff from ethnic minority groups having over five years' service. i.e. ethnic minority staff were paid slightly more than white staff.

Similarly, to gender pay gap figures, the ethnicity pay gap figures were skewed due to the recruitment of Apprentice Firefighters, all of which were white. It is recognised that staff from ethnic minority groups were significantly underrepresented in the fire service.

Activities were being undertaken to attract a more diverse workforce including recruitment opportunities, creating an inclusive workplace, summer internship, community engagement and the expansion of the equality monitoring processes. She concluded that the Fire Authority can be satisfied that staff were paid for equal work and have access to the same opportunities.

In response to a comment from the Chair, Lucy Greenway stated that paragraph 3.23 on page 79 should be amended to read *ethnic minority staff are paid more than white staff*.

Councillor McElroy thanked Lucy Greenway for her work on this report and stated he felt that the median was still as important as the mean. Lucy Greenway confirmed it was a useful measure, as it relates more to private companies who may have multiple staff on very high salaries for executive staff. Lucy Greenway stated that as the Service did not have a high number of staff on higher salaries this was not so much of an issue for the Public Sector.

In response to a question from the Vice-Chair, Lucy Greenway confirmed Appendix B was a positive result, and reiterated that we need a more diverse workforce as we have had an influx of majority white male Firefighter Apprentices.

The Chair moved the report, and it was seconded by the Vice-Chair.

RESOLVED that:

- (1) The details of the Gender Pay Gap Report shown in Appendix A be noted and it be agreed it be published on the RBFRS and gov.uk websites;
- (2) The details of the Ethnicity Pay Gap Report shown in Appendix B be noted and it be agreed it be published on the RBFRS website; and
- (3) The details of the Equality, Diversity and Inclusion (EDI) Action Plan be noted.

38. CODE OF CONDUCT CONSULTATION

Graham Britten stated the report stemmed from the Committee on Standards on Public Life in 2019, made several recommendations one of which was for Authorities to consult on the Local Government Association (LGA) Model Code of Conduct on an annual basis. The Fire Authority subsequently adopted the LGA Code and Conduct and to date has held two public consultations.

Due to little engagement from the public, the report was seeking Members to note the report and recommend to the Fire Authority that the Code of Conduct public consultation to be held every three years, or sooner subject to updates made to the document.

The Vice-Chair sought clarification on the number of people that responded to the consultation. Graham Britten reiterated that due to the low response, the report recommended consultation was not held for another three years.

A discussion was held on the low response rate to the consultation.

Councillor Malvern moved the recommendation, and it was seconded by Councillor Dar.

RESOLVED that:

- (1) The outcome of the second annual consultation on the RBFRS Code of Conduct be noted; and
- (2) It be recommended to the Fire Authority it agree RBFA Code of Conduct consultation be held every three years, subject to any proposed updates for which the draft Code of Conduct document will be consulted upon sooner.

39. QUARTERLY PERFORMANCE REPORT- QUARTER TWO

Becca Chapman, Data Performance and Risk Manager stated the Quarter two Performance Report outlined performance across four quadrants: Service Provision, Corporate Health, Priority Programmes and Corporate Risk.

She confirmed Quadrant 1 (Service Provision) scrutinises the Services performance against statutory obligations and pointed to case studies which detailed the effectiveness of hub-working and the response standard targets.

The Vice-Chair commented that he was impressed colleagues went above their roles in assisting with the local car wash.

In referring to page 11, the Chair cited the repeated challenge in the high number of staff in development and the effect the closed training centre (due to flooding) had on the training programme and asked if the programme could be modified with training done in smaller groups to lessen the effects of the closed centre.

Ben Cairns, Area Manager Response and Resilience (AM R&R) stated Apprentice Firefighter recruitment were in cohorts, and as part of their development attended training at the Firefighters College. He added that cohorts were in different stages of their training. Katie Mills, Assistant Chief Fire Officer (ACFO) stated measures were in place to manage the impact of training on appliance availability.

Becca Chapman stated Quadrant 2 (Corporate Health) show how we monitor and manage key resources e.g. People and Finance. The case study detailed how Green Book staff absence was managed and how sickness performance compares to other fire services. She also referenced the progress against achieving EDI objectives. She confirmed the finance measures were back on track this quarter.

The Chair commented on the positive nature of refresher training referenced on page 23 of the quarterly report.

Councillor Drummond stated that on page 21, showed the Service were over budget on fleet maintenance. Conor Byrne (HF&P) stated the Authority had a fleet maintenance agreement with Hampshire Fire & Rescue Service and increasing costs had meant the Authority had to outsource to third parties. He then added that work had been carried out on water rescue safety in the east of the county. Mark Arkwell Deputy Chief Fire Officer (DCFO) added he and Paul Brookes Head of Assets (HoA) recently visited Hampshire Fire & Rescue Service to discuss current performance and to see how this can be maintained or improved via a revised partnership agreement. He stated he expected this to be in place in Q1 24/25 with improved visibility and cost controls.

Quadrant 3 (Priority Programmes) - Becca Chapman reported this quadrant focused on the progress of RBFRS Development Programme, CRMP priorities and Strategic Asset Investment Framework (SAIF). She stated that the Emergency Services Mobile Communication Programme (ESMCP) element of the SAIF continued to show red due to the national status of this work. She concluded this quadrant contained additional detail explaining the situation and progress on the ICT Network Equipment Upgrade, which was currently showing as amber on the SAIF.

Lukasz Wrona (HBIS) added the ESMCP project had temporarily ceased due to factors outside of the Authority's capability. Jim Powell, Area Manager Collaboration and Policy (AM C&P) stated the ESMCP project was currently going through a re-tendering process.

The final Quadrant 4 (Corporate Risk) draws together information that provide an assessment of corporate risks that may impact the delivery of objectives. The section also includes data and information from audit monitoring. Becca Chapman detailed three new risks:

- preparation for wildfire in the context of climate change,
- national power outage planning risk
- IT Disaster Recovery risk.

She stated this section also include a summary of progress against His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) action plan, and implementation of the Fire Standards.

In response to the Chair's comment relating to page 41, risk ID 844 (*Cost of Living rise impact on staff*), Katie Mills (ACFO) confirmed this was an on-going area of concern for the Service, and retention of staff was key, as staff were likely to move to higher paid locations.

In response from a question by Councillor Drummond about page 37, risk ID 906, Lukasz Wrona (HBIS) confirmed that some systems were older than a year and stated equipment can last for up to seven years with warranties and security measures in place.

RESOLVED that:

- (1) The performance against Service Provision and Corporate Health measures for the targets agreed by the Fire Authority for 2023-24 be noted;
- (2) The progress made on the priority programmes be noted; and
- (3) The position of corporate risk be noted.

40. FORWARD PLAN

RESOLVED that the Forward Plan be noted.

41. DATE OF NEXT MEETING

Thursday 28 March 2024, at 6.30pm, RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, Berkshire RG31 7SD

The meeting concluded at 19:36

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	28 MARCH 2024
SUBJECT	ANNUAL REPORT ON GOVERNANCE
LEAD OFFICER	PAUL BREMBLE, HEAD OF CORPORATE SERVICES
LEAD MEMBER	COUNCILLOR TRICIA BROWN
EXEMPT INFORMATION	NONE
ACTION	DECISION

1. EXECUTIVE SUMMARY

- 1.1 To consider the Annual Report on Governance detailing Member Attendance and Allowances in 2023/24 for submission to the Fire Authority in June 2024.
- 1.2 For the purpose of this report, appendices A and B (Members Allowances and Attendance) are shown from 1 June 2023 to 29 February 2024. As outlined in recommendation 2.2.1 and 2.2.2, the appendices will be updated to the end of May 2024 for submission to the Fire Authority in June 2024.

2. RECOMMENDATION

- 2.1 **NOTE** the report; and
- 2.2 **RECOMMEND** that the Fire Authority:
 - 2.2.1 **NOTE** the report;
 - 2.2.2 **NOTE** Members' Allowances received from 1 June 2023 – 31 May 2024; and
 - 2.2.3 **NOTE** the 2023/24 attendance record of Royal Berkshire Fire Authority Members from 1 June 2023 – 31 May 2024.

3. REPORT

- 3.1 At the beginning of this municipal year, the Committee was presented with 12 Areas For Improvement (AFI) that were identified following the graded judgment of 'Good' by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection in January 2023. I am pleased with the workforce planning on the AFI action plan on areas of effectiveness, efficiency, and people. This has been demonstrated by the number of recruitment Firefighter Apprentice campaigns held in the last year and efforts have been made to create positive action opportunities to increase the diversity of the Service.
- 3.2 We received a positive annual report from the Pension Board and learnt of the complexities associated with the age discrimination remedy to the McCloud and Matthews cases. We were reassured to hear from the Head of Human Resources and Learning Development that the Service was working hard to ensure they were on top of resolving matters within the allocated timeframe to Firefighters Pensions.
- 3.3 We were also informed that regular contract meetings were held with Pension Administration providers, Pension Board Chair and HR Advisers to review performance targets.
- 3.4 RSM (Internal Auditor's) 2022/23 audit for Governance and Risk Management found consistent controls within Governance and Risk Management. The overall audit opinion was positive, and their annual report detailed the Service as having an adequate and effective framework for risk management, governance, and internal control. There was a low management action on Member Development skill-based questionnaires. The auditors found only 11 members had completed the skills questionnaire and identified this as a risk that group leaders may not be able to match appropriate skills and interests ahead of Fire Authority annual meeting and equally, Democratic Support Team would be unable to signpost members to specific training. I hope the 23/24 Governance and Risk audit will show an improvement in this area. However, the onus is on all Fire Authority Members in assisting Group Leaders and Democratic Support Team by completing this form (skills-questionnaire).
- 3.5 The 2020/21 Statements Accounts were signed off by this Committee in October 2023 following delays in Deloitte's audit of the Royal County of Berkshire Pension Fund along with a change in calculation of property valuations. The Committee has continued to seek regular updates from our External auditors (Ernst and Young (EY)) on the additional delay of signing off 2021/22 and 22/23 Statement of Accounts. The Committee has acknowledged that this Authority is not alone, and as of 30 October 2023, 475 local authorities were also affected and only five authorities' 2022/23 Statement of Accounts were audited by the required deadline of 30 September 2023.
- 3.6 The Quarterly Performance reports highlighted fire risks associated with e-bike scooters, progress made against our Equality, Diversity and Inclusion (EDI)

objectives, road and water safety education programmes and the cost-of-living crisis identified as part of the Corporate Risk Register, to name but a few. We learned that the Erleigh Road fire incident in Reading impacted the target of zero fire deaths. The positive news following this tragedy was the Service were able to reach approximately 600-700 members of the community and gathered 43 referrals for Safe and Well visits.

- 3.7 The Service has made a good start against our six priorities of our Community Risk Management Plan (CRMP) commitments published in our 2023/24 Annual Plan. A series of well received staff conferences were held in quarter two to launch the Service's purpose and vision as well as engaging staff in Active Bystander training.
- 3.8 In January 2024, an internal audit update confirmed that over half of the audits have now been finalised. The low statistic for the completion of the Protecting Information by all staff is a concerning 53%. Although this has since increased, it is still way off 100%. All staff need to complete this training asap to ensure our security measures are as robust as possible. Fire Authority Members are also required to demonstrate they have read relevant policies around Protecting Information, of which I have been assured by Information Governance Manager she has received confirmation from all Members. This is an annual requirement; therefore, it will not be too long before we are requested to complete this task again.
- 3.9 We were given an in-depth report of the Pay Policy Statement and Gender and Ethnicity Pay Gap report. This showed there is a lack of diversity within the Service, however in referring to paragraph 3.1, it was pleasing to hear of the many ways the Service are actively looking to improve this.
- 3.10 This year saw the appointment of three out of eight newly appointed Fire Authority Members onto this Committee of which they have made a valuable contribution. I would also like to take this opportunity to thank all Audit and Governance Committee Members for their commitment to this Committee and the Fire Authority as a whole.

Governance

- 3.12 No formal complaints have been received against Members this year. It is reassuring that the Authority have potentially six Independent Person (s) on standby, should we need them to investigate complaints against Members, alongside our Monitoring Officer, Graham Britten.

Member Allowances

- 3.11 During the year (from 1 November 2023) Members Allowances were increased following National Joint Council (NJC) for Local Government Services pay agreement for Green Book staff. Members Allowances are indexed to Green Book pay conditions. Allowances were increased to 3.88% and this percentage was backdated to 1 April 2023.

Agenda Item 5

- 3.12 In addition, Audit and Governance Committee recommended the Independent Review of the Scheme of Allowances to the Fire Authority which was approved on 8 November 2023 (minute reference 31). The Independent Review recommended an increase of the average day spent on Fire Authority business from 18 to 19 days per year, therefore a small increase will be made to allowances from 1 April 2024.
- 3.13 Member Allowances for the period of 1 June 2023 – 29 Feb 2024 are shown in **Appendix A**. The increase in allowances recommended by the Independent Review is not reflected in Appendix A, however will be reflected when this report is presented to the Fire Authority in June 2024.

Member Attendance

- 3.14 The attendance record of Members in 2023/24, is shown in Appendix B of this report. The Appendix include all meetings up to the 29 February 2024. Like Member Allowances, these attendance figures will be updated and reported to the Fire Authority in June 2024. Member attendance has been good with no meetings being inquorate, and all business being able to be conducted. Committee meeting absences have often been due to Unitary Authority meeting clashes, and apologies, when received, have generally been in good time.
- 3.15 Meeting clashes with Unitary Authority committees are unavoidable, however the Democratic Support Team liaise annually with their counterparts in each of the six Councils to ensure Fire Authority meetings do not clash with respective full Council meetings.
- 3.16 Appendix B details Committee meeting attendance only (meetings which have been held in public) and does not include Member attendance at Member briefings and events held during the year. These include Working Groups, Fire Liaison Group meetings, briefings, Armed Forces meetings, Thames Valley Collaboration Steering Group meetings and Member Development courses.

3. 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 Member Allowances and expenses (Appendix A) outline the cost to the Fire Authority.

6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications in this report.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 There are no Equality and Diversity implications in this report.

8. RISK IMPLICATIONS

8.1 There are no risk implications in this report.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 None for the purpose of this report.

10. PRINCIPAL CONSULTATION

10.1 Consultation has been undertaken with the Chief Fire Officer, Chief Finance Officer and Monitoring Officer.

11. BACKGROUND PAPERS

11.1 Audit and Governance Committee meetings in 2023/24.

11.2 Fire Authority – 8 November 2023 agenda and minutes.

12. APPENDICES

12.1 Appendix A – Members' Allowances.

12.2 Appendix B – Members' Attendance.

13. CONTACT DETAILS

13.1 Fayth Rowe, Democratic Support Lead rowef@rbfrs.co.uk

13.2 Michaela Smith, Democratic Support Assistant smithmj@rbfrs.co.uk

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Royal Berkshire Fire Authority - Member Allowances and Travel Expenses paid to date

Member Payments 1 June 2023- 29 February 2024

<u>SURNAME</u>	<u>FORENAME</u>	<u>To date Member Allowance</u>	<u>To date Special Responsibility Allowance</u>	<u>To date Travel Expenses</u>	<u>Total Paid to Date 31/02/23</u>
Benneyworth	Dennis	£2,105.08			£2,105.08
Brooks	Jeff	£2,105.08	£10,479.68	192.28	£12,777.03
Brown	Tricia	£2,105.08	£3,157.20	0.00	£5,262.28
Dar	Haqeeq	£2,105.08			£2,105.08
Drummond	Billy	£2,105.08			£2,105.08
Gittings	Paul	£2,105.08	£5,262.75		£7,367.83
Griffith	Wendy	£2,105.08	£1,052.36		£3,157.44
Frewer	Peter	£2,105.08			£2,105.08
Helliar-Symons	Pauline	£2,105.08	£2,105.08	82.42	£4,292.58
Jeffery	Owen	£2,105.08	£1,052.36		£3,157.44
Malvern	Morag	£2,105.08	£1,052.36	0.00	£3,157.44
McElroy	Dave	£2,105.08		0.00	£2,105.08
McKenzie-Boyle	Tina	£2,105.08		0.00	£2,105.08
Reynolds	Joshua	£2,105.08			£2,105.08
Shah	Ishrat	£2,105.08			£2,105.08
Shepherd-DuBey	Rachelle	£2,105.08	£3,157.20	0.00	£5,262.28
Smith	Mike	£2,105.08	£3,157	0.00	£5,262.28
Stedmond	Robert	£2,105.08			£2,105.08
Taylor	Helen	£2,105.08			£2,105.08
Werner	Simon	£2,105.08	£3,157.20	0.00	£5,262.28
					76,009.66

No more than 10 Special Responsibility Allowances (SRA) were paid.

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Username	Total Expected	Present	% Present	Apologies	Party	Meeting Date	Attendance	Comment
Councillor Billy Drummond	6	6	100%	0	Audit and Governance Committee Audit and Governance Committee Audit and Governance Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	24/07/2023 18:30 30/10/23 18:30 24/01/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Present, as expected Present, as expected Present, as expected Present, as expected Present, as expected Present, as expected	
Councillor Dave McElroy	6	5	83%	1	Audit and Governance Committee Audit and Governance Committee Audit and Governance Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	24/07/2023 18:30 30/10/23 18:30 24/01/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Present, as expected Present, as expected Present, as expected Apologies Present, as expected, virtual Present, as expected	
Councillor Dennis Benneyworth	6	4	67%	2	Audit and Governance Committee Audit and Governance Committee Audit and Governance Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	24/07/2023 18:30 30/10/23 18:30 24/01/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Apologies Present, as expected Apologies Present, as expected Present, as expected Present, as expected	
Councillor Haqeeq Dar	6	5	83%	1	Audit and Governance Committee Audit and Governance Committee Audit and Governance Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	24/07/2023 18:30 30/10/23 18:30 24/01/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Present, as expected Present, as expected Present, as expected Present, as expected Present, as expected Apologies	
Councillor Helen Taylor	7	4	57%	2	Royal Berkshire Fire Authority Management Committee Management Committee Management Committee Management Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority	08/11/2023 18:30 11/07/23 18:30 16/10/23 18:30 04/12/23 18:30 06/02/24 18:30 08/06/23 18:30 15/02/24 18:30	Apologies Apologies Present, as expected Present, as expected Absent Present, as expected Present, as expected	
Councillor Ishrat Shah	7	7	100%	0	Management Committee Management Committee Management Committee Management Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	11/07/2023 18:30 16/10/23 18:30 04/12/23 18:30 06/02/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Present, as expected, virtual Present, as expected Present, as expected Present, as expected Present, as expected Present, as expected Present, as expected	

Username	Total Expected	Present	% Present	Apologies	Party	Meeting Date	Attendance	Comment
Councillor Jeff Brooks	7	7	100%	0	Management Committee	11/07/23 18:30	Present, as expected	
					Management Committee	16/10/23 18:30	Present, as expected	
					Management Committee	04/12/23 18:30	Present, as expected	
					Management Committee	06/02/24 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	
Councillor Joshua Reynolds	6	5	83%	1	Audit and Governance Committee	24/07/2023 18:30	Present, as expected	
					Audit and Governance Committee	30/10/23 18:30	Present, as expected	
					Audit and Governance Committee	24/01/24 18:30	Apologies	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	
Councillor Mike Smith	7	7	100%	0	Management Committee	11/07/23 18:30	Present, as expected	
					Management Committee	16/10/23 18:30	Present, as expected	
					Management Committee	04/12/23 18:30	Present, as expected	
					Management Committee	06/02/24 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	
Councillor Morag Malvern	6	6	100%	0	Audit and Governance Committee	24/07/2023 18:30	Present, as expected	
					Audit and Governance Committee	30/10/23 18:30	Present, as expected	
					Audit and Governance Committee	24/01/24 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	
Councillor Owen Jeffery	6	6	100%	0	Audit and Governance Committee	24/01/2024 18:30	Present, as expected	
					Audit and Governance Committee	30/10/23 18:30	Present, as expected	
					Audit and Governance Committee	24/07/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	
Councillor Paul Gittings	7	7	100%	0	Management Committee	11/07/23 18:30	Present, as expected	
					Management Committee	16/10/23 18:30	Present, as expected	
					Management Committee	04/12/23 18:30	Present, as expected	
					Management Committee	06/02/24 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	

Username	Total Expected	Present	% Present	Apologies	Party	Meeting Date	Attendance	Comment
Councillor Pauline Helliar-Symons	7	4	57%	3	Management Committee Management Committee Management Committee Management Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	11/07/23 18:30 16/10/23 18:30 04/12/23 18:30 06/02/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Apologies Present, as expected Apologies Present, as expected Present, as expected Apologies Present, as expected	
Councillor Peter Frewer	9	7	78%	1	Management Committee Management Committee Management Committee Management Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority Thames Valley Fire Control Service Joint Committee Thames Valley Fire Control Service Joint Committee	11/07/2023 18:30 16/10/23 18:30 04/12/23 18:30 06/02/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30 17/07/23 14:00 14/12/23 14:00	Present, as expected Present, as expected Present, as expected Apologies Present, as expected Present, as expected Present, as expected Present, as expected Absent	
Councillor Rachelle Shepherd- DuBe	7	7	100%	0	Management Committee Management Committee Management Committee Management Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority	11/07/23 18:30 16/10/23 18:30 04/12/23 18:30 06/02/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30	Present, as expected Present, as expected Present, as expected Present, as expected Present, as expected, virtual Present, as expected Present, as expected	
Councillor Robert Stedmond	6	3	50%	3	Royal Berkshire Fire Authority Audit and Governance Committee Audit and Governance Committee Royal Berkshire Fire Authority Audit and Governance Committee Royal Berkshire Fire Authority	08/11/2023 18:30 30/10/23 18:30 24/01/24 18:30 08/06/23 18:30 24/07/23 18:30 15/02/24 18:30	Apologies Apologies Apologies Present, as expected Present, as expected Present, as expected	
Councillor Simon Werner	9	6	66%	2	Management Committee Management Committee Management Committee Management Committee Royal Berkshire Fire Authority Royal Berkshire Fire Authority Royal Berkshire Fire Authority Thames Valley Fire Control Service Joint Committee Thames Valley Fire Control Service Joint Committee	11/07/2023 18:30 16/10/23 18:30 04/12/23 18:30 06/02/24 18:30 08/06/23 18:30 08/11/23 18:30 15/02/24 18:30 17/07/23 14:00 14/12/23 14:00	Apologies Present, as expected Present, as expected Absent Present, as expected Present, as expected Apologies Present, as expected Present, as expected	

Username	Total Expected	Present	% Present	Apologies	Party	Meeting Date	Attendance	Comment
Councillor Tina McKenzie-Boyle	7	4	57%	3	Management Committee	11/07/2023 18:30	Present, as expected	
					Management Committee	16/10/23 18:30	Present, as expected	
					Management Committee	04/12/23 18:30	Apologies	
					Management Committee	06/02/24 18:30	Apologies	
					Royal Berkshire Fire Authority	08/06/23 18:30	Apologies	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	
Councillor Tricia Brown	6	5	83%	1	Audit and Governance Committee	24/07/2023 18:30	Present, as expected	
					Audit and Governance Committee	30/10/23 18:30	Present, as expected	
					Audit and Governance Committee	24/01/24 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Apologies	
Councillor Wendy Griffith	7	7	100%	0	Management Committee	11/07/2023 18:30	Present, as expected	
					Management Committee	16/10/23 18:30	Present, as expected	
					Management Committee	04/12/23 18:30	Present, as expected	
					Management Committee	06/02/24 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/06/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	08/11/23 18:30	Present, as expected	
					Royal Berkshire Fire Authority	15/02/24 18:30	Present, as expected	

Appendix B

Agenda Item 5

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT & GOVERNANCE COMMITTEE
DATE OF MEETING	28 MARCH 2024
SUBJECT	RESPONSE TO THE GOVERNMENT CONSULTATION ON ADDRESSING THE LOCAL AUDIT BACKLOG IN ENGLAND
LEAD OFFICER	NIKKI RICHARDS, DEPUTY CHIEF EXECUTIVE
LEAD MEMBER	COUNCILLOR TRICIA BROWN, CHAIR
EXEMPT INFORMATION	n/a
ACTION	FOR NOTE

1. **EXECUTIVE SUMMARY**

- 1.1 The Department for Levelling Up, Housing and Communities (DLUHC) has sought comments on its proposals to address the local government audit backlog in England.
- 1.2 The Authority, through the Chair of this Committee, has responded to the Government's Consultation, highlighting the impact that the proposals would have in terms of reputational risk and internal resourcing requirements.

2. **RECOMMENDATION**

The Committee is requested to:

- 2.1 **NOTE** the Authority's response to the Government's Consultation on proposals to deal with the local audit backlog in England.

3. **REPORT**

- 3.1 The external auditing of local bodies is vital in supporting democratic accountability. External audit provides assurance for local people and their elected representatives that services to the public are being provided in a financially sustainable way and represent good value for money.
- 3.2 The Government has stated that the backlog in the publication of audited accounts of local bodies in England has grown to an unacceptable level. It is therefore consulting on proposals to amend the Accounts and Audit Regulations 2015 as part of a package of cross-system measures to clear the backlog and put the system on a sustainable footing.

Agenda Item 6

- 3.3 The Consultation questions and the Authority's responses are set out in **Appendix A**. While it is accepted that decisive action is required to clear the backlog, the Authority has concerns with some of the proposals.
- 3.4 The first question asks if the Authority agrees that it should be required to have published audited accounts for all financial years up to and including financial year 2022/2023 by 30 September 2024. In our case, our auditors have already stated that this will not be possible, so we see little merit in supporting this proposal. Setting an arbitrary deadline that cannot be met is a de facto admission by the Government that the backlog cannot be cleared and that accounts will have to be disclaimed.
- 3.5 Another concern for the Authority relates to the Government's proposal to publish a list of bodies and audit firms which do not meet statutory deadlines for the publication of audited accounts. Such an approach could potentially damage the Authority's reputation for good governance and financial management. It seems perverse for the Government to set an arbitrary deadline of 30 September 2024 for the publication of audited accounts and then suggest consequences for authorities that are unable to comply due to the failure of the auditors to complete audits on time. The Authority believes that there should not be consequences where bodies have published their unaudited accounts by the statutory deadline. The Authority has met its statutory deadlines, and it needs to be emphasised that the reason for the Consultation is due to the failure of audit firms across the sector to deliver audits in a timely manner.
- 3.6 Finally, the Authority has concerns about the timetable to put the system on a sustainable footing. Some of the staging dates will cause resourcing issues for preparers of the accounts as they will be producing the accounts for one financial year while simultaneously being audited on the previous year's accounts. Furthermore, it remains to be seen whether audit firms will be able to deploy sufficient resources across the sector to deliver audits against the revised timetable.

4. **CONTRIBUTION TO STRATEGIC COMMITMENTS**

- 4.1 Commitment 5 – Sustainability. We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.

5. **FINANCIAL IMPLICATIONS**

- 5.1 For the period that the Consultation covers, the cost of external audit for the Authority will rise from £33,305 per annum under the previous contract to £101,166 under the new national contract as awarded by Public Sector Audit Appointments (PSAA).

6. **LEGAL IMPLICATIONS**

- 6.1 The Consultation seeks views on amending the Accounts and Audit Regulations 2015 as part of a package of cross-system measures to clear the backlog and put the system on a sustainable footing.

7. EQUALITY AND DIVERSITY IMPLICATIONS

7.1 None.

8. RISK IMPLICATIONS

8.1 Reputational, governance and resourcing risks have been highlighted in sections 3.2 to 3.6 of the paper.

9. CONSISTENCY WITH DUTY TO COLLABORATE

9.1 Audit firms have been appointed by PSAA through a national procurement exercise.

10. PRINCIPAL CONSULTATION

10.1 The Chair of Audit and Governance Committee and the Chair of the Fire Authority have been consulted on the Authority's response to the Government's proposed measures to clear the audit backlog.

11. BACKGROUND PAPERS

11.1 <https://www.gov.uk/government/consultations/addressing-the-local-audit-backlog-in-england-consultation>

12. APPENDICES

12.1 Appendix A – Response to the Government's proposals to clear the backlog of local audits in England.

13. CONTACT DETAILS

13.1 Conor Byrne - Head of Finance and Procurement
Email: byrnec@rbfrs.co.uk
Tel: 07585 991602

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Local audit framework: DLUHC Technical Consultation

Questions

Q1. Notwithstanding the possibility of exemptions in exceptional circumstances (covered by questions 3 and 4 below), do you agree that Category 1 authorities should be required to have published audited accounts for all financial years up to and including financial year 2022/2023 by 30 September 2024? (agree, disagree, unsure)

Do you have any comments on this issue?

Royal Berkshire Fire Authority does not agree with the proposed deadline to have published audited accounts because it has already been stated by our auditors that, in our case, the deadline cannot be met.

Q2. Do you agree that the requirement at Regulation 10(2) for Category 1 authorities to publish a delay notice should be disapplied in relation to any outstanding audits covering financial years 2015/2016 to 2022/2023? (agree, disagree, unsure)

Do you have any comments on this issue?

Royal Berkshire Fire Authority does not agree with the proposal to remove the delay notice to the audit as it does not consider the proposed date of 30 September 2024 for publishing audited accounts to be realistic. In the Authority's case, it gives a misleading impression to the public that that progress in auditing previous years' accounts will be made between now and 30 September 2024.

Q3. Do you think it would be appropriate for Category 1 authorities to be exempt from the statutory backstop date of 30 September in circumstances where the auditor is unable to issue their opinion due to outstanding objections to the accounts that could be material to that opinion? (agree, disagree, unsure)

Please explain your response.

Royal Berkshire Fire Authority agrees that such authorities should be exempt from the statutory backstop as this could be critical information that should be in the public domain.

Q4. Do you think there would be any other exceptional circumstances which might create conditions in which it would be appropriate for Category 1 authorities to be exempt from the 30 September backstop date? (agree, disagree, unsure)

Please explain your response, including, where relevant, details of exceptional circumstances you consider would justify an exemption.

Agenda Item 6

Appendix A

The question should be directed to the auditors. Where authorities have published unaudited accounts, it will be for the auditors to meet the backstop date, not authorities. Auditors need to be explaining why they need more time if they cannot meet the 30 September backstop date.

Q5. We intend to publish a list of local bodies and audit firms which meet statutory deadlines for the publication of audited accounts and those which do not. Do you think there should be additional consequences for Category 1 authorities or audit firms (excluding an authority or firm covered by an exemption) if they do not comply with the statutory deadline of 30 September 2024? (agree, disagree, unsure)

Please explain your response and, where relevant, include any suggested consequences.

Royal Berkshire Fire Authority has already met the statutory deadline for publishing its unaudited accounts. The Authority disagrees that local bodies that have not had their published accounts audited by 30 September 2024 should be listed. On the whole, the backlog issue is due to a failure of the audit firms to deliver audits on time and should be reported as such.

Q6. Notwithstanding the possibility of exemptions in exceptional circumstances (covered by questions 7 and 8 below), do you agree that Category 1 local authorities should be required to publish audited accounts for financial years 2023/2024 to 2027/2028 by the following dates (agree, disagree, unsure)?

- 2023/24: 31 May 2025
- 2024/25: 31 March 2026
- 2025/26: 31 January 2027
- 2026/27: 30 November 2027
- 2027/28: 30 November 2028

Do you have any comments on these dates?

Royal Berkshire Fire Authority agrees with the dates for 2024/25 onwards but disagrees with the date for publication of the 2023/24 audited accounts which clashes with the statutory deadline for the publication of the unaudited 2024/25 accounts.

Q7. Do you think it would be appropriate for Category 1 authorities to be exempt from the statutory backstop dates for Phase 2 in circumstances where the auditor is unable to issue their opinion due to outstanding objections to the accounts that could be material to that opinion? (agree, disagree, unsure)

Please explain your response.

Royal Berkshire Fire Authority agrees with this proposal as it could be in the public interest for this information to be published.

Q8. Do you think there would be any other exceptional circumstances which might create conditions in which it would appropriate for Category 1 authorities to be exempt from the backstop dates for Phase 2? (agree, disagree, unsure)

Please explain your response, including, where relevant, details of exceptional circumstances you consider would justify an exemption.

Royal Berkshire Fire Authority believes the backstop should be disregarded where the auditor has failed to resource the audit.

Q9. We intend to publish a list of local bodies and audit firms which meet statutory deadlines for the publication of audited accounts and those which do not. Do you think there should be additional consequences for Category 1 authorities or audit firms (excluding an authority or firm covered by an exemption) if they do not comply with the statutory deadlines for Phase 2? (agree, disagree, unsure)

Please explain your response and, where relevant, include any suggested consequences.

Royal Berkshire Fire Authority believes that there should not be consequences for local bodies that have published their unaudited accounts by the statutory deadline. There should be consequences for audit firms. Again, the reason for this consultation is due to failure of audit firms to deliver audits in a timely manner.

Q10. The Accounts and Audit Regulations 2015 (regulation 15(1)(a)) currently requires Category 1 local authorities to publish unaudited accounts by the 31 May following the end of the financial year. In light of the proposed deadlines for the publication of audited accounts, do you think the 31 May deadline remains appropriate for financial years 2024/2025 to 2027/2028? (agree, disagree, unsure)

Please explain your response.

Royal Berkshire Fire Authority believes that there should be added flexibility due to the additional workloads that local bodies will face. Currently, all of the flexibility has been provided to the auditors.

Q11. The existing annual deadline for the publication of unaudited accounts is 31 May. As set out above, we are proposing a backstop date for the publication of audited accounts for the financial year 2023/2024 of 31 May 2025. This would mean that 31 May 2025 would be the statutory deadline for both the publication of audited accounts for financial year 2023/2024 and unaudited accounts for financial year 2024/2025. Do you expect this would create any significant issues? (agree, disagree, unsure)

Agenda Item 6

Appendix A

Please explain your response.

Royal Berkshire Fire Authority believes these dates to be wholly unfair to local bodies. The audit firms who are responsible for the backlog will only be responsible for meeting the deadline for the audited accounts whilst local bodies will have to deliver on two fronts.

Q12. The government anticipates that the Phase 1 backstop proposals will result in modified or disclaimed opinions. A modified or disclaimed opinion at the end of Phase 1 would require auditors to subsequently rebuild assurance. The Phase 2 backstop dates are intended to enable this work to be spread across multiple years. Given this additional work, and noting the further explanation at paragraphs 15 to 46 of the Joint Statement, do you have any views on the feasibility of audited accounts being published by the proposed statutory backstop dates for Phase 2?

Royal Berkshire Fire Authority has not seen evidence that there will be sufficient capacity within audit firms to perform the additional work.

Q13. Do you agree that it would be beneficial for the 2015 Regulations be amended so that Category 1 bodies would be under a duty to consider and publish audit letters received from the local auditor whenever they are issued, rather than, as is currently the case, only following the completion of the audit? (agree, disagree, unsure)

Do you have any comments on this issue?

Royal Berkshire Fire Authority does not agree that audit letters should be published until the audit has been completed as they would lack credibility.

Q14. Do you have any comments on whether any of the proposals outlined in this consultation could have a disproportionate impact, either positively or negatively, on people with protected characteristics or wish to highlight any other potential equality impacts?

Royal Berkshire Fire Authority does not have any comments to this question.

Q15. Finally, do you have any further comments on the proposed changes to the 2015 Regulations not covered by the questions so far, including relating to any unintended consequences?

Royal Berkshire Fire Authority does not have any comments to this question.

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	28 MARCH 2024
SUBJECT	MEMBER DEVELOPMENT ANNUAL REPORT AND PROGRESS AGAINST ACTION PLAN
LEAD OFFICER	PAUL BREMBLE, HEAD OF CORPORATE SERVICES
LEAD MEMBER	COUNCILLOR OWEN JEFFERY
EXEMPT INFORMATION	NONE
ACTION	NOTE

1. EXECUTIVE SUMMARY

1.1 To receive an Annual Report and to note the progress of the Action Plan on Member Development activities in 2023/24.

2. RECOMMENDATION

That Audit and Governance Committee:

- 2.1 **NOTE** the Member Development Annual Report;
- 2.2 **NOTE** the progress of the 2023/24 Member Development Action Plan (Appendix A);
- 2.3 **NOTE** the results of the Member Development Survey (Appendix B), and
- 2.4 **NOTE** 2023-2027 Member Development Strategy (Appendix C), and protocol for Station visits (Appendix D).

3. REPORT

- 3.1 In June 2023, the Fire Authority appointed eight new Fire Authority Members and appointed Councillor Owen Jeffery as Member Development Champion.
- 3.2 Focus was made towards targeting Member Development courses to new and returning Members appointed into new roles. The majority of returning members have attended the courses listed in Table one, therefore their learning and development was encouraged by attending formal fire station visits arranged by Democratic Support Team. In addition, all Members were encouraged to make informal visits to fire stations (protocol for station visits attached at Appendix D).

Agenda Item 7

- 3.3 Appendix A show the progress against 2023/24 Action Plan and Red, Amber, Green (RAG) status has been included to indicate whether actions were completed during the year. There is one red action identified in the action plan.
- 3.4 The red action, number (22) Modern.gov Training was not held during the year. Modern.gov Training will be removed from the action plan in 2024/25 and will be made available upon request. Members will be given the opportunity to request Modern.gov Training at New Member Induction sessions, as well as periodic email reminders from Democratic Support Team. In the last four years, Modern.gov training was provided to three Members, therefore the demand for this training session is low.
- 3.5 Modern.Gov Training was not offered this year due to the roll out of Royal Berkshire Fire and Rescue Service (RBFRS) email accounts to all Fire Authority Members. Focus was made on this roll out and Democratic Support and ICT Teams will continue to support and ensure the Authority comply with data processing processes.
- 3.6 Equality, Diversity and Inclusion (EDI) is captured in Healthy Organisation Member Development course and relevant Protecting Information / Information Governance policies were sent to Members electronically to confirm they have read and understood them. This negates the need for Members to complete the Protecting Information and EDI e-learning courses.
- 3.7 Relevant Information Governance policies such as Security, Password, Data Protection and Acceptable use of ICT Resources (this includes RBFRS email accounts) will be issued to Members on an annual basis to read and record agreement, in line with recent Internal audit management action.
- 3.8 This year, most courses were condensed to one-hour sessions and held during lunchtime periods and on Microsoft TEAMS to provide greater flexibility in Member attendance. Some sessions were also arranged as hybrid meetings for those Members who wanted to attend in-person. We have found this time of day (lunchtime training sessions) suitable for most Members, provided advance notice was given. Democratic Support Team will continue to review this when planning training sessions in 2024/25.
- 3.9 Each year, Members are requested to complete an anonymous online survey on Member Development courses / activities attended, and where possible, Democratic Support use survey results to develop courses or activities for the next Municipal year.
- 3.10 This year, the online survey (Appendix B) was held from 16 February – 23 February 2024 and was completed by 6 respondents, which is over 20% of the overall Fire Authority. Member participation in the survey was not compulsory, and as outlined in paragraph 3.2, new Members were targeted to attend courses as longer serving Members had attended the courses on offer in previous years.

- 3.11 The feedback received (Appendix B) was positive with particular praise for the Safety at Home course (*'a life altering session'*), station visits (*'great to see the teams and what they do'*) and the Induction course (*'the induction meeting with the other members and the Fire Chief was excellent'*) The courses/ visits meet expectations and the comments received were based around how much they received a good understanding of how RBFRS operate. In response to feedback received from last year's Member Development survey, more organised fire station visits were arranged in 23/24. Station visits are seen as an important activity for Members to learn about the Authority's assets, e.g. station, fire appliances, equipment, and people (Grey/Green Book staff).
- 3.12 Member Development Working Group has requested course surveys are followed up after each course/visit rather than an annual survey with the aim to capture qualitative data. Starting in June 2024, course surveys will be circulated to Members following course attendance.
- 3.13 The Fire Authority approved its Member Development Strategy on 27 April 2023 (minute reference 89) and is attached as Appendix C for note.
- 3.14 Table One shows Member attendance on courses, workshops and station visits held during 2023/24. *Member Induction* highlighted the Service's Vision providing an introduction to the Service by Wayne Bowcock; Chief Fire Officer and Conor Byrne, Head of Finance and Procurement.
- 3.15 *Station visits* were arranged based on the location of the station and Members Unitary Authority area, therefore not all 20 Members were targeted to attend a specific fire station. Slough station visit was the exception as all Members were invited to attend due to the planned refurbishment works which was due to commence.
- 3.16 *Thames Valley Fire Control Service (TVFCS)* visit, *Safety at Home* and *Wellbeing* courses were aimed at all Fire Authority Members; however, a number of Members have attended the above over the years.
- 3.17 All the courses / visits outlined in the Action Plan (Appendix A) are designed to inform Members about various departments of the Service. *Safety at Home* looked at the importance of installing and testing Fire alarms in the home, electrical and cooking safety, and *Wellbeing* course focussed on the various organisational initiatives that are in place to improve staff mental health.
- 3.18 EDI was covered in a number of areas of Members Development. For example, during station visits, thematic improvements including EDI and contaminants plans were shown. This included improvements to shower facilities, sleeping accommodation and multifaith / community rooms to attract a more diverse workforce. As stated in paragraph 3.6, the content of *Healthy Organisation* course looked at the Equality Act 2010, the Service's EDI Objectives, EDI action plans and positive action initiatives. In addition, the Member / Officer workshop in October 2023 designed a new Member

Agenda Item 7

Charter which sets out the Authority's support in the delivery of the Service's Vision and its stance on creating a safe environment for staff to thrive.

- 3.19 *Understanding Audit and Governance Committee* course was rolled out at the end of 22/23 and is an overview of how the Service manages performance against objectives and priorities set out in the Annual Plan. The course covers Response Standard, Appliance Availability, and project action plans. Although new 23/24 Members who were appointed onto Management Committee were targeted to attend this course, it is felt a change in the course title will indicate that this course is aimed at all Members and not just Audit and Governance Committee members.
- 3.20 Greater financial detail on the Service's funding streams, Medium Term Financial Plan (MTFP), Strategic Asset and Investment Framework (SAIF), Treasury Management and budget monitoring was delivered by Head of Finance and Procurement in *Understanding Financing the Fire Authority course*.
- 3.21 Two specific Local Government Association (LGA) courses were targeted and attended by Members who were appointed to their roles at the beginning of the year. The Democratic Support Team continue to review LGA's list of courses and will signpost Members accordingly.

Table One

Course title	Number of new members identified to attend	Number of existing Members that were identified to attend	Numbers of members that attended
Understanding A&GC course	8	3	8
Theale Stn visit	3	3	3
Annual Planning Members / Officers Workshop	8	12	10
Members Workshop	8	12	13
Bracknell Stn visit	1	6	3
Understanding the Financing of the Fire Authority	8	12	5
Healthy Organisation	8	12	6
Maidenhead Stn visit	4	2	6
Slough Stn visit	8	12	6
New Member Induction	8	0	8
Control Visit	8	12	5
Wellbeing Course	8	12	3
Understanding the Fire Authority	8	0	2
Safety at Home	8	12	5
Local Government Association course (s)	1	1	2

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 All Strategic Commitments are supported by the Member Development Programme.

5 FINANCIAL IMPLICATIONS

- 5.1 The majority of the Member Development courses and activities have been delivered in-house within existing resources. External courses were provided at a subsidised rate by LGA as Royal Berkshire Fire Authority are members.

6 LEGAL IMPLICATIONS

- 6.1 The Member Development Strategy and Action Plan supports the Fire Authority in discharging its statutory duties.

7. EQUALITY AND DIVERSITY IMPLICATIONS

- 7.1 EDI training forms part of the Member Development Programme.

8. RISK IMPLICATIONS

- 8.1 None specified.

9. CONSISTENCY WITH DUTY TO COLLABORATE

- 9.1 As outlined in the Member Development Strategy, we will continue to identify opportunities to work with partners to deliver the Member Development programme where possible.

10. PRINCIPAL CONSULTATION

- 10.1 Statutory officers and the Senior Leadership Team have been consulted in the development report.

11. BACKGROUND PAPERS

- 11.1 Fire Authority Agenda and Minutes – 27 April 2023, minute reference 89.

12. APPENDICES

- 12.1 Appendix A – Member Development Action Plan
12.2 Appendix B – Member Development Survey Results
12.3 Appendix C – Member Development Strategy 2023-2027
12.4 Appendix D – Protocol for Station visits

13. CONTACT DETAILS

- 13.1 Fayth Rowe, Democratic Support Lead rowef@rbfrs.co.uk
13.2 Michaela Smith, Democratic Support Assistant smithmj@rbfrs.co.uk

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Action	Target completion date	Progress 2023/24	Lead Officer/Member	R	A	G
Publish an annual Member Development Programme (1)	Annually	Published at the start of the Municipal Year.	Head of Corporate Services			G Complete
Update the skill-based questionnaire for compulsory completion by Members annually (2)	Annually	Skills questionnaire updated by the Member Development Working Group, for completion by all Fire Authority Members for 1:1 meetings with Group Leaders. The purpose is two-fold, for Group Leaders to identify skills and interests ahead of Member appointments at Fire Authority annual meeting, and for Democratic Support to signpost Members to training organised internally (RBFRS) or externally e.g. Local Government Association (LGA).	Fire Authority Members			G Complete
NEW – Introduction to the Fire Authority and Committee meetings (3)	Annually	Documentation developed to inform new Members about the Fire Authority and Committee meetings - completed and distributed in June 2023.	Communications and Engagement Team			G Complete
New Members to be assigned a Member and Officer Buddy on joining the Fire Authority (4)	Business as usual	2023/24 New Members were assigned Member Buddy (Group Leader) and an Officer Buddy (member of the Senior Leadership Team) as a contact for questions and queries.	Group Leaders and Head of Corporate Services			G Complete
Review the annual Member Induction Programme (5)	Business as usual	Annual New Member Induction session held in June 2023. This session is reviewed and updated annually.	Head of Corporate Services Democratic Support Lead			G Complete
Review Members Members' Handbook (6)	Annually	The 'About Us' section of the Member Handbook is reviewed annually to support Member Development.	Head of Corporate Services Democratic Support Lead			G Complete
Group Leaders to undertake annual 1:1 with Members (7)	Annually	23/24 1:1s with Group Leaders were held in June 2023. , Good practice these meetings are held days prior to the Annual Fire Authority meeting to inform Group Leader nominations onto Committees, Lead Member and Champion roles.	Group Leaders			G Complete
Healthy Organisation and Wellbeing Course (8)	Business as usual	This course provide an in-depth view of health and wellbeing initiatives within RBFRS and include Equality, Diversity, Inclusion, Mental Health and unconscious bias training.	Head of HR and Learning and Development			G Complete
Control Room Visits (9)	Business as usual	Control Room sessions were arranged by Thames Valley Fire Control Service (TVFCS) Group Manager.	Head of Corporate Services Democratic Support Lead			G Complete
Formal Station Visit for the members (10)	Annually	Three formal visits were arranged to Maidenhead, Theale and Bracknell Fire Stations. Organised visits provid an opportunity for Members to meet the crew and learn in greater detail the equipment used at incidences.	Democratic Support Lead			G Complete

Action	Target completion date	Progress 2023/24	Lead Officer/Member	R	A	G
Informal Station Visits (10a)	Business as Usual	Fire Authority Members were encouraged to make impromptu visits to Stations or they could be arranged directly between Members and Station Manager. To aid Member organised station visits, Members may wish to refer to protocol attached as Annex 1.	Fire Authority Members			G Complete
Understanding the Financing of the Fire Authority (11)	Business as usual	This course provided an overview of budget setting and the process behind reports presented to the Fire Authority and the statutory reporting requirements of producing Annual Statement of Accounts.	Head of Finance and Procurement			G Complete
Strategic Members Briefing / Workshops (12)	Business as usual	Two Member / Officer Workshops were held in October 2023 and January 2024. These will be valuable for all members to attend, as they are to enable members to keep up to date with new developments in the Service.	Head of Corporate Services			G Complete
Safety at Home Course and Understanding Safe and Well Visits (13)	Business as usual	This course is delivered by Safety Education Officer and provides smoke alarm advice and tips on ways to protect your home and family from kitchen-related fires. Members were taken through the process of Safe and Well Visits and how that data is fed into quarterly performance reports.	Head of Corporate Services Democratic Support Lead			G Complete
Members to be invited to RBFRS events and demonstrations (14)	Business as usual	Members were invited to attend the official opening of Theale Fire Station, Fire Cadets passing out parade and annual Awards Ceremony.	Senior Leadership Team Democratic Support Lead			G Complete

Action	Target completion date	Progress 2023/24	Lead Officer/Member	R	A	G
NEW – Two new courses – Understanding Audit and Governance Committee and Wellbeing course (15)	Business as usual	Understanding Audit and Governance Committee is aimed at new members and will be looking at Annual Objectives, targets and measures of the Service's performance. Wellbeing course will provide Members with a deeper understanding of the support offered to all staff following high profile incidences and agencies.	Head of Corporate Services			G Complete
Undertake an annual Member Development Survey (16)	Annually February	Annual Member Development survey will be circulated to all Members. The results of the survey will form part of the annual Member Development report for consideration by Audit and Governance Committee in March 2024.	Head of Corporate Services Democratic Support Lead			G Complete
Members to participate in the Understanding the Fire Authority RBFRS Core Skills Course (17)	Business as usual	Whilst primarily focused on staff development, the course offer opportunities for Member Development and a chance for Members to meet with staff members from across the service.	Democratic Support Lead			G Complete
Ongoing opportunities to work in partnership with other fire and rescue services and local authority partners to be explored. (18)	Business as usual	Opportunities to be explored on an ongoing basis and as they arise.	Head of Corporate Services Democratic Support Lead			G Complete
Ensure attendance at all Member Development activities is captured and added to each Members profile page on the website. (19)	Business as usual	All Member training has been captured and updated on Royal Berkshire Fire and Rescue Service website under each Member profile. Attendance will be reported annually via the Audit and Governance Committee.	Democratic Support Team			G Complete

Action	Target completion date	Progress 2023/24	Lead Officer/Member	R	A	G
Opportunities for e-learning to be utilised for Members. (20)	Business as usual	E-learning courses on Protecting Information and Equality, Diversity and Inclusion (EDI) This was changed during the year. Members were sent policies relating to Information Governance. On an annual basis, Members will be required to note they have read Information Governance policies i.e. Protecting Information, Password, ICT Acceptable Use and Security Policy. EDI was covered as part of Healthy Organisation course.	Democratic Support Lead			G Complete
Annual report on Member Development to the Audit and Governance Committee. (21)	Business as usual	Annual updates on Member Development to Audit and Governance Committee in March 2023.	Head of Corporate Services			G Complete
Modern.Gov Q&A Session (22)	Annually	Members that have opted to receive agenda packs electronically (paperless) have been offered to attend an informal drop-in session arranged to support Members with using the Modern.gov app. This session was not offered due to the roll out of rbfrs email addresses to Fire Authority Members. Modern.gov training will be removed from the action plan and will be available upon request.	Democratic Support Lead	R		
NEW - RBFRS ICT Support (23)	Ongoing	Fire Authority Members were provided with rbfrs email accounts. Ongoing support provided by the ICT Team	ICT Team			G Complete
Attendance at development opportunities outside of the organisation (24)	Annually	Members attended courses organised by Local Government Association (LGA) on Audit Committee and Fire and Rescue Essentials.	Head of corporate services Democratic Support Team			G Complete

Member Development Survey Questions - 2023/24

6 Responses

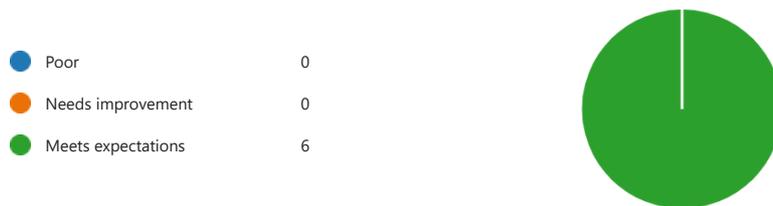
25:50 Average time to complete

Active Status

1. Did you attend the 'New Member Induction' course in 2023/24?



2. Please rate the course using one of the following options:



3. During the year we have provided the following courses (see below). Please comment on any highlights or anything positive which stood out to you.

- Understanding the Financing of the Fire Authority
- Healthy Organisation
- Safety at Home
- Thames Valley Control visit
- RBFRS Staff Core Skills: Understanding the Fire Authority
- Wellbeing
- Audit & Governance Committee Course
- Station visit(s)

6
Responses

Latest Responses

- "I love the station visits and the visit to the Control centre. I haven't done ...
- "Understanding the Financing of the Fire Authority reminded me of the co...
- "Safety at Home was a very direct, very informative and life altering sessi...

4. Comment in the box below, whether there were any course (s) you were dissatisfied with? *E.g. course content too long / short*

3
Responses

Latest Responses

- "No all good."
- "Home safety: could there be an Intro course; adn then a more advanced f...

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5. Did you attend your annual 1:1 meeting with your Group Leader?

Appendix B



6. If your answer to the above question was 'Yes', please state below how (if applicable) the meeting could be improved.

3
Responses

Latest Responses

"N/A"

"I have know Jeff Brooks (Gp Leader) and he has known me for about 20-...

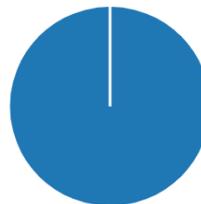
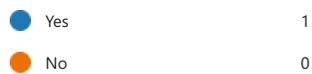
7. If your answer to the above question was 'No', please state below the reason you did not attend the meeting.

1
Responses

Latest Responses

"I have not been invited to have another formal 1:1 with my Group Leader..."

8. Did you complete a skills questionnaire?



9. If your answer to the above question was 'Yes', did the form highlight any gaps in your knowledge or areas that need improvement?



10. If your answer to the above question was 'No', was there any particular reason why you didn't complete the skills questionnaire?

0
Responses

Latest Responses

11. Please use the space below to add any further thoughts or comments.

1
Responses

Latest Responses

"I feel like I am still learning. Which is a good thing!"

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Member Development Strategy

2023 - 2027





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Member Development Strategy 2023 - 2027

Section 1: 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.

Section 2: Strategic Policy Statement

This four year strategy aims to ensure all Members have access to a high standard of support and information to facilitate their role on Royal Berkshire Fire Authority. This Strategy aims to support Member development across three categories:

1. Need to know information about Royal Berkshire Fire and Rescue Service
2. Visits to local fire stations including Wholetime and On-Call
3. Other information that Members would like to know



Section 3: Context and RBFA Strategic Commitments

This Strategy is underpinned by the Corporate Plan and CRMP 2023-2027, and must be considered in the context of the Strategic Commitments with outcomes aligned to delivery of the Corporate Plan and CRMP 2023-2027. In overall terms, this Strategy is designed to enable Members to fulfil our mission in **Serving the People of Royal Berkshire**.

Outcomes will be aligned to at least one of the following Strategic Commitments:

Prevention

We will reduce the risk to our communities through our partnership duties and prevention activities, ensuring that our services are accessible to all.

Protection

We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the [Building Safety Act 2022](#) and [Regulatory Reform \(Fire Safety\) Order 2005](#), whilst ensuring that our services are accessible to all.

Response

We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.

Resilience

We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.

Sustainability

We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.

People

We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

[Full details of the policy agenda is available in Royal Berkshire Fire Authority's Corporate Plan and Community Risk Management Plan 2023-2027.](#)

Section 4: Strategy

Through the Member Development Strategy, we will aim to:



- Equip Members with the skills and knowledge necessary to fulfil their roles and ensure they are fully aware of their responsibilities and accountabilities listed in Section 1 of this strategy, and Section 11 of [Member's Handbook Role Description document](#);
- To ensure Member development is fully embedded in the culture of RBFA and Royal Berkshire Fire and Rescue Service (RBFRS) and its importance is recognised by all;
- Equip Members to balance the conflicting and competing priorities of their roles and constructively work with officers in Serving the People of Royal Berkshire.

The principles that will underpin all Member development activity are:

- To maintain a clear commitment to Member development and support;
- To ensure a strategic approach is taken to Member development;
- To support Members in their roles on RBFA.

Our Member development objectives are:

To ensure we meet our aims and principles, this Strategy sets out a number of objectives that we will be working towards as part of our Member development activity:

Maintain a clear commitment to Member development and support	<ul style="list-style-type: none"> • Seek commitment and approval of the Member Development Strategy by Fire Authority; 	Year 1
	<ul style="list-style-type: none"> • Ensure the planning and delivery of Member development is the responsibility of Head of Corporate Services; 	Ongoing
	<ul style="list-style-type: none"> • Ensure equality of opportunity and access for all; 	Ongoing
	<ul style="list-style-type: none"> • Provide specialist training for the Democratic Support team and the wider organisation through the core skills programme. 	Ongoing
Ensure a strategic approach is taken to Member development	<ul style="list-style-type: none"> • Develop an induction programme for all new Members covering core skills, governance matters and learning specific to RBFRS and the Fire and Rescue Service generally; 	Ongoing
	<ul style="list-style-type: none"> • Annually refresh the Member Development Programme based on Member need 	Annual
	<ul style="list-style-type: none"> • Assign a lead Member (Member Champion for Member Development) and lead officer (Head of Corporate Services) responsible for Member Development providing regular strategic oversight; and 	Annual
	<ul style="list-style-type: none"> • Work in collaboration with Local Authorities and partners in Berkshire to identify opportunities to deliver Member development programmes that are complimentary and cohesive. 	Annual Ongoing
Ensure Member development is effective in building capacity	<ul style="list-style-type: none"> • Outcomes and benefits of Member development activities are clearly communicated and understood by those participating; 	Ongoing
	<ul style="list-style-type: none"> • Evaluate the outcomes and benefits of Member development activities through participant feedback; 	Ongoing
		Ongoing



Support Members in their roles on RBFA

<ul style="list-style-type: none"> • Develop Member understanding of local and national issues that impact on the Fire and Rescue Service; • Lead Member and Member Champions in place for key themes with briefing and support in these roles as appropriate; • Use a range of tools in the delivery of Member development to ensure suitability for a range of learning styles; • Provide opportunities to meet with agencies and the community; • Monitor and record attendance at Member development activities; • Annually report on the progress of the Member development programme to the Audit and Governance Committee. 	Ongoing
	Ongoing
	Ongoing
	Annual
	Annual
<ul style="list-style-type: none"> • Schedule a programme of Member development activities and publicise at the earliest opportunity; • Ensure the Member development programme is delivered at times appropriate for Members; • Offer Member development opportunities at a range of locations across Berkshire; • Ensure our systems and ways of working best support Members in their roles; and • Champion the role of RBFA in terms of local democracy and contribution to Serving the People of Royal Berkshire. 	Ongoing
	Ongoing
	Ongoing
	Ongoing
	Ongoing

Section 5: Delivering the Strategy

A Working Group chaired by the Member Champion for Member Development, will develop an action plan for delivery of a Member development programme under the three headings outlined at the start of the Strategy.

To support the delivery of the Member Development Strategy, a number of different opportunities can be used including (but not limited to):



New Member Induction Programme	Bespoke inhouse briefing sessions	Annual Workshop	Buddy System
Joint training opportunities with Local Authorities	Visit your local station	External learning opportunities e.g. conferences (based on business case where funding required)	Member Handbook
Attendance at RBFRS Events	Communication Channels e.g. Press Releases and Social Media	Opportunities to meet with partners such as SCAS and TVP	Dedicated Member support provided by Corporate Services
Support through systems such as Modern Gov	Briefing notes	Peer coaching and mentoring	E-learning

Measuring our Delivery

To ensure continuous improvement, a number of measures will be used to monitor the success of the Member Development Strategy including:

Annual Member Development Satisfaction Survey	Feedback and Evaluation Forms	Attendance numbers at Member development sessions /events
No. of joint training opportunities with partners/Local Authorities	Participation in external learning opportunities e.g. Local Government Association (LGA)	

As part of the Annual Report on Member Development, performance against these measures will be reported to the Audit and Governance Committee at the end of each Municipal Year.



Approval

The draft Member Development Strategy will be considered for approval by Fire Authority in April 2023. The Member Development Strategy will be reviewed on an annual basis by Audit and Governance Committee.

Version	Lead Member	Lead Officer	Review Date
V1	Member Development Champion	Head of Corporate Services	March 2024

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE

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

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PROTOCOL FOR MEMBERS VISITING FIRE STATIONS FOR FAMILIARISATION PURPOSES

Appendix D

Purpose

- To provide guidance for Members wishing to visit Fire Stations for familiarisation in operational matters and wider delivery of services to the public via the Service Delivery Hubs.
- To provide guidance to the officer hosting the visit to ensure that the familiarisation is comprehensive and that the individual Member's needs are addressed.

The proposed protocol will ensure that Members receive information, witness activity and are provided adequate access to operational personnel at all levels providing a comprehensive introduction to the full scope of Service Delivery activity at 'hub' level.

Nothing in this protocol is intended to dissuade Members from visiting stations on an ad-hoc basis when passing however it should be recognised that it may not be convenient to host visitors at short notice due to planned activity.

Making contact

Members are encouraged to identify a station to visit, and learn a little about that station, by visiting the RBFPS website <http://www.rbfrs.co.uk/your-service/fire-stations/> . A number of stations have a range of vehicles and visits to these stations may provide a wider appreciation of the diversity of vehicles, equipment and management of operations.

Arranging the visit

Member identifies station to visit
(Via RBFPS website if appropriate)

Member contacts Station Manager or Hub Manager – contact details located via Modern.gov library and Members Handbook

Member contacts Station or Hub Manager to arrange visit and agree content

PROTOCOL FOR MEMBERS VISITING FIRE STATIONS FOR FAMILIARISATION PURPOSES

Appendix D

The visit

The following list is provided as a guide for the Member and receiving officer to ensure that the full scope of Service Delivery activity is considered during the visit. Additional items can be included and the programme will be adapted to address the individual Member’s needs.

Focus areas	Method
Service structures	
Hubs and support departments	Group/Station Manager discussion Relevant documentation
Local community plan for the hub area	Group/Station Manager discussion Relevant documentation
Response	
How the Service responds to incidents: <ul style="list-style-type: none"> • Incident types • FRS Act and statutory responsibilities • PDAs • Hierarchical command structure and ICS • Special appliances • Specialist officer functions • RDS and WDS working patterns 	Group/Station Manager discussion Relevant documentation
Relevant corporate targets and measures	Group/Station Manager discussion View latest published quarterly performance report
Training/Maintenance of skills	Group/Station Manager discussion Discussion with the duty watch
Equipment	View fire appliances with duty watch Observing testing or training
Prevention	
Relevant corporate targets and drivers behind prevention activity	Group/Station Manager discussion
Personnel	Group/Station Manager discussion Structure chart Introduction to staff if available

PROTOCOL FOR MEMBERS VISITING FIRE STATIONS FOR FAMILIARISATION PURPOSES

Appendix D

<p>Prevention activity:</p> <ul style="list-style-type: none"> • HFRCs/Safe and Well • Fire safety education initiatives • National campaigns • Local identification of risk and methods of addressing it 	<p>Group/Station Manager discussion</p> <p>Discussion with the duty watch</p>
Protection	
<p>Relevant corporate targets and drivers behind protection activity</p>	<p>Group/Station Manager discussion</p> <p>IRMP documentation</p>
<p>Personnel</p>	<p>Group/Station Manager discussion</p> <p>Structure chart</p> <p>Introduction to staff if available</p>
<p>Protection activity:</p> <ul style="list-style-type: none"> • Inspections • Response to complaints • Consultations • Post fire inspections 	<p>Group/Station Manager discussion and/or discussion with SM Protection if available</p>
Other	
<p>Station tour</p>	<p>Duty watch</p>
<p>Observing station activity – training, testing etc</p>	<p>Level of involvement to be determined by the local risk assessment for the activity.</p> <p>Firefighting and associated activities are inherently hazardous therefore risk assessments will preclude involvement in some activities.</p>

Additional considerations:

- Stations are able to accommodate visits for small groups of up to 3 visitors.
- Members will be given the opportunity to spend time alone with the duty watch to discuss issues of importance to them and form a fully rounded view of the Service from all levels.
- Where additional visits to other stations or departments are requested by the Member the hosting officer will provide contact details. These could include visits to Retained Duty System fire stations, the Service Training Centre or support services for instance.
- As far as is possible the planned activity for the day should not be altered to accommodate the visit. This will ensure that the visitor experiences typical station activity and not a contrived event.

PROTOCOL FOR MEMBERS VISITING FIRE STATIONS FOR FAMILIARISATION PURPOSES

- To enable the Service to co-ordinate visits and go some way to ensuring that station personnel are afforded equal opportunity to meet Members, please let Democratic Support know when you have visited a station.
- Members are advised to familiarise themselves with the Protocol on Member and Officer Relations and how that relates to contact with Service personnel.

ROYAL BERKSHIRE FIRE AUTHORITY



COMMITTEE	AUDIT AND GOVERNANCE COMMITTEE
DATE OF MEETING	28 MARCH 2024
SUBJECT	QUARTERLY PERFORMANCE REPORT 2023-24 QUARTER THREE (OCTOBER – DECEMBER 2023)
LEAD OFFICER	PAUL BREMBLE, HEAD OF CORPORATE SERVICES
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) third quarter (October - December 2023) performance for the 2023-24 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 2023-24.
- 2.2 **NOTE** the progress made on the 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

Agenda Item 8

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 third quarter (October – December 2023) performance for the 2023-24 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, RBFRS Development Programme and the Strategic Asset Investment Framework) - 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 2023-27.
- 3.8 Quadrant four - Assurance - This section 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 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Action Plan.

4. CONTRIBUTION TO STRATEGIC COMMITMENTS

- 4.1 **Prevention:** We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.
- 4.2 **Protection:** We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the Building Safety Act 2022 and Regulatory Reform (Fire Safety) Order 2005, whilst ensuring that our services are accessible to all.
- 4.3 **Response:** We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
- 4.4 **Resilience:** We will ensure our resilience and work with our partners to promote and build resilience in the communities we serve.
- 4.5 **Sustainability:** We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.

- 4.6 **People:** We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.

5. FINANCIAL IMPLICATIONS

- 5.1 This report provides Royal Berkshire Fire Authority (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 assurance 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 2023-24.

12. APPENDICES

- 12.1 Included with main report.

13. CONTACT DETAILS

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Quarterly Performance Report

Q3 2023-2024 October - December



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Contact Us

Accessibility

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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 Three Performance Report, summarising our progress across the Service.

In our Annual Plan for 2023-24, we set 9 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), RBFRS Development Programme and Strategic Asset Investment Framework).

Assurance: 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



Quarter Three Summary



2075

Total number of emergency incidents in Berkshire



71.5%

% of occasions we responded to emergency incidents within 10 minutes



8.4%

% increase in the number of Referrals for Safe and Well visits received from our partners



64.5%

% of Full Fire Safety Audits with a 'Broadly Compliant' result



5

Number of complaints received



6.9%

% of working time lost to staff sickness across all groups



100.0%

Compliant spend as a % of overall spend



Incident Trends

We responded to 2075 emergency incidents in Berkshire in Quarter 3 2023-24. Chart 1 below shows the trend in incidents over time, and for the most recent quarters includes the five year maximum, minimum and average incident levels for comparison. The chart illustrates the fall in overall incident numbers during the Covid-19 pandemic, and shows the hot, dry summers of 2018 and 2022. The level of emergency incidents in Quarter 3 of this year was higher than any equivalent quarter in the past five years.

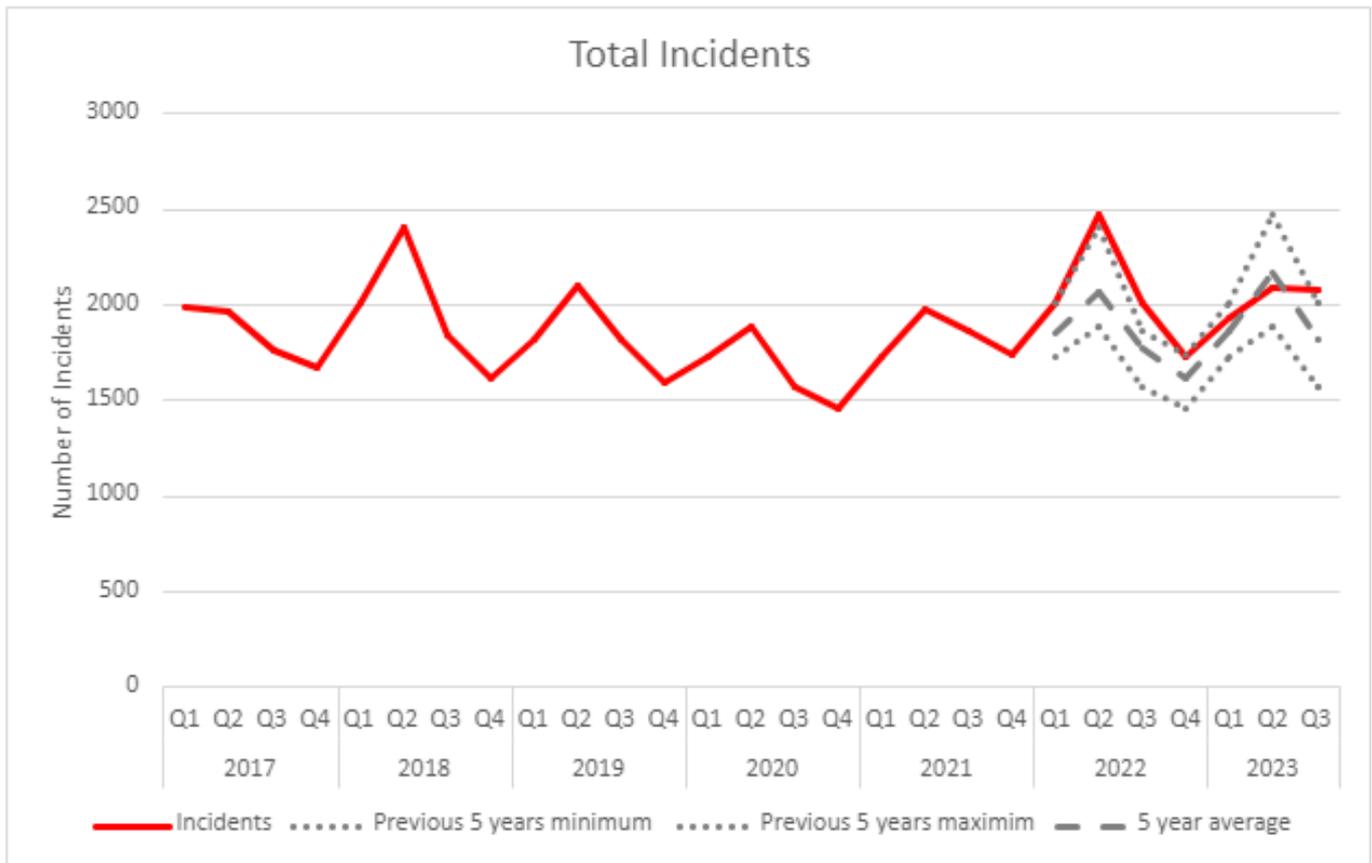
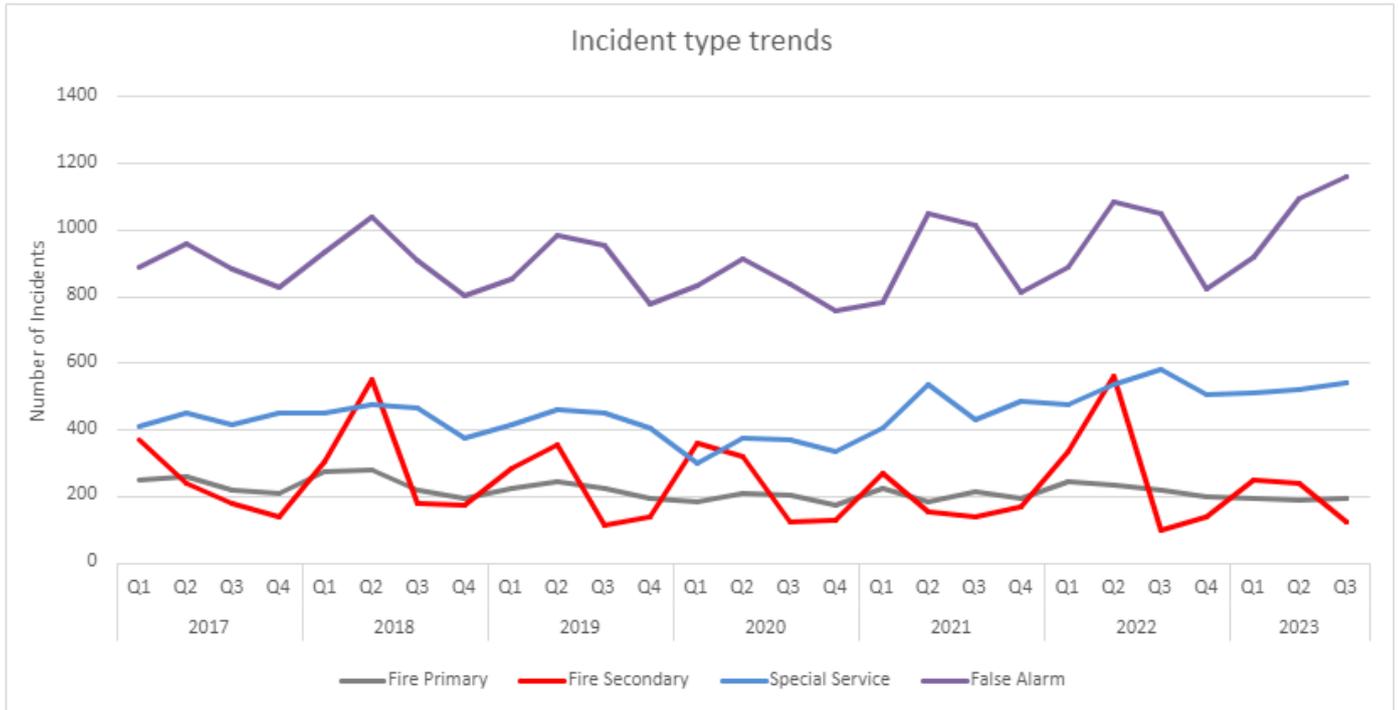




Chart 2 shows trends for major incident types, and clearly illustrates the seasonal and weather related patterns of secondary fires. Both primary and secondary fires are following a gradual downward trend over the past six years. Special service incidents dipped during the pandemic, but levels are now higher than they were pre-2020.





Quadrant One – Service Provision

Adults at Risk Programme (ARP)

In April 2022, Royal Berkshire Fire and Rescue Service (RBFRS) altered its approach to delivering fire prevention in the home. The nationally recognised tool for providing fire safety in the home is a Safe and Well visit (S&W), also known in other services as a Home Fire Safety Check (HFSC). Before April 2022, RBFRS monitored the delivery of Safe and Well visits predominantly on the number of visits delivered to members of our community.

Before the new financial year of 2022, Service Delivery Managers reviewed the current method of S&W delivery and moved to a partner referral model. By working closer with our current partners and developing new relationships with agencies also working with vulnerable members of the community, we focused on developing our referral process recognising vulnerabilities being addressed by our partners had an intrinsic link to vulnerability and risk of a fire in the home. The intention of this was to have a greater focus on risk, with the aim of increasing referrals from partners.

The Adult at Risk Programme (ARP) is a course provided by RBFRS to partner agencies to identify those most at risk in the community from a fire in the home. The training provided covers all areas of home fire safety and teaches professionals to spot and minimise risk with the people they support within their homes. It further details how to refer residents who would benefit from a Safe and Well visit provision in the home to the RBFRS. Professionals are also made aware of their responsibility to report these residents to us, and an emphasis is placed on professionals working together.

We assure the new approach via various corporate measures designed to increase and monitor referrals to ensure we work effectively with our partners. They allow us to understand the different levels of risk identified and prioritise visits through a risk-based approach. During the first year we saw a significant increase in referrals across the board, which impacted our ability to complete visits within the designated times stated in our corporate measures. We also recognised due to the complexities of some visits to our higher risk members of the community the timeframes were unrealistic.

This year 2023/24 we have rebalanced our measures seeking to refine the referral process even further. We want to understand how we can improve referrals in areas where referral rates are lower rather than seeking a wholesale increase across the board. A specific example of this is in Slough where we consistently see lower referral numbers than the rest of the county. This will impact our ability to deliver a 10% increase on the number of referrals from last year, but providing equality of access to our services for the people of Berkshire is something that we are legally and morally committed to and investing time make improvements in areas with low referral number must be a priority.

Following the recent implementation of this approach, a full evaluation project has been commissioned to understand how effective we have been in addressing the fire risk in the home



and will begin at the end of Q4. We will also seek to understand how we can assure the quality of referrals and support partners where improvements can be made.

In the meantime, Service Delivery Teams remain committed to ongoing development work with our partners to ensure we receive high-quality referrals to support this model. Recent incidents and post-incident reviews with our partners have already identified some improvements, such as confirmation of learning and certification for our courses, ongoing support/revalidation packages and rebranding the training to allow for consideration of young people at risk of fire in the home.

In addition to this work with local partners, prevention teams have recognised an opportunity to deliver fire prevention awareness on a national level by producing a training package for Occupational Therapists. There are over 43 thousand occupational therapists in the UK working across all ages and a variety of settings, from hospitals, communities, schools, and prisons and across physical disabilities, mental health, and learning disabilities. Therefore, OTs are well placed to help reduce the risk of fires in the community.

The NFCC Home Fire Safety Committee has recently endorsed the package, which the Royal College of Occupational Therapy (RCOT) will present to its members and host as a continual professional development package.



QUADRANT ONE – SERVICE PROVISION					
Overall Measures					
1. Number of Fire Deaths					2023/24 Target: 0
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	0	1	3	0	4
Target (max)	0	0	0	0	0
2023/24 Actual	2 ↓	1 ↔	0 ↑		3 ↑
No reported fire deaths recorded across Q3. Hub Prevention activity continues to target those most vulnerable in the community.					
2. Number of non-fatal fire casualties					2023/24 Target: 34 max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	13	5	17	1	35
Target (max)	8	9	8	9	25
2023/24 Actual	7 ↑	16 ↓	7 ↑		30 ↑
Following an increase in Q2 non-fatal fire casualties have decreased in this Quarter. All reported casualties were predominately related to smoke inhalation and were tended to more as a precautionary measure, including three in Slough who were under 18.					
3. Number of deliberate Primary Fires					2023/24 Target: 135 max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	34	30	43	22	107
Target (max)	33	34	34	34	101
2023/24 Actual	19 ↑	26 ↑	25 ↑		70 ↑
4. Number of deliberate Secondary Fires					2023/24 Target: 244 max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	91	115	23	41	229
Target (max)	78	87	38	41	203
2023/24 Actual	68 ↑	65 ↑	38 ↓		171 ↑



Prevention Measures					
5. Increase the number of Referrals for Safe and Well visits received from our partners					2023/24 Target: 10%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23) % change	30.4%	26.4%	41.6%	38.8%	32.8%
Target percentage change	10%	10%	10%	10%	10%
2023/24 Actual Number	1053	1007	1137		3197
2023/24 Percentage Change	18.4% ↓	13.7% ↓	8.4% ↓		13.2% ↓
See case study on page 24.					
6. Percentage of Safe and Well referrals, where there has been a threat or incidence of arson, completed within 48 hours					2023/24 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2023/24 Actual	100% ↔	100% ↔	100% ↔		100% ↔
7. Percentage of Very High Risk Safe and Well Referrals completed within 72 hours					2023/24 Target: 35%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	25.0%	31.1%	28.0%	21.0%	28.1%
Target	35%	35%	35%	35%	35%
2023/24 Actual	37.5% ↑	49.0% ↑	32.7% ↑		40.0% ↑
<p>Overall performance has decreased for this Quarter in most areas compared to last Quarter. It remains a challenging period for the Prevention teams as they face pressures from staff shortages.</p> <p>More high-risk referrals have been allocated to operational crews to support managing workloads across Hubs and achieving targets. This has supported an increase in completion rates over the Quarter. More complex cases and those requiring joint visits continue to be allocated exclusively to a technician.</p>					
8. Percentage of High Risk Safe and Well Referrals completed within target time					2022/23 Target: 50%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	45.2%	33.8%	44.9%	51.7%	41.3
Target	50%	50%	50%	50%	50%
2023/24 Actual	43.1% ↓	52.5% ↑	51.6% ↑		49.1% ↑
<p>Overall performance across the Service for this measure remains positive and above the stated target. There has been a significant increase in performance across Wokingham from the previous Quarter. It's good to see that performance discussions after the previous Quarter have positively impacted that area. Performance in this area is also linked to crews completing an increasing number of high-risk visits.</p>					



Protection Measures					
9. Proportion of Fire Safety Audits conducted against premises identified as High or Very High Risk in our Risk Based Inspection Programme					2023/24 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)*	N/A	20.6%	21.6%	27.8%	
Target	-	-	-	-	-
2023/24 Actual	28.1%	24.1% ↑	21.5% ↓		24.4%
*The Risk Based Inspection Programme was launched on the 28 th April 2022. Monitoring data available from Q2 22/23.					
10. Percentage of Full Fire Safety Audits with a 'Broadly Compliant' result *					2023/24 Target: 60% max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	78.7%	72.8%	75.2%	69.2%	75.4%
Target (max)	60%	60%	60%	60%	60%
2023/24 Actual	69.5% ↑	60.4% ↑	64.5% ↑		65.6% ↑
<p>*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.</p> <p>Much of the work for this period remains reactive through complaints and post-fire inspections (PFIs) and the completion of HRRB. When reactive audits such as post-fire Inspections and complaints are completed, there is a higher likelihood of these being 'Broadly Compliant' than audits completed following the High or Very High-Risk RBIP.</p> <p>We are currently creating a plan to ensure priority of work is identified, ensuring we address some of the highest risk properties on the RBIP. This includes reviewing our Protection work prioritisation guidance, allowing for a more professional judgement-based approach on risk for reactive Protection work to allow more time for FSIOs to address RBIP.</p>					
11. Percentage success when cases go to court					2023/24 Target: 80%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	0 cases				
Target	80%	80%	80%	80%	80%
2023/24 Actual	0 cases	0 cases	0 cases		0 cases
<p>No current cases have gone to court within 2023-2024 reporting period. There are three ongoing cases (being prepared to present to the Legal, Technical and Enforcement Hub for continued work and legal advice and guidance ready for potential prosecution</p> <p>A property in Slough was inspected on 03 March 2023. RBFRS have commenced formal investigations which may lead to prosecution. The case file has now been completed and handed over to West Berkshire Legal.</p>					
12. Percentage of Statutory fire consultations completed within the required timeframes					2023/24 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	96.3%	98.9%	96.8%	93.8%	97.3



Target	95.0%	95.0%	95.0%	95.0%	95.0%
2023/24 Actual	97.0% ↑	98.4% ↓	95.0% ↓		96.9% ↓



Response Measures					
13. Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered					2023/24 Target: 75%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	76.0%	69.3%	74.2%	76.3%	72.9%
Target	75%	75%	75%	75%	75%
2023/24 Actual	74.6% ↓	72.9% ↑	71.5% ↓		73.0% ↑
14. Percentage of wholetime frontline pumping appliance availability					2023/24 Target: 99%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	97.6%	97.4%	96.6%	98.2%	97.2%
Target	99%	99%	99%	99%	99%
2023/24 Actual	97.3% ↓	97.1% ↓	97.6% ↑		97.3% ↑
<p>Quarter 3 appliance availability was higher than other quarters throughout the year, it was also higher than Q3 last year, this is pleasing to see against a backdrop of high sickness levels and higher demand in terms of incidents. There has also been an increased demand for risk critical operational training due to high numbers of staff in development and pressures from staff turnover. The introduction of the Operational Support team and close oversight of resourcing gaps has resulted in the maximisation of appliance availability as effectively and efficiently as possible. This is constantly monitored, measured, and reported through our governance pathways..</p> <p>The response standard was below target which resulted in further work to identify and understand the reasons for the decrease in performance. There were several factors identified, incident demand had increased significantly and exceeded pre pandemic levels, the incident profile has also changed somewhat with a higher proportion of calls being false alarms and special service calls. These types of calls require longer call handling times and call challenging processes which influence the overall response standard performance. Travel times are also affected by the increase in incident demand which again influences the response standard performance. One element of the response standard is turnout time, and this has continually improved and remains within the desired target.</p> <p>Moving forward, we will continue to closely monitor and manage our performance, together with longer-term trend analysis of our incident profile and demand. In addition to the detailed work on call handling, we will continuously review the management of our resources via the Operational Support Team to ensure we are optimising our ability to respond as quickly as possible and explore opportunities in the longer-term that would support this objective.</p>					
15. Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)					2023/24 Target: 50%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	44.4%	40.3%	35.9%	41.7%	40.2%
Target	50%	50%	50%	50%	50%
2023/24 Actual	46.5% ↑	38.4% ↓	33.5% ↓		39.5% ↓



Historically, Q3 is the worst-performing period for On-Call availability. In part, this is due to allocated leave being used up by the end of the year.

It is anticipated that On-Call availability will start to increase at most stations, except for Lambourn.

Lambourn availability is predicted to remain in single-digit figures for the foreseeable future, work is being carried out to encourage the development of staff at the incident command level for the Station. The lack of incident commanders at Lambourn has been caused by those key personnel moving out of the area at the end of Q2 and Q3 respectively.

Current progress is being made with On-Call recruitment and as we move into Q4 the service should see several new recruits joining the service, which will lead to future improvements in crewing levels at On-Call stations.



Resilience Measures					
16. Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale					2023/24 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	14.8%	30.5%	42.9%	60.9%	29.0%
Target	100%	100%	100%	100%	100%
2023/24 Actual	57.1% ↑	80.0% ↑	83.3% ↑		73.2% ↑
<p>Overall most visits are being completed on time.</p> <p>On occasions it can be challenging to attend sites within timeframes allocated due to availability of the Responsible Person (RP) and site access. Hence the RAMS expectation to stations regarding planning visits in early. We have seen a vast improvement in this area.</p>					
17. Number of Service Delivery Hub exercises completed					2023/24 Target: 12
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	3	1	4	4	8
Target	3	3	3	3	9
2023/24 Actual	4 ↑	1 ↔	4 ↔		9 ↑
18. Percentage of Automatic Fire Alarm calls where RBFRS did not attend					2023/24 Target: 30% min
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	26.7%	23.0%	24.2%	25.4%	24.6%
Target	30%	30%	30%	30%	30%
2023/24 Actual	25.7% ↓	25.8% ↑	24.8% ↑		25.4% ↑
<p>The service is currently reviewing its operational response to Automatic Fire Alarm Calls in line with the priorities set out in CRMP 2023-27. This will be subject to Fire Authority approval and public consultation, which is planned to commence in Q4 23/24. Whilst not the primary focus of any proposed change it is expected that any change will also have a positive impact on performance in this area.</p>					



Customer Experience Measures					
19. Percentage of domestic respondents satisfied with the overall service					2023/24 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2023/24 Actual	100% ↔	100% ↔	100% ↔		100% ↔
20. Percentage of commercial respondents satisfied with the overall service					2023/24 Target: 95%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	100%	No returns	100%	100%
Target	95%	95%	95%	95%	95%
2023/24 Actual	100% ↔	100% ↔	100% ↔		100% ↔
21. Percentage of respondents satisfied with the services with regards to Fire Safety Audits					2023/24 Target: 90%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	100%	96.9%	100%	100%	98.9%
Target	90%	90%	90%	90%	90%
2023/24 Actual	100% ↔	90.9% ↓	100% ↔		96.2% ↓
22. Percentage of domestic respondents satisfied with the service regards their Safe and Well Visit					2023/24 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	99.1%	100%	100%	100%	99.7%
Target	100%	100%	100%	100%	100%
2023/24 Actual	100% ↑	100% ↔	98.4% ↓		99.6% ↓
<p>In Q3 we received 1 dissatisfied survey response for a Safe and Well visit and 1 dissatisfied survey response for a Fire Safety Audit, which took place in Q2. Apart from that, satisfaction levels continue to be high.</p> <p>Response rates, particularly for Fire Safety Audits, continue to be low.</p> <p>On 1st November 2023 we introduced a new process to capture Fire Safety Audit survey responses online. We hope one of the benefits of this will be an increased response rate. If this is successful we will consider if and how to expand to the other satisfaction surveys</p>					
23. Number of complaints received					2023/24 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	7	6	11	4	24
Target	-	-	-	-	-
2023/24 Actual	7 ↔	6 ↔	5 ↑		18 ↑
<p>In Quarter 3 2023/2024, the service received 5 complaints. The subject matter of the complaints are shown below:</p>					



Complaint subject	Number of complaints in Quarter
Safety Concern	
Customer Service	3
Behaviour	1
Accidental Damage	1

The behaviour complaint related to noise issues during the operational use of a station which was affecting a local household. The accidental damage complaint related to an appliance damaging a car, upon investigation and review of CCTV, it was found that the appliance was not the cause.

The first customer service complaint related to an application process and was investigated by HR. The second related to a Safe and Well visit and the individual's details that were shared with a partner agency, it was investigated and closed.

The final complaint related to the handover of property following an incident, the individual was referred to the police as it was not something RBFRS could assist with.

24. Number of compliments received					2023/24 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	7	5	5	5	17
Target	-	-	-	-	-
2023/24 Actual	4 ↓	4 ↓	5 ↔		13 ↓

The nature of the compliments in this Quarter varies. Two were received for Wokingham Fire Station, with one related to the service provided at a community engagement event and the other in response to an incident where an individual was trapped.

Another compliment was related to a different incident where an individual was trapped, with the firefighter praised by the person trapped for reassuring them and keeping them calm.

The final two compliments were from the same individual but related to different events. First one was praising an interaction the member of the public had with a contractor that was working on behalf of RBFRS and the second, thanked RBFRS for its attendance to a fire in Newbury.



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 Two – Corporate Health

Revenue Budget Update – Q3 2023/24

The 2023/24 Revenue Budget agreed by Members in February 2023 was set at £41.975m. Income was anticipated to exceed expenditure by £573,000 meaning that the Fire Authority was replenishing its reserves – specifically the Budget Contingency Reserve.

The forecast revenue outturn for 2023/24 is shown in Appendix A, and shows an anticipated surplus of £110,000 compared to the original budget. Variances against individual revenue lines are explained below.

Employee costs. A settlement was reached in 2022/23 for the rates of pay for Grey book staff that also covered the current year. The Service was under establishment for April and May. The 23 new recruits that joined in February 2023 are now all on station. A further eight new recruits have been taken on and after training joined the stations in late November 2023. Taking into account known leavers the net result is anticipated to be net cost savings of around £278,000. The overtime forecast is showing at £271,000 over budget for the year. This has been affected both by covering for the under establishment and additional training needs of water rescue MOD 2 and 3 and other increased training. These figures do not take into account any further leavers beyond those that are currently known.

On-call stations are currently showing a net saving against budget of £138,000.

The Green book pay award was finalised and paid (including back pay from 1 April 2023) and came out as an average of 5.4%, against the original budget of 4% resulting in an additional £77,000 of costs, although this has been offset by variances.

The cost of new trainee firefighters has been built into the forecast with an additional 18 forecast to be taken on by the end of the financial year, at an additional budgetary pressure of £108,000. This is shown on the non-stations line, which is where new recruit costs are posted while in training and before they go onto stations. The training costs of the additional apprentices are reflected in the higher costs in the training line.

Repairs and Maintenance. Repairs to the Firehouse at Whitley Wood are ongoing. The total cost of completing works is estimated to be around £121,000, including corrective repair works on structural elements and flooring.

Rates. The Authority continues to work with a third party to challenge business rate charges for stations. Since budget setting, an appeal for Newbury Fire Station was successful resulting in an £11,000 refund and a 6.5% decrease in future bills. The final historical refunds in respect of Dee Road were received in Q1 2023/24.

Cleaning. From April 2023 an additional, above inflation, price increase of 8.2% has been applied, due to the living wage increase. In addition, Management Committee agreed a six-month extension to the current contract that expired in September to allow a re-tendering exercise to be



undertaken. Cleaning costs are about £22,500 per month, giving a total yearly cost of £270,000, an increase of £21,000 over the budgeted amount.

Utilities – the price of gas has come down and this is reflected in a reduction in the forecast spend.

Equipment – spend is forecast to be £44,000 higher than budget due to price rises above inflation, additional water rescue equipment (over and above the project to bring water rescue to the east of the County) and additional scrap cars needed for increased training.

Communication – the WAN (Wide Area Network) project has been delayed leading to reduced revenue costs of £62,000, as the New WAN costs are not yet realised. The delay currently increases risks of mediocre performance and reduced efficiency of the MS 365 environment.

Contribution to TVFCS – the original budgets for TVFCS were set before the pay rises were finalised resulting in higher employment costs.

Professional Fees – includes fees for advice on the Public Sector Decarbonisation Project (PSDS) scheme and reinforced autoclaved aerated concrete (RAAC).

Transport – The cost of the fleet maintenance contract with Hampshire FRS is forecast to be £49,000 over budget. The increase is due to the increased charge rate for vehicle technicians as well as parts.

Cross border charges - these have been agreed with Thames Valley partners for the quarter and, based on this, it is estimated that charges will be £52,000 lower (under *Contracts Other*) and income £54,000 lower (under *Income Other*) than the budgeted targets.

Interest receivable – Increases in interest rates will result in increased investment income of £248,000 more than originally budgeted.



**Budget Update - Revenue Position
Quarter 3 2023/24**

	Annual Budget £'000	Q3 Outturn £'000	Forecast to YE £'000	Fcast - Budget Variance £'000
EMPLOYEES				
STATIONS	18,846	14,047	18,700	(146)
NON-STATIONS	12,619	9,353	12,694	75
TRAINING	537	308	581	44
OTHER	299	202	307	8
	32,301	23,910	32,282	(19)
PREMISES				
REPAIRS & MAINTENANCE	865	793	1,014	149
RATES	888	729	857	(31)
CLEANING	276	198	297	21
UTILITIES	880	447	856	(24)
	2,909	2,167	3,024	115
SUPPLIES				
INSURANCE	418	414	418	0
EQUIPMENT	563	467	607	44
IS EQUIPMENT & LICENCES	1,002	866	1,005	3
CLOTHING/PPE	361	337	363	2
COMMUNICATIONS	786	465	725	(61)
OCCUPATIONAL HEALTH	267	160	268	1
PRINT/STATIONERY/PUBLICATIONS/SUBSCRIPTIONS	144	105	152	8
COMMUNITY FIRE SAFETY SUPPLIES	160	66	111	(49)
SUPPLIES OTHER	213	167	229	16
	3,914	3,047	3,878	(36)
CONTRACTS				
CONTRIBUTION TO TVFCS & COLLABORATION	977	719	997	20
LEGAL	50	32	51	1
CONTRACTS OTHER (incl Professional Services)	937	503	902	(35)
	1,964	1,254	1,950	(14)
TRANSPORT				
VEHICLE RUNNING COSTS	829	337	878	49
TRAVEL	233	155	232	(1)
	1,062	492	1,110	48
PENSIONS				



PENSIONS	455	351	456	1
	455	351	456	1
INCOME				
GRANTS	(2,079)	(1,924)	(2,080)	(1)
RENTAL INCOME	(216)	(145)	(216)	0
TVFCS RECHARGE INCOME	(394)	(295)	(394)	0
INCOME OTHER	(566)	(169)	(522)	44
	(3,255)	(2,533)	(3,212)	43
NET COST OF SERVICES	39,350	28,688	39,488	138
DEBT CHARGES INTEREST	333	167	333	0
INVESTMENT INTEREST	(474)	(375)	(722)	(248)
REVENUE FUNDING OF CAPITAL	1,515	0	1,515	0
APPROPRIATION TO/(FROM) RESERVES	567	0	567	0
FINANCING COSTS	684	0	684	0
NET EXPENDITURE	41,975	28,480	41,865	(110)
GOV GRANTS/PRECEPTS	(41,975)	(36,937)	(41,975)	0
(SURPLUS)/DEFICIT BEFORE USE OF RESERVES	0	(8,457)	(110)	(110)



Equality, Diversity and Inclusion Objectives Progress Update

Utilising Stations to support community engagement.

As a service, we continually seek to opportunities for community engagement and ensuring equality of access for all. This is a key area of focus within the station plan itself and an integral part of the Wokingham Borough Local Safety Plan.

With our fire stations being at the heart of the local community, we wish our premises to be utilised wherever possible by the public and organisations, such as those representing the voluntary and charitable sectors.

The following examples highlight how the station community room has been used to support community engagement and those in need.

Green Watch Wokingham wanted to use the community room to support more isolated and vulnerable members of the community in the lead up to the Christmas 2023.

The resulting initiative was called 'Brew with the Crew,' which offered people the opportunity to attend the station across three Sundays in December 23. Sundays were chosen as it was felt many clubs and activities are often only available during weekdays.

Response and Prevention colleagues combined efforts to promote the dates and advertised through our local partners, particularly those focused on working with those living in isolation, alongside further support from RBFRS Communications Team.

Those attending received a warm welcome and got to learn more about fire safety in the home and how we respond to incidents, in an informal way. This included information on keeping safe from fire in the home. The concept was very well received based on feedback with some 15-30 members of the community attending over the sessions; this will inform planning of future events of this nature.

Additionally, working in conjunction with partners the station crews have supported several initiatives to support the homeless within Wokingham Borough and continue to build on the previous work undertaken.

The community room was also used to host, the Wokingham Borough Homeless Street count. Blue watch assisted with the count, allowing the opportunity to engage with those sleeping rough with the aim of giving specific advice around fire safety in tents.

These examples of utilising our community space, demonstrate our commitment to and on going intent to support vulnerable people in times of need.



The table below illustrates progress against our Equality, Diversity and Inclusion Objectives.

	End 22/23	Q1	Q2	Q3	Q4
<p>Objective: Increasing the diversity of staff at all levels</p> <p>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.</p>	G	G	G	G	
<p>Objective: Leadership and corporate commitment</p> <p>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.</p>	G	G	G	G	
<p>Objective: Improving our service delivery by creating strong links with our community</p> <p>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.</p>	A	A	G	G	
<p>Objective: Building on our inclusive culture</p> <p>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.</p>	G	G	G	G	

Tables containing relevant Equality, Diversity and Inclusion data are presented quarterly and are available in Appendix A.

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

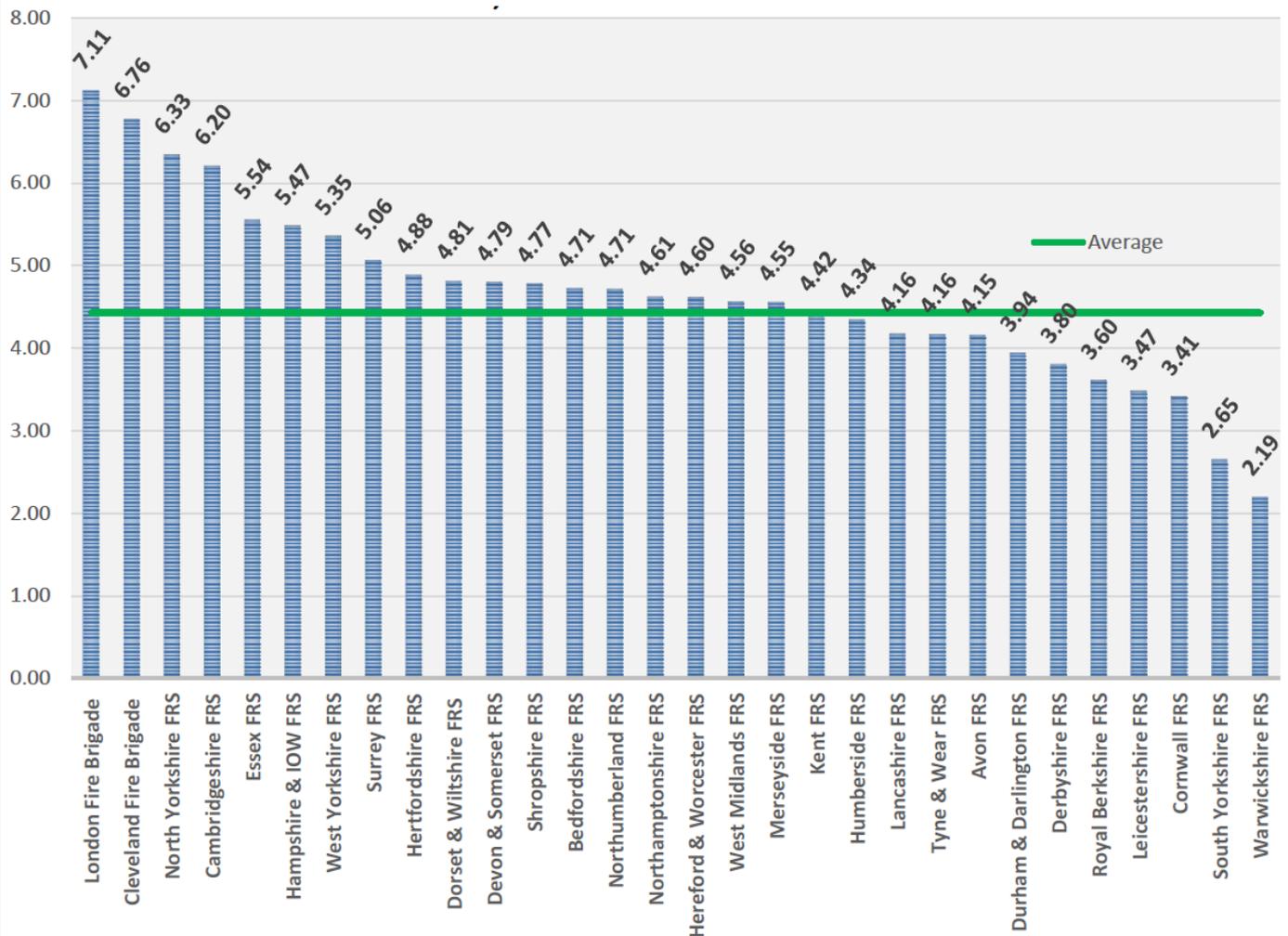


QUADRANT TWO – CORPORATE HEALTH				DATA SUMMARY	
25. Percentage of working time lost to sickness across all staff groups				2023/24 Target: 5% max	
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	6.2%	4.9%	5.5%	4.6%	5.6%
Target	5.0%	5.0%	5.0%	5.0%	5.0%
202/24 Actual	4.0% ↑	4.8% ↑	6.9% ↓		5.2% ↓
<p>There has been an increase in the number of days lost to sickness this quarter.</p> <p>The top three reasons for sickness absence this quarter were MSK, Mental Health and Other. ‘Other’ includes viruses, heart conditions and cancer. The top three reasons will fluctuate quarter on quarter and will also be impacted by seasonal factors.</p> <p>The increase in sickness absence is consistent for all contract types apart from On-Call.</p> <p>HR continues to prove support and assistance to managers in terms of management of sickness cases and employees on light duties. It should be noted however the most effective way to manage sickness is line management engagement and intervention at early stages.</p> <p>It should be noted that ongoing external pressures (such as NHS waiting lists, doctors strikes etc.) may lengthen absence which will continue to be monitored. As a response to pressures on the NHS, demand for private healthcare services are increasing which could impact the speed of provision through Benenden,</p> <p>Quarterly sickness audits continue to be undertaken to identify poorly managed absence and where specific areas have increased absence levels which is then addressed with the managers.</p> <p>Health Partners (Occupational Health) benchmarking data shows for the rolling 12 months to the end of January 2024, 46% of RBFRS cases related to MSK issues. This compares to 33% for their emergency services clients and 23% across their client base.</p> <p>Reasons for sitting above benchmark could be that referrals have to be made when an individual is absent for two weeks and MSK injuries can often lead to lengthy absence (17 long term cases in Q3), requiring regular reviews and that Occupational Health advice is sought when an individual returns to full duties and often when returning to light duties also. This provides reassurance to the manager that individuals are fit for duty.</p> <p><u>Comparison to other Services</u></p> <p>Health Partners (Occupational Health) benchmarking data shows for the rolling 12 months to the end of January 2024 33% of RBFRS cases related to mental health issues. This compares to 34% for their emergency services clients and 35% across their client base. This percentage has increased from the same 12-month period last year by 5% and 3% respectively for RBFRS and emergency services.</p>					



Although mental health absence has increased this quarter, RBFRS is more in line with the benchmarks.

The chart below is provided by Cleveland FRS and compares the percentage of days lost per employee for Quarters 1 and 2 for Fire and Rescue Services. RBFRS has a lower than average figure.





26. Percentage of eligible staff with Personal Development Appraisals					2023/24 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	30.0%	81.0%	86.0%	88.0%	86.0%
Target	100%	100%	100%	100%	100%
2023/24 Actual	62.5% ↑	86.0% ↑	92.0% ↑		92.0% ↑

511 staff are recorded as having had their PDR at the end of the quarter which equates to 92%. This is higher than the same period last year (86% in Q3 22/23). The deadline for completion of PDR meetings this year was July 2023.
Of the meetings that have taken place, 384 completed PDR forms have been returned to HR.

Managers continue to have access to reports to monitor performance locally and HR are contacting Managers on a regular basis to ensure meetings have been recorded accurately and that paperwork has been returned.

27. Number of formal grievances					2023/24 Target: Monitor
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	2	1	10	5	13
Target (max)	--	--	--	--	--
2023/24 Actual	2 ↔	3 ↑	6 ↑		11 ↑

The number of grievances being received has increased this quarter. The reasons, including and trends continue to be monitored as part of the ongoing review of grievances and discipline cases, with and actions being addressed as appropriate. During this quarter a fully qualified external investigators were utilised for cases that were particularly resource intensive.

28. Number of RIDDOR accidents and diseases					2023/24 Target: 4 max
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	3	1	3	2	7
Target (max)	1	1	1	1	3
2023/24 Actual	1 ↑	0 ↑	1 ↑		2 ↑

29. Percentage of spend subject to competition					2023/24 Target: 85%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	85.7%	82.2%	87.4%	86.5%	85.8%
Target	85%	85%	85%	85%	85%
2023/24 Actual	80.5% ↓	85.1% ↑	91.6% ↑		86.4% ↑

30. Compliant spend as a percentage of overall spend					2023/24 Target: 100%
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (23/24)	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%
2023/24 Actual	98.8% ↓	100% ↔	100% ↔		99.6% ↔

31. Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation*					2023/24 Target: 0
	Q1	Q2	Q3	Q4	Year to Q3
Previous Year (22/23)	0	0	0	0	0
Target	0	0	0	0	0
2023/24 Actual	0 ↔	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, RBFRS Development Programme and Strategic Asset Investment Framework (SAIF), assessing progress against the projects and objectives set in our 2023-24 Annual Plan.

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 early 2023, we consulted on and published a CRMP for 2023-27, which reflects the priorities and requirements of the [Fire and Rescue National Framework for England](#).

The below shows progress against our CRMP commitments published in our 2023-24 Annual Plan.

Priority 1: We will develop our Integrated Service Delivery Strategy to meet the changing profile of risk in Berkshire due to climate change, societal and technological shifts.				
	Q1	Q2	Q3	Q4
We will build on our horizon scan and evidence base developed for our CRMP to improve our understanding of climate change, societal and technological risks.	A	A	G	
We will develop our water rescue capability to respond to the impact of climate change.	G	G	G	
We will develop our wildfire capability to respond to the impact of climate change.	G	A	A	
Priority 2: We will develop a Risk Based Prevention Programme to target those most vulnerable and at risk from emergency incidents				
	Q1	Q2	Q3	Q4
We will use our evidence base to identify who is most at risk in our communities, to ensure our resourcing is targeted in the most effective and efficient way.	NS	NS	A	
We will continue to work with our partner agencies to ensure high quality referrals for the most vulnerable.	G	G	G	
Priority 3: We will develop our response model to ensure that we are providing the most effective response to incidents within Berkshire, ensuring that it is aligned to the risks identified, sustainable and provides value for money				
	Q1	Q2	Q3	Q4
In preparation for a project commencing in 2024/25 to improve our response to incidents, we will use our CRMP evidence base and our annual review of risk to assess our response model to determine the areas that will form part of this project.	G	G	G	
Undertake a review of the utilisation and resilience of our Flexi Duty Officer arrangements.	G	G	A	
Priority 4: We will review the incidents that do not form part of our core statutory responsibilities, to better understand the implications for the Service in attending these incidents. Notwithstanding the review of our response and the gathering of this data, public safety will remain the primary priority of the Service				
	Q1	Q2	Q3	Q4
We will assess the volume and costs of responding to incidents which do not currently form part of our core statutory responsibilities. Public safety will remain our priority and this information will be used to support the implementation of "Fit	A	G	G	



of the Future", the NFCC and sector ambitions for the future of fire and rescue service over the next five years.					
Priority 5: We will develop our Service to reduce the impact of fire safety issues in commercial buildings.					
		Q1	Q2	Q3	Q4
We will evaluate our new Risk-Based Inspection Programme to ensure we are targeting the premises with the greatest risk		NS	A	G	
We will evaluate the changes we have made to our call challenge policy and review our response		G	G	G	
Priority 6: We will maintain 19 frontline fire appliances, and a baseline service provision of 14 frontline fire appliances, utilising wholetime and on-call staff as effectively as possible, through local management					
		Q1	Q2	Q3	Q4
Develop our service delivery policies to integrate our wholetime and on call availability to achieve our baseline service provision of 14 frontline appliances, making dynamic and intelligence-based decisions to maximise cover and our response standard. We will monitor and evaluate these processes.		G	A	G	



RBFRS Development Programme

We continue to report to HMICFRS on our activities supporting the values and cultures actions as a result of the published national recommendations report. After the success of our two all staff conferences launching our vision and engaging the organisation in Active Bystander training, we held a third in Q3 to ensure all staff had opportunity to attend. We ran two Leadership forums for our middle managers within the quarter, focusing on burnout and staff wellbeing, and including a presentation from an ex-police chief constable exploring recruitment and attraction, and embedding consideration of EDI. Our plans for the RBFRS Development Programme were discussed with members at a workshop in October and a final draft of the People Strategy has been developed ready for SLT sign off in early Q4. In December we launched our Staff Survey and began consultation on our new talent management and coaching and mentoring policies.



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 22/23	Q1	Q2	Q3	Q4
Estates Development	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Fleet and Equipment						
		Status				
		End 22/23	Q1	Q2	Q3	Q4
Fleet: Special Appliances	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Fleet: Other Ancillary Vehicles	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Equipment	On Track	G	G	G	G	
	On Budget	G	G	G	G	
ICT						
		Status				
		End 22/23	Q1	Q2	Q3	Q4
Hardware	On Track	G	G	G	G	
	On Budget	G	G	G	G	
Software	On Track	G	G	G	G	
	On Budget	G	G	G	A	
Networks	On Track	A	A	A	A	
	On Budget	A	A	A	A	
Services	On Track	G	G	G	G	
	On Budget	G	G	G	G	
ESMCP	On Track	R	R	R	R	
	On Budget	R	R	R	R	



Quadrant Four – Assurance

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.

Risk Movement Highlights

This section highlights organisational risks which have been added, closed or substantially changed risk score over the course of Quarter 3. 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: 682: On-Call Operational Availability, Crewing and Capabilities				
Risk Owner: Katie Mills				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Mar 24
<p>Risk Description: 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.</p>	18	18	↔	18
<p>There is an established On-Call working group with a focus on Recruitment and retention, improved pathways to competence and increased appliance availability. Proactive recruitment and support activities have yielded and increase in applications and a total of 17 potential applicants are progressing through the selection stages. Changes in operational resource policy has been implemented and the use of WT staff that are over the minimum resource level are now utilised to supplement On Call appliance crewing and increase appliance availability. CRMP Priority 6 is on track to start April 24, benefit analysis is already in place and reported through Response Resourcing Group.</p>				
Current Mitigations	Progress on Mitigations (at end Feb)			
Review our risk analysis and response model as part of our CRMP	The CRMP Priority 6 is to be piloted in April for 3 months, this will utilise the On Call as part of our minimum 14 appliance availability. A new project will form part of the Annual Plan 2024/25 to look at our response model, including, appliances, specials and flexi duty officers			
Establishment of on-call working group to support and coordinate activity across on call stations	On call working group established and report into SDMT. Terms of Reference recently agreed by SDMT. Area of focus recruitment and retention and reducing the time taken for an On Call member of staff to become operationally counted. Recent success with recruitment campaign at Maidenhead.			
Recruitment processes / activity	Recruitment and retention action plans being developed for each On Call station as part of the On Call working Group, responsible owner is On Call SM. Early success at Maidenhead Station with increased applicants and increased numbers passing the selection tests.			
RRG responsible for regular monitoring and management of crewing and establishment	On-Call availability in Q3 reduced to pre-pandemic levels. Reports into SDMT and escalates risks and issues. Regular review of crewing establishment and qualifications with a view to seeking short term resolution / improvement and informing and escalating issues to SDMT / workforce planning. Summer crewing challenges anticipated and action escalated appropriately with the following actions being taken: 1) Updated summer strategy and degradation guidance in place. 2) consideration has being given to upcoming recruitment processes and seeking potential to recruit above establishment in some areas to be agreed at workforce planning on 2nd			



	<p>August. 3) WDS to On call detachment policy update in place from June 23. Ops Support function providing assistance in relation to monitoring and management of crewing, working with the on-call SM to encourage cover during identified WT degradation.</p>
<p>Policy review to provide greater flexibility around On-Call usage</p>	<p>Policies changed to enable flexibility of approach to crewing On Call appliances with WT staff where numbers permit. CRMP priority 6 policy has been developed and consultation has launched. Priority 6 will see On Call usage more prevalent. Due to go live April 24</p>



Key Risk: 663: Capital Projects – Effective Estate Management				
Risk Owner: Mark Arkwell				
	End of Q2 Risk Score	End of Q3 Risk Score	Direction of travel	Risk score as at Dec 23
<p>Risk Description: 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.</p>	17	17	↔	17
<p>This risk has been highlighted because of the positive progress made since November 2023. A professionally qualified engineer and senior manager assumed the role of Head of Assets (Estates, Fleet and Equipment) on 20 November 2023. The new head of service has made some organisational changes to integrate the Capital Projects Section into a more resilient and collaborative Estates Department. This will involve office moves and has included the recruitment of a new Estate Manager who takes up post on 25 March 2024. Further organisational changes will be made in the coming period to help improve capital projects management, which will include refreshing the professional consultancy support provision and condition surveys of the estate to help build a more informed asset investment plan.</p>				
Current Mitigations		Progress on Mitigations		
<p>Ensure appropriate engagement and oversight of financial considerations to maintain capital budget monitoring of minor capital works, taking into account inflationary price rises for labour and materials and the impacts this may on project delivery.</p>		<p>Finance integrated into project teams and meeting cycles. Detailed cashflow forecasts produced for each project and these continue to be reviewed with a Finance representative monthly or as required upon submission of tender responses/costings for programmes of work. MA established MCWP delivery group including cross-departmental oversight. MCWP line in SAIF approved. SAIF reviewed and reapproved for 24/25.</p>		
<p>The Service owns three residential properties and the governance surrounding these is currently incomplete. This must be rectified to ensure sufficient legal protection for both the Authority as the Landlord as well as the tenants as occupiers.</p>		<p>New AST agreements in place at 1 x property. 2 x properties vacant following bereavement and subject to refurb (Feb-Mar 24). Scheduled to let on open market from April 24. Oversight via EDSWG.</p>		



<p>Greater understanding of total estate condition to inform prioritised investment risk.</p>	<p>MA requested MH to commission full estate surveys. 26.02.24 Accelerated condition surveys requested for next 3 sites identified in SAIF refurb plan and PSDS decarb project.</p>
<p>Property Asset Management Strategy (PAMS) will be reviewed annually in light of CRMP and Corporate Planning cycles to ensure this remains fully aligned to operational and Service requirements.</p>	<p>Work currently on hold due to HoS capacity and reprioritisation. 26.02.24 - Now assigned to new HoA service level plan. Not yet started, due to competing demands.</p>
<p>Identify and expedite collaborative / partnership opportunities with RBFA and partner's estates to reduce revenue cost, support the delivery of the SAIF and comply with Duty to Collaborate.</p>	<p>Currently there is limited pro-active activity. Options remain open as per revised SAIF. MA in early feasibility discussion with London Square regarding Ascot site.</p>
<p>Ensure appropriate capacity and capability of resource is available to support project delivery in line with SAIF profile and any other additional responsibilities e.g. Minor Capital Works programme.</p>	<p>Estates dept restructure complete. New HoA in place. Estate Manager starts March 24. Sustainability coordinator now permanent role. Multi dis prof services to be identified per project - move away from single contract approach.</p>
<p>Delivery of appropriate communication and engagement plans with support of corporate comms. Key objectives to include maintenance of continued capital investment, confidence of effective delivery, showcase benefits to all stakeholders</p>	<p>Reintroduction of officer / member working group (estates development and sustainability). Enhanced pro-active comms required from Estates department. Request facilities and projects updates for station intranet sites, particularly focus on EDI and Contaminant improvements.</p>
<p>Continue to improve governance, visibility and oversight, across Members and internal stakeholders to build confidence and deliver successful projects collaboratively across departments.</p>	<p>New Estate Development and Sustainability Working Group now meeting quarterly. SAIF received FA approval - multiple BC scheduled for MC in Q4 23/24.</p>
<p>Maintain and annually review the Strategic Asset Investment Framework (SAIF) to prioritise available capital expenditure in those areas/buildings most in need.</p>	<p>New investment approach (refurb weighted) approved and delivering improved value. SAIF 24/25 identifies sustainability invest to save initiatives such as 2 Yr heat decarb project.</p>



<p>Identify options for potential joint ventures with external commercial partners (in addition to existing blue light partners) as a route to longer term property redevelopment</p>	<p>Currently there is limited pro-active activity. Options remain open as per revised SAIF. MA contacted London Square re Ascot development opportunities.</p>
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Corporate Risk Register risks as at March 2024

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.

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	20	19
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	18	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	18	12
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
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	21	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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	14	12
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	18	10
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



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
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
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	21	13
891	FDO numbers, skills & knowledge	If we do not maintain the necessary numbers, skills and knowledge requirements of Flexi Duty Officers personnel, which requires constant attention with our lean operating model, we may see adverse impacts on the provision of incident command and specialist capability, which could significantly impact community safety, firefighter safety and our organizational reputation.	23	18	12
892	MEN Arena Inquiry	If we do not evaluate and respond to the recommendations made within the Manchester Arena report which is becoming increasingly likely given current demands on capacity 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.	17	16	10



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
893	National Power Outage planning	If we do not have appropriate business continuity arrangements in place for a widespread power outage, which is increasing likely due to gaps in current Business Continuity Planning processes, then we can expect severe and critical impacts on service delivery and our staff, which is significant in meeting our statutory duties and impacts on community safety.	21	21	12
906	IT Disaster recovery	If we suffer a system(s) or data loss, which may become increasingly likely due to ageing systems and increased risks from cyber incidents, then we may be exposed to a disruption in the continuity of key digitally delivered services for a prolonged period of time, which are significant in respect to our capability to deliver all services, reputation, statutory reporting timeframes, or staff wellbeing.	21	18	16
917	Culture	High profile investigations have culminated in the LFB independent review of culture and HMICFRS spotlight report on values and culture in FRS's. Whilst RBFRS conducts staff surveys and has a HMICFRS 'good' rating for promoting values and culture, the service is not immune to poor behaviours. If we don't take action to manage our culture in light of both the findings of the recent sector wide cultural reviews and our own subsequent internal listening exercises then we can expect to lose existing staff, fail to attract new staff and potentially lose public trust. This will directly affect our ability to deliver our statutory duties and therefore impact our ability to protect both the public and staff.	21	21	8



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
918	Wildfire Capability	If we do not prepare for the impact of a changing climate on the likelihood and severity of wildfires and ensure we are suitably prepared to respond to operational incidents in changing conditions, which may become more likely given resource pressures and the speed of climate change, then we can expect to see increased harms from fire which are significant in respect of our statutory responsibilities to mitigate risk within our communities and our duties to ensure the health, safety and wellbeing of our staff.	22	18	13
928	ESMCP	If we do not plan for and make sufficient provision of resources and budget to support the development 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 which would have significant negative impact on our ability to deliver our core functions.	21	21	12
931	Industrial Action	If we do not secure, or make every endeavour to secure, adequate resources to meet the full range of service delivery risks and duties as defined in FRA 2004 and CCA 2008, which may become increasingly likely given the volatile national industrial relations landscape across the public sector, then we can expect to fail in delivery of our target statutory duties and providing adequate resource to meet the identified risk in Berkshire, which is significant in respect to public and staff safety and organisational reputation.	24	21	16



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
932	Fleet strategy, documentation and control	There is a lot of inconsistency in the documentation, policies and controls we have across Service that relate to Fleet. There are also a large number of owners of documents that have a bearing on the delivery or use of fleet, potentially leading to gaps that could lead to non-compliance. If we fail to manage our fleet operations appropriately, we risk affecting frontline operational capability and policy compliance.	17	17	10



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	18	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
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	20	12
882	Building Safety Regulator	If the BSR were to required 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
903	NILO Resilience	If we do not maintain our NILO establishment in line with the Thames Valley Procedure, which is likely due to current Flexi Duty Officer establishment and staff turnover, then we can expect to be unable to deliver a safe and effective response which is significant in line with strategic commitments and may be of detriment to firefighter and public safety.	21	18	12



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
909	Fire Investigation	If we are unable to effectively investigate Tier 2 Accidental and Deliberate fires within RBFRS and support a multi-service approach to ISO 17020 accreditation, which is possible due to a lack of internal capability and reliance on a 1 month notice period contract with West Midlands FRS for all accidental Tier 2 fire investigations, then we can expect to encounter issues in supporting Criminal Prosecutions as well as Inquests, Safety boards and other Prevention activities which is significant in respect of public safety and the reputation of RBFRS	21	18	12
910	Driving Licences	If we fail to review and update our process for ensuring individuals who drive service vehicles have a valid driving licence then we can expect potential impacts to how we can respond to incidents which is significant to our public reputation and legal obligations	21	18	12
913	External Audit	If the Authority's statutory accounts are not audited in a timely manner, which is currently the case given the lack of audit capacity across the sector then we can expect increasing workloads and costs to clear the audit backlog or the prospect of the accounts being qualified, all of which would significantly impact the Authority in terms of cost and public reputation.	17	17	16
914	Training Delivery	If we fail to deliver training and assessment events which underpin operational qualifications, which is increasingly likely due to crewing pressures, the development profile in L&D, reliance on the availability of ARA instructors and no additional capacity in the training calendar, we can expect to see an erosion of operationally qualified staff that impacts staff safety, appliance availability and public safety.	18	21	15



Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
922	Lithium Ion Batteries	If we do not consider the impact and emerging risks from Lithium Ion Batteries , Battery Energy Storage Systems (BESS) and other decarbonisation of our economy that impact vehicles, properties and other forms of leisure transport, which is increasing in complexity and scope, we may fail to effectively mitigate and respond to this risk within our communities for which we have statutory responsibility and be suitably prepared to respond to operational incidents in changing conditions, which could have implications for the for the health, safety and wellbeing of our staff and residents.	20	20	13
924	PTSN Switch Off	If we lose access to our PSTN lines, which may become likely given BT's announcement relating to switching off PSTN at the end of 2025, then we can expect disruption to our telephony service including our ability to receive 999 calls or maintain resilience in our mobilising system, which could be significant to our ability to deliver our core service.	24	24	15
926	New Finance System	If we do not implement a new Finance System by December 2024, which is a possibility given the suggested length of time for implementation from pre-market engagement then we can expect to receive no updates from Sage in relation to legislative changes and limited workarounds from Datel, which will impact the integrity of financial reporting.	22	18	10



Project Risks

Risk ID	Risk Short Name	Risk Description	Inherent Score	Current Score	Treated Score
897	Command Support effectiveness	If we fail to assure that we have effective and robust command support arrangements that are aligned across the Thames Valley, there is an increasing likely hood, given the aging command support equipment and arrangements that the command support arrangements would be operating sub-optimally. This could impact our operational response, and affect the safety of our staff and members of the public.	21	18	10



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 3, 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.	31/10/2023	Low	C	Complete
Progress: Policy has been updated					
Health & Safety 13/12/2022	2022: HS: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.	31/12/2023	Medium	G	Open
Progress: Refresher courses are now mandatory every 3 years. Courses are arranged by R&D, additional courses being booked.					
Health & Safety 13/12/2022	2022: HS:6 We will introduce lessons learned in the quarterly meetings to the Health and Safety Committee and cascade the information to employees.	31/12/2023	Low	G	Open
Progress: Amended review date 31/1/24. A new way of presenting the information at HSWC is being developed, including lessons learned. Ready for Q3 reporting in January.					



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Facilities Management 10/03/2023	2022: FM2b We will ensure all overdue works are picked up and completed work certificates are saved within the shared drive.	30/04/2023	Medium	G	Open
Progress: Overdue works are monitored and chased with contractors and reviewed on contractor meetings. All worksheets / certificates are filed and saved in the Facilities files and contractor portal systems					
Facilities Management 10/03/2023	2022: FM3a We will ensure that the PPM is formally reviewed and monitored with progress notes and actions recorded against the PPM.	30/04/2023	Low	G	Open
Progress: A new review of PPMs processes are currently in discussion for easy access to obtain information. Work not yet completed					
Facilities Management 10/03/2023	2022: FM6 We will ensure that defects are appropriately monitored, tracked and implemented in accordance with the prioritisation schedule where possible.	30/04/2023	Medium	G	Open
Progress: Defects are monitored by triage process, tracked and monitored throughout. A new process document is to be created for easy access to obtain information					
Facilities Management 10/03/2023	2023: FM7 We will ensure that a sustainability plan is developed to identify and plan ways to embed sustainability in the Facilities Department.	31/07/2023	Low	G	Open
Progress: Strategy and delivery plan in progress and will be delivered in Q1.					
Risk Management and Governance 09/06/2023	2022: RAG:1a We will update the Policy to include a formal risk appetite statement which will be developed to clearly articulate the level of risk that the Service is willing to accept.	31/10/2023	Medium	C	Complete
Progress: Policy has now been updated and includes the formal risk appetite statement, it has been published.					
Risk Management and Governance 09/06/2023	2022: RAG: 1b	31/10/2023	Medium	C	Complete



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
	We will establish a process for de-escalating risks including a guideline to outline when prior approval is needed before risks can be removed.				
Progress: Policy has now been updated and includes the de-escalation process, it has been published					
Risk Management and Governance 09/06/2023	2022: RAG: 2 We will ensure the risk management training is completed at all required levels. A method to monitor compliance regarding training completion will be introduced.	31/10/2023	Medium	C	Complete
Progress: We continue to review the training completion.					
Progress: Complete					
IT General Controls 11/07/2023	2023: IT: 5 Firewall Rules	31/07/2023	High	C	Complete
Progress: All rules are being reviewed at each point a change to firewall is requested and being implemented.					
IT General Controls 11/07/2023	2023: IT: 8a User Access Management	31/07/2023	Low	C	Complete
Progress: VFire amended to require users to add the setup forms to their new starter tickers. ICT staff instructed to ensure forms are complete and attached to tickets. Looking to automate the system using MS power automate systems.					
IT General Controls 11/07/2023	2023: IT: 8b User Access Management	31/07/2023	High	C	Complete
Progress: Reminder sent to all staff via Workplace. Now ongoing via viva engage notification. MS form/lists and vFire used as audit capture of leavers and movers.					



Audit title and date	Audit Action	Date due (revised where applicable)	Priority	Status	Open / Closed
Community Risk Management Plan 15/10/2023	2023: CRMP: 1 We will develop policies and procedures relating to the CRMP in accordance with NFCC guidance. These will be made available to staff and form part of a regular review.	31/01/2024	Low	G	Open
Progress: Policy has been drafted and is currently being reviewed to ensure that all areas have been covered					
Community Risk Management Plan 15/10/2023	2023: CRMP: 2 We will utilise a risk scoring matrix that quantifies the likelihood and consequence and ensure the project tracker is complete with risks for the CRMP.	30/08/2024	Medium	A	Open
Progress: Work has commenced on assessing the impact to People, Place, Environment, Economy. This will support the development of the scoring matrix for each risk, which will progress when additional analyst role is filled.					
Community Risk Management Plan 15/10/2023	2023: CRMP: 3 We will present all risks identified as part of the CRMP to SLT for challenge, and SLT will scrutinise actions to manage the risk and potential benefits defined. In addition, costs for projects agreed as part of the CRMP will be presented for scrutiny and challenge.	28/02/2024	Medium	C	Complete
Progress: Risks are reviewed annually as part of the review process and have been presented to SLT					
Community Risk Management Plan 15/10/2023	2023: CRMP: 4 We will develop an action plan on how the Service will deliver CRMP priorities and ensure the progress is monitored on an ongoing basis. We will also ensure action plans/ project trackers are kept up to date and include: • Projected costs; • Resource allocation; • Time to complete; • Monitoring arrangements.	30/09/2024	Low	C	Complete
Progress: Initial costing, resourcing and scheduling of priorities has been completed and agreed against the MTFP. This will be reviewed annually in line with our planning cycle					



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. Our latest HMICFRS report was published in January 2023 and we have added the actions from this report to the update 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

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		G	C		
Prevention quality assurance	Collaboration and Policy Service Plan	C					
Protection quality assurance	Collaboration and Policy Service Plan	C					
Addressing the burden of false alarms	Collaboration and Policy Service Plan	G		G	G	G	
Keeping the public informed during ongoing incidents	Corporate Services Service Plan	C					
Effective system to use for learning and debriefs	Collaboration and Policy Service Plan	C					
Post Incident prevention activity	Collaboration and Policy Service Plan	G		G	C		
Up to date site specific risk information		G		G	C		
MDTs		G		G	G	A	
Response Model		NS		G	C		
Section two: Efficiency							
Improvement	Delivered via	Status					



		End 21/22		Q1	Q2	Q3	Q4
Best use of available technology	ICT Strategy	C					
Productive Workforce		NS		A	A	A	
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	C					
Effective use of competence recording system	HR & L&D Service plan	C					
Effective grievance procedures in place	HR & L&D Service plan	C					
Staff are confident in using feedback mechanisms	Corporate Services Service plan	C					
Process to identify, develop and support high-potential staff and aspiring leaders	HR & L&D Service plan	A		A	G	G	
Absence/Attendance procedures		G		G	G	G	
Workforce Planning				G	G	A	
Tools and opportunities to increase diversity		G		G	G	G	
Understanding and application of PDRs		G		G	G	G	



Fire Standard Implementation Tracking

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



Standards in progress

	Fire Standard	Owner	Manager	FS consultation	FS publication date	Gap analysis	SLT Review	Action Plan progress	Commentary
1	Emergency Response Driving	Becci Jefferies	Becci Jefferies	C	Feb-21	C	C	G=	Action Plan in progress.
2	Operational Response - Preparedness	Ben Cairns	Ben Cairns	C	Feb-21	C	C	A=	Action Plan in progress.
3	Operational Response - Competence	Becci Jefferies	Becci Jefferies	C	Feb-21	C	C	G =	Action Plan in progress.
4	Operational Response - Learning	Jim Powell		C	Feb-21	C	C	C	Action plan completed - moved into BAU. Next steps to determine BAU review cycle
5	Code of Ethics	Nikki Richards	Lucy Greenway	C	May-21	C	C	G =	Action Plan in progress.
6	Community Risk Management Planning	Nikki Richards	Tim Readings	C	May-21	C	C	A=	Re-evaluation being done on the new published CRMP against the fire standard to identify any further actions. Once completed, implementation tool to be updated. In progress, elements of existing gap analysis and implementation tool remain relevant as per previous IRMP. Needs significant overhaul however am confident

Appendix A

Agenda Item 8



									that our evolving CRMP process is aligned to good practice. CRMP Fire Standard gap analysis has been revised. This now needs to feed into an update of the implementation tool.
7	Protection	Jess James	Matt Hoult	C	Sep-21	C	C	G=	Gap Analysis now with AM P&P for prioritisation of recommended actions and transfer to Implementation Tool document.
8	Prevention	Jess James	Matt Hoult	C	Jul-21	C	C	G =	Gap Analysis now with AM P&P for prioritisation of recommended actions and transfer to Implementation Tool document.
9	Safeguarding	Jim Powell	Darci Hellend	C	Jan-22	C	C	C	Action Plan in completed.
10	Fire Investigation	Jess James	Tim Benham	C	Apr-22	C	C	G=	Business Case delayed until February SLT Meeting in agreement with new AM P&P Dave Crease.
11	Emergency Preparedness and Resilience	Jim Powell	Alison Hazelton	C	May-22	C	C	A=	Next steps to fully develop and sign off implementation tool. Delayed due to resourcing. Aiming to develop implementation tool by end Feb '24.
12	Data management	Nikki Richards	Becca Chapman	C	Aug-22	G =	NS	NS	Gap analysis was postponed until NFCC guidance published. Guidance is now (Jan 2024) available on NFCC website. Gap Analysis to commence Feb 2024.



	13	Leading and Developing People	Wayne Bowcock	Becci Jefferies	C	Dec-22	G =	NS	NS	Fire standard published 21st December 2022. Gap analysis underway. Review commenced but disrupted by work matters
	14	Leading the Service	Wayne Bowcock	Becci Jefferies	C	Dec-22	G =	NS	NS	Initial Gap analysis complete and owners assigned to individual actions. Meetings in diary between Wayne and action owners. this standard has been reviewed as a result of HMICFRS values and culture, need to check original gap analysis.
	15	Fire Control	Jim Powell	Simon Harris	G	Mar-23	G =	G=	NS	Control fire standard gap analysis approved at November SLT. TVFCS JCG now need to agree on allocation of implementation activities to meet gaps and the prioritization of those activities. This will take place during Q4 2023/24
	16	Communication & Engagement Consultation	Paul Bremble	Jo Watson	G	Mar-23	C	C	G=	Fire standard published 31st March 2023 and gap analysis. GAP Analysis went to SLT on 14th June and was approved. Implementation tool to be completed by end of Jan 2024.
Not published	17	Commercial and Procurement	Conor Byrne			Sep-23				Proposed publication date September 2023
	18	Finance and Assurance	Conor Byrne			Sep-23				Proposed publication date September 2023



	19	Asset Management				Sep-23					Proposed publication date September 2023
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Agenda Item 8
Appendix A



APPENDICES

Appendix A – Additional Data

Equality, Diversity and Inclusion Data

Measure	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	2023/24 YTD	Previous year (22/23) to date	Number of authorised posts at end Q3 2023/24
STAFF IN POST							
Wholetime	363	365	360		360	361	361
On-call	63	57	55		55	66	65
Control	41	42	42		42	38	40
Green Book	171	171	176		176	172	180
Total Number of Staff in Post	638	635	633		633	637	646
STAFF TURNOVER							
Wholetime	15	7	6		28	25	
On-call	5	6	5		16	7	
Control	0	2	0		2	8	
Green Book	5	14	6		25	30	
Total Number of Leavers (Heads)	25	29	17		71	70	
Staff in Post (SIP)	638	635	633		635	643	
Percentage of Leavers vs. SIP	3.9%	4.6%	2.7%		11.2%	10.9%	
FEMALE STAFF PERCENTAGE: TARGET 4%							
Wholetime	6.1%	6.8%	6.9%		6.9%	5.2%	
On-call	12.7%	10.5%	9.1%		9.1%	13.6%	
Control	68.3%	66.7%	66.7%		66.7%	71.0%	
Green Book	56.7%	59.6%	60.2%		60.2%	55.8%	
Total	24.3%	25.6%	25.9%		25.9%	23.7%	
ETHNICITY (PERCENTAGE OF STAFF NON WHITE BRITISH): TARGET 5%							
Wholetime	3.9%	4.4%	4.4%		4.4%	4.4%	
On-call	3.2%	3.5%	3.6%		3.6%	3.0%	
Control	7.3%	7.1%	7.1%		7.1%	7.9%	
Green Book	14.6%	14.6%	15.9%		15.9%	14.0%	
Total	6.9%	7.2%	7.7%		7.7%	7.1%	



Staff Ethnicity Profile

Ethnicity	Wholetime	On-call	Control	Green Book	All Staff
White British	344	53	39	148	584
Other Ethnicity	16	2	3	28	49
Total	360	55	42	176	633

Staff Age Profile

Age Group	Wholetime	On-call	Control	Green Book	Total
25 and Under	18	4	8	17	47
26 - 35	97	16	15	32	160
36 - 45	129	21	7	33	190
46 - 55	103	10	9	55	177
56 - 65	13	4	3	34	54
66 and Over	0	0	0	5	5
Total	360	55	42	176	633

Staff Gender Profile

Gender	Wholetime	On-call	Control	Green Book	All Staff
Female	25	5	28	106	164
Male	333	50	14	70	467
Other	2	0	0	0	2
Total	360	55	42	176	633



Appendix B – 2023-24 Annual Objectives

1. Prevention: We will reduce the risk to our communities through our partnership duties and prevention education activities, ensuring that our services are accessible to all.
2. Protection: We will support those with responsibility for premises to understand their duties in ensuring the safety of all people using buildings covered by the [Building Safety Act 2022](#) and [Regulatory Reform \(Fire Safety\) Order 2005](#), whilst ensuring that our services are accessible to all.
3. Response: We will ensure that our people are trained and resources are located to provide the most effective response and to have a positive impact on incidents in our communities.
4. Resilience: We will ensure we are resilient and work with our partners to promote and build resilience in the communities we serve.
5. Sustainability: We will ensure that we provide a financially sustainable and environmentally friendly service to our communities.
6. People: We will support our staff by providing a safe and inclusive environment for them to thrive in, building a diverse organisation that is engaged with, and accessible to, our communities.
7. Culture: We will continue to develop our One Team culture, to ensure it is visible both within and outside the service to inspire trust, confidence and pride amongst our staff and within our communities.
8. Capability: We will continue to manage RBFRS in accordance with best practice and national professional standards and we will continuously improve, learning from events and holding ourselves to account.
9. Collaboration: We will explore collaboration opportunities to ensure we deliver effective and efficient services to the people we serve.



Appendix C – 2023-24 Performance Measures and Definitions

Service Provision

	Measure	2023/24 Target	Definition/ Rationale
1	Number of fire deaths	0	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	34 max	The number of non-fatal casualties requiring hospital treatment that occur as a result of a fire. The target is a 10% reduction on the five-year average.
3	Number of deliberate primary fires	135 max	The total number of primary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
4	Number of deliberate secondary fires	244 max	The total number of secondary fires that have been started deliberately. The target is a 5% reduction on the five-year average.
Prevention			
5	Increase the number of Referrals for Safe and Well Visits received from our partners	10%	We 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	100%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. Cases where there is a threat of arson are the highest risk.
7	Percentage of Very High-Risk Safe and Well Referrals completed within 72 hours	35%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. Very High-Risk referrals have a timescale of 72 hours. Over the duration of the CRMP period (2023 to 2027) we aim to bring the proportion completed in timescale up to 50%
8	Percentage of High Risk Safe and Well Referrals completed within 14 days	50%	Safe and Well Referrals are risk assessed, with each category of risk having an expected timescale for completion. High-Risk referrals have a timescale time of 14 days.



			Over the duration of the CRMP period (2023 to 2027) we aim to bring the proportion completed in timescale up to 70%
Protection			
9	Proportion of Fire Safety Audits conducted against premises identified as High or Very High-Risk in our Risk-Based Inspection Programme	monitor	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	60% max	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. If we are successfully targeting our resources at the riskiest properties, we would expect to see a high percentage that are not 'Broadly Compliant'.
11	Percentage success when cases go to court	80%	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	95%	Statutory fire consultations have a legally defined timeframe in which they must be completed. Types of consultation include licensing and building regulations.
Response			
13	Percentage of occasions where the first fire engine arrives at an emergency incident within 10 minutes from time the emergency call was answered	75%	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 incident. We aim to attend 75% of emergency incidents in under 10 minutes.
14	Percentage of wholetime frontline pumping appliance availability	99%	This measure shows the percentage of time that our wholetime pumping appliances are available for mobilisation. Reasons for unavailability include mechanical defects and crewing.



15	Percentage of hours where there is adequate crewing on on-call frontline pumping appliances (based on 24/7 crewing)	50%	This is the percentage of hours where there are sufficient 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 on-call station.
Resilience			
16	Percentage of visits to Very High, High and Medium Operational Risk sites completed in timescale	100%	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.
17	Number of Service Delivery Hub exercises completed	12	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.
Efficiency			
18	Percentage of Automatic Fire Alarm calls where RBFRS did not attend	30% (min)	In some circumstances we are able to seek confirmation before attending an Automatic Fire Alarm Call, enabling us to be more efficient.
Customer Experience			
19	Percentage of respondents experiencing a domestic fire satisfied with the service received	100%	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.
20	Percentage of respondents experiencing a commercial fire satisfied with the service received	95%	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.
21	Percentage of respondents satisfied with the Fire Safety Audit service they received	90%	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.
22	Percentage of respondents satisfied with the Safe and Well service received	100%	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.
23	Number of complaints received	Monitor	The number of complaints made to RBFRS about any aspect of our service or staff.
24	Number of compliments received	Monitor	The number of compliments received by RBFRS about any aspect of our service or staff.



Corporate Health

	Measure	2023-24 Target	Definition/ Rationale
Human Resources and Learning & Development			
25	Percentage of working time lost to sickness across all staff groups	5%	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.
26	Percentage of eligible staff with Personal Development Reviews	100%	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.
27	Number of formal grievances	Monitor	The number of formal grievances raised by staff under the Grievance, Bullying and Harrassment Policy.
Health and Safety			
28	Number of RIDDOR accidents and diseases	Max 4	RIDDOR (Reporting of Injuries Diseases and Dangerous Occurrences Regulations) are more serious injury accidents and diseases.
Finance and Procurement			
29	Percentage of spend subject to competition	85%	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.
30	Compliant spend as a percentage of overall spend	100%	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			



31	Number of Information Commissioner assessments finding that the Service has breached Information Rights Legislation (Freedom of Information Act, Environmental Regulations or Data Protection Legislation)	0	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	
RBIP	Risk Based Inspection Programme	
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 22	Station 22 – Theale	Wholetime
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)	



Appendix E – Home Office Incident Type Definitions

Primary fires are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions:

- 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

Primary fires are split into four sub-categories:

- **Dwelling fires** are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/hostels and residential institutions; dwellings also includes non-permanent structures used solely as a dwelling, such as houseboats and caravans
- **Other buildings fires** are fires in other residential or non-residential buildings; other (institutional) residential buildings include properties such as hostels/hotels/B&Bs, nursing/care homes, student halls of residence etc; non-residential buildings include properties such as offices, shops, factories, warehouses, restaurants, public buildings, religious buildings etc
- **Road vehicle fires** are fires in vehicles used for transportation, such as cars, vans, buses/coaches, motorcycles, lorries/HGVs etc; 'Road vehicles' does not include aircraft, boats or trains, which are categorised in 'other outdoors'
- **Other outdoors fires** are fires in either primary outdoor locations (that is, aircraft, boats, trains and outdoor structures such as post or telephone boxes, bridges, tunnels etc.), or fires in non-primary outdoor locations that have casualties or five or more pumping appliances attending

Purpose-built flat/maisonette fires are split into three sub-categories:

- fires in purpose-built low-rise (1-3 storeys) flats
- fires in purpose-built medium-rise (4-9 storeys) flats
- fires in purpose-built high-rise (10+ storeys) flats

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 appliances attended, in which case they become primary fires.

Chimney fires are fires in buildings where the flame was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances. Chimneys in industrial buildings are not included and are included under primary fires.

Accidental fires include those where the motive for the fire was presumed to be either accidental or not known (or unspecified).



Deliberate fires include those where the motive for the fire was ‘thought to be’ or ‘suspected to be’ deliberate. This includes fires to an individual’s own property, others’ property or property of an unknown owner. Despite deliberate fire records including arson, deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as ‘an act of attempting to destroy or damage property, and/or in doing so, to endanger life’.

Late fire calls are fires attended by an FRS which were known to be extinguished when the call was made (or to which no call was made) and the fire came to the attention of the FRS by other means (e.g. press report or inquest). Such fires are recorded if an attendance is made (even if for inspection only) but are not recorded if no attendance is made.

Fatal fires are those that result in at least one fatality that would not have otherwise occurred had there not been a fire.

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
CRMP P4 Statutory Duties report	Management Committee	9.04.24	Ad-hoc	Agree	HCS	N/A	Part I
Firehouse waiver	Management Committee	9.04.24	Ad-hoc	Agree	HoA	N/A	Part II
MAIT Contract	Management Committee	9.04.24	Ad-hoc	Agree	AM C&P	N/A	Part II
Fire Sector Culture Review Update	Management Committee	9.04.24	Ad-hoc	Note	CFO	N/A	Part I
Disciplinary Effectiveness	Management Committee	9.04.24	Ad-hoc	Note	HHR&L&D	N/A	Part I
Corporate Calendar 2024/25	Fire Authority	22.04.24	Annual	Agree	HCS	N/A	Part I
Lead Member and Champion Annual Reports	Fire Authority	22.04.24	Annual	Note	Lead Officers	Lead Members	Part I
Annual Plan	Fire Authority	22.04.24	Annual	Agree	HCS	N/A	Part I
Sustainability Grant	Fire Authority	22.04.24	Ad-hoc	Note	HoA	N/A	Part I

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